



Making a difference...together



Capital Regional District

2023-2026 Board Priorities – Progress Report

MAY 2024

2023-2026 Board Priorities – Progress Report (2024)

The CRD undertakes a planning process at the outset of each new Board term of office. Through this process, the 2023-2026 Capital Regional District (CRD) Board of Directors set the strategic course for the CRD for the Board term. This direction was captured in the form of a long-term vision and a set of Board priorities for supporting organizational activities. The CRD mission statement was also revised in 2023.

The 2023-2026 CRD Board Priorities were approved by the Board in March 2023. The priorities were carefully selected to enact the Board’s vision for building a **livable, affordable and equitable region**. They set out a wide-ranging set of activities that can be addressed within the CRD’s legislative mandate, that are new, or that require more intense or urgent effort than has previously been applied. The Board priorities are advanced alongside other CRD services, mandated and/or regulated, and programs.

Reporting on progress made

The CRD Board meets annually in the spring to review progress made on advancing the Board Priorities and confirm the direction for the following year.

This progress report captures the key deliverables and milestones achieved in 2023 while advancing the 2023-2026 Board priorities.

Legend

- In progress
- Delayed/an issue has emerged
- Completed and/or operationalized
- On hold
- (blank) Not started



Transportation

Residents have access to convenient, green and affordable multi-modal transportation systems that enhance livability.

1a Improve regional connectivity and safety across transportation modes	2023	2024	2025	2026
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ACHIEVEMENTS IN 2023:

- In 2023, the Traffic Safety Commission delivered education and awareness campaigns for the following priority action areas: distracted driving, speeding and impaired driving.
- The 2022 Origin Destination Household Travel Survey report which showed an increase in walking and cycling in the region, was released in September 2023.
- The Salt Spring Island Active Transportation Network Plan was completed in August 2023.

1b Support investments, expansion and equitable access to active and low carbon transportation	2023	2024	2025	2026
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ACHIEVEMENTS IN 2023:

- Presented a regional All Ages and Abilities (AAA) cycling facility criteria to support consistent planning and reporting on implementation of the regional cycling network to the Transportation Committee in March 2023.
- The Active Transportation Infrastructure Stream – BC Active Transportation Infrastructure Grants Program approved \$500,000 for the Mayne Island Regional Trail Phase 1 Development Project. Construction is underway including trail support structures, culvert extensions, and placement of base and final surface materials.
- Saturday transit service on Fulford Harbour to Ganges, including southbound service along Cusheon Lake Road, was increased in May 2023.
- The Pender Island Parks and Recreation Commission Schooner Way Active Transportation Trail project is underway. Completion expected in 2026.
- Construction for the Kimta E&N Cycling Connector was completed in April 2023.
- Staff brought forward an information report about the CRD Regional Trails Closure Policy to Transportation Committee in May 2023.
- Staff presented Regional Trails Widening and Lighting Project funding options and were directed by the Board to accelerate by inclusion of the project in the 2024-2028 Financial Plan and that staff continue to develop partnerships, pursue grant opportunities and report back with options to generate additional funds through non-tax revenue.

1c Present options for changes in governance for transportation in the region, including the Electoral Areas	2023	2024	2025	2026
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ACHIEVEMENTS IN 2023:

- Planning started to scope regional transportation governance options. Background report presented to the Transportation Committee in March 2023.
- Completed an engagement process with municipal councils, electoral areas and agency partners on regional transportation governance. Input was gathered during summer 2023 and results were presented to the CRD Board in November 2023.



Housing

Residents have access to affordable housing that enhances livability.

2a Increase supply of affordable, inclusive and adequate housing in the region	2023	2024	2025	2026
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ACHIEVEMENTS IN 2023:

- Opened 72 units of affordable rental housing at 210 Gorge Road in Victoria in February 2023, in partnership with the Cool Aid Society through the Regional Housing First Program (RHFP).
- Opened 52 units of supportive housing at 2933 and 2949 Albina Street in Saanich in February 2023, in partnership with BC Housing and Our Place Society through Rapid Housing Initiative (RHI) Round 1.
- Opened 75 units of affordable rental housing at 2170 Charters Road in Sooke in partnership with the M'akola Housing Society through the RHFP. Project completed December 2022 and tenant move-ins began February 2023.
- Opened 45 units of supportive housing at 865 Catherine Street (House of Courage) in Victoria in March 2023 in partnership with BC Housing and the Aboriginal Coalition to End Homelessness through the RHI Round 2.
- Opened 51 units of affordable housing at Prosser Place (7612 East Saanich Road) in Central Saanich in May 2023, in partnership with the Capital Region Housing Corporation (CRHC) through the Regional Housing First Program (RHFP).
- Opened 39 units of supportive housing at 1909 Prosser Road in Central Saanich in May 2023, in partnership with BC Housing and Pacifica Housing through the RHI Round 2.
- Staff continued ongoing work to implement the Rural Housing Strategy.
- Throughout 2023, CRHC staff advanced the feasibility analysis and preliminary design work or potential development projects in anticipation of the 2023 Community Housing Fund call for proposals.
- A Development Permit Application was submitted to the City of Victoria in Q3 2023 through the Rapid Deployment of Affordable Housing process for Village on the Green redevelopment, in partnership with the CRHC through the RHFP.
- The 2023 Greater Victoria Point-in-Time Count results were announced in August 2023. A regional Point-in-Time Count is a tool a community can use to measure and understand the nature, extent and characteristics of homelessness and is part of a community's response to homelessness by raising awareness of the need for action.
- In August 2023, a bylaw amendment to increase the annual requisition for the Land Assembly, Housing and Land Banking Service to \$85 million obtained statutory approval. The process to obtain consent for the bylaw amendments from participating areas and Electoral Areas, as well as consent for the accompanying loan authorization bylaw was initiated and continued into 2024.

