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REPORT TO COMMITTEE OF THE WHOLE MEETING OF WEDNESDAY, APRIL 29, 2026

SUBJECT Board Priorities Annual Check-In

ISSUE SUMMARY

To report on progress made to advance the 2023-2026 Board Priorities and Corporate Plan.

BACKGROUND

The Capital Regional District (CRD) Board (Board) identified and endorsed the following strategic priorities, and associated initiatives, in early 2023:

- Transportation
- Housing
- Climate Action & Environment
- First Nations
- Governance

Subsequently, staff prepared the 2023-2026 Corporate Plan (see Appendix A) to align with this direction. The Corporate Plan presents the work the organization needs to deliver over the Board term to meet the region's 16 most important needs (community needs) and advance the Board's vision and priorities. Initiatives listed in the Corporate Plan are delivered in conjunction with the critical regional, sub-regional and local services and regulatory requirements that the CRD is accountable for delivering.

The Board meets in the spring of every year (in the second through the fourth year of the Board's term) to review progress made and confirm the direction of the Board Priorities. This report has been developed to facilitate this review and provide evidence of the progress made over the last year. The following information has been provided:

- Appendix B highlights the progress made in advancing the 2023-2026 Board Priorities.
- Appendix C highlights the progress made in advancing the 2023-2026 Corporate Plan.

Overview of Progress Made in 2025

In recent years, the CRD Board has worked to balance an ambitious vision for the region with increasing budget pressures, including rising labour costs, new capital expenses, infrastructure renewal, and investment in critical technologies. While the Board has supported key initiatives that maintained service momentum and, in some cases, increased resources to strengthen service delivery, it has also emphasized the importance of delivering core and growing services efficiently. At the same time, ongoing economic uncertainty has continued to influence the outlook for all orders of governments.

Within this challenging context, staff focused on advancing, completing and/or operationalizing the current Board Priorities and advancing other initiatives started during this Board term, along with other operational requirements identified in other service level operational plans and strategies.

Appendix B outlines that:

- Approximately one-third of the Board Priorities initiatives have been operationalized, meaning staff delivered the intent of the initiative and the resulting work has now been integrated in core service workplans. Several of the remaining initiatives are ongoing in nature and will continue through the remainder of the Board term and into next term, unless otherwise directed by the new Board.
- Over the past year, several major Board policy initiatives have come to fruition, often following many years of sustained effort. These include the adoption of the Regional Transportation Service and the Regional Performing Arts Facilities Service, among others. These accomplishments have often exceeded what was originally anticipated as feasible within a four-year term, but with clear direction and careful stewardship from the Board, staff were able to make progress on these important outcomes.
- Several major service milestones were also achieved, advancing the Board's overarching goals. These include advancing several housing projects at various stage of redevelopment and construction, the opening of a new renewable natural gas facility at the Hartland Landfill, establishing a long-term Biosolids Management Strategy, the signing of multiple Memorandums of Understanding and Government-to-Government Protocol Agreements with First Nations, and the modernization of how the CRD engages and interfaces with the public.

Appendix C outlines that:

- Over 95% of initiatives listed in the Corporate Plan have been advanced during this Board term. Three initiatives are either planned for 2027 or will proceed when policy direction from the Board has been received.
- Approximately one-third of all initiatives have been completed. The remainder are either progressing or have been operationalized, meaning service levels have been increased or new programs have been established and integrated into core services.
- Fifteen additional initiatives were advanced that were not part of the original Corporate Plan and could not have been foreseen at the time it was developed. These initiatives were nevertheless required and are listed in the Corporate Plan Addendum (Appendix D), which is updated twice a year after the Board Priorities Check-in and the approval of the provisional budget.
- Staff remain well positioned to continue meeting the expectations set at the term's start.

As the Board term concludes, the Board may choose to carry forward certain strategic matters for consideration by the next Board of Directors. This approach was applied during the Board Priorities Check-In in April 2025, when the Board recommended that Arts and Recreation be separated in future iterations of the CRD Corporate Plan. In addition, in December 2025, the Board directed staff to include consideration of a potential nomination for the UNESCO Urban Biosphere Reserve designation in the next Board strategic planning process. Over the coming months, the Board may choose to carry forward additional priority topics or decisions to the next term.

Board Governance Effectiveness

In October 2025, the CRD Board directed staff to organize a regular governance effectiveness check-in, starting in spring 2026. Good governance and a high-functioning Board are essential to the success of the CRD as the Board plays a critical role in setting strategy and policy, and providing accountability and leadership across service delivery. A governance check-in offers an opportunity for Board Directors to consider how effective they are at governing the organization and making decisions and reflect on any lessons learned.

Along with the usual discussion about progress made on strategic priorities, a facilitated discussion will be held on April 29, 2026, to invite Board Directors to reflect on their experiences this term and provide insights and advice for future Boards.

Additional items for consideration

On April 8, 2026, the Board approved a motion to consider a for-information report on regional equity investments at the Board Priorities Annual Check-In meeting. This report is included as Appendix E. At the same meeting, the Board discussed its advocacy efforts, including the feasibility of managing follow-up requests through the Governance and First Nations Relations Committee. Staff have noted the Board’s suggestions and will address this through a process change at the start of the next Board Term. No additional direction from the Board is required to advance this.

ALTERNATIVES

Alternative 1

The Committee of the Whole recommends to the Capital Regional District Board:

1. That the current level of effort on Board Priorities be maintained; and
2. That this direction further inform the service and financial planning for 2027 based on service direction this term and in preparation for the 2027-2030 Board term.

Alternative 2

The Committee of the Whole recommends to the Capital Regional District Board:

1. That the level of effort on Board Priorities be adjusted as directed by the Committee of the Whole; and
2. That this amended direction inform the service and financial planning for 2027.

IMPLICATIONS

Alignment with Board & Corporate Priorities

The 2023-2026 Corporate Plan identifies and prioritizes initiatives that advance Board Priorities and deliver the CRD’s core services. Together, the initiatives and actions in the Corporate Plan respond to the region’s collective community needs in consideration of Board priorities, within the CRD’s established service mandates, approved plans and corporate priorities.

Staff report on the progress of initiatives and services on a regular basis. The Board oversees the Board Priorities through the Quarterly Board Priorities Dashboard which accompanies the CAO Quarterly Progress Reports. The Board also receives a progress report on the CRD Corporate Plan twice a year at the Board Priorities check-in and provisional budget meetings, which take place in the spring and fall respectively. During the year, standing committees and commissions also fulfill an oversight and/or advisory role in relation to services. The CRD Annual Report is published in the spring. This layered oversight ensures that there is transparency over progress made year-round and that adjustments can be made to policy in close consultation with the Board, where necessary.

Service Delivery Implications

Staff have advanced work carefully, taking into account organizational capacity and operational imperatives and commitments. At the same time, regional demand for services has remained strong, driven by community needs. Corporate divisions responsible for organization-wide functions are also experiencing sustained demand as they support regional, sub-regional and local services across the organization. In parallel, the organization has been undertaking a significant change initiative since 2023, the implementation of CRD Evolves 2024-2025. Staff have been reporting on progress related to this initiative to the Board on a quarterly basis since Summer 2025.

Financial Implications

Through the 2023-2026 Board Priorities and Corporate Plan, the Board set the CRD on a path that furthers its vision to embrace cooperation, innovation and bold leadership in the delivery of services that contribute to a livable, sustainable and resilient region.

Due to the timing of the upcoming General Election, the opportunities to make material changes to the existing direction and initiatives are substantially reduced, compared to previous years. A change in direction at this stage will have to be specific and limited in scope to have a realistic chance of delivery while staff work with the incoming Board on capturing new strategic priorities for the new term of office.

It is not anticipated that the Board will direct significant changes to the Board Priorities, or the CRD Corporate Plan initiatives in the remaining six months of the term. However, any new direction will be reflected through the 2027 service and financial planning processes. This includes, but is not limited to, Board direction to include new initiative(s), expand the scope of initiative(s), and/or accelerate or decelerate effort on existing initiative(s). Resource implications would be identified in the provisional budget, brought forward by staff in September 2026.

CONCLUSION

Staff continue to advance the initiatives and actions identified in the 2023-2026 Corporate Plan, including Board Priorities. Board direction shapes the annual service and financial planning process that identifies recommended initiatives, funding, timing and service levels to deliver next year's workplan. Staff will prepare these recommendations through the summer for review by the Committee of the Whole in September. Any advice or suggestions provided for the incoming Board will be incorporated into planning for the Board Orientation and Strategic Planning process which will take place after the election, starting in November 2026.

RECOMMENDATION

The Committee of the Whole recommends to the Capital Regional District Board:

1. That the current level of effort on Board Priorities be maintained; and
2. That this direction further inform the service and financial planning for 2027 based on service direction this term and in preparation for the 2027-2030 Board term.

Submitted by:	Fran Delgadillo Lopez, Manager, Strategic Planning
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT(S)

Presentation

Appendix A: Capital Regional District 2023-2026 Corporate Plan

Appendix B: 2023-2026 Board Priorities – Progress Report

Appendix C: 2023-2026 Corporate Plan – Progress Report

Appendix D: CRD Corporate Plan Addendum (revised October 2025)

Appendix E: 26-0138 Regional Equity Investments Report – CRD Board, April 8, 2026