2a Increase supply of affordable, inclusive and adequate housing in the region	2023	2024	2025	2026
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- The CRHC Chair and CAO met with Minister Kahlon, BC Minister of Housing in September 2023, to advise of the CRD Board’s proposal to increase the borrowing authority and request that the Province consider providing up to \$170 million in funding to facilitate the development of approximately 2,000 affordable housing units across the region.



Climate Action & Environment

Progress on adaptation, reduced greenhouse gas emissions and triple-bottom line solutions that consider social, environmental and economic impacts.

3a Maximize solid waste diversion and resource recovery from waste material	2023	2024	2025	2026
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ACHIEVEMENTS IN 2023:

- The Board-approved new Solid Waste Management Plan received approval from the BC Minister of Environment & Climate Change Strategy in July 2023. The final plan sets a path to reduce how much material is sent to Hartland Landfill and guide how the region's solid waste is managed in a safe, secure and sustainable way now and into the future. It includes strategies and actions for reducing and managing all streams of solid waste—including recyclables, compostable material and garbage—to extend the life of Hartland Landfill to 2100 and beyond.
- Staff presented proposed amendments to the Hartland Landfill Tipping Fee Bylaw, a revised tipping fee schedule and new material bans to better encourage diversion in May 2023.

3b Explore options for a regional approach to biodiversity and the protection of ecological assets	2023	2024	2025	2026
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ACHIEVEMENTS IN 2023:

- Staff initiated internal discussions to understand the scope and breadth of a regional approach to environmental stewardship with a focus on biodiversity and the protection of ecological assets. Work on a new establishing bylaw is paused.

3c Increase resilience, community and adaptation planning to address climate related risks and disasters	2023	2024	2025	2026
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ACHIEVEMENTS IN 2023:

- Staff launched the capital region heat vulnerability mapping project with inter-municipal partners.
- For the electoral areas, staff completed Community Wildfire Resiliency Plans in February 2023, Community Evacuation Guides in May 2023 and Community Wildfire Exposure Maps in October 2023. In addition, Community Wildfire Resiliency webinar series were conducted for the communities.
- A revised bylaw to regulate open burning within Juan de Fuca (JdF) and Southern Gulf Island electoral areas to prevent human-caused wildfires came into force in April 2023.

3d Support energy efficient and low carbon buildings across the region

2023	2024	2025	2026
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ACHIEVEMENTS IN 2023:

- Continued implementing and promoting the Home Energy Navigator program to support retrofits in single family homes. In addition, staff developed and launched the Neighbourhood Navigator pilot targeting fossil fuel heated neighbourhoods.
- Supported municipalities in advancing new B.C Energy Step Code and B.C Zero Carbon Step Code policy changes. Both came into effect in May 2023.
- Staff participated in the Provincial Local Government Retrofit Peer network, Step Code Peer network, and the new Embodied Carbon Peer network and shared learnings with CRD Climate Action Inter-Municipal Working Group.
- Salt Spring Island’s rainwater harvesting rebate program was renewed for one year and staff implemented and expanded the existing rain barrel program for the Southern Gulf Islands.
- The Corporate Green Building Policy and Carbon Price Policy were adopted in April 2023 and implementation is underway.
- The CRD released the 2022 Regional and Local Government Greenhouse Gas Inventory report in October 2023.



First Nations

Strong relationships with First Nations based on trust and mutual respect, partnerships, and working together on shared goals.

4a Develop mechanisms to hear more from First Nations’ governments as to how they would like the CRD to approach reconciliation	2023 ●	2024 ●	2025	2026
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ACHIEVEMENTS IN 2023:

- Staff initiated the Government-to-Government Relationship Building initiative to, among other goals, invite First Nations to share their priority topics for a CRD Reconciliation Action Plan, and provide an opportunity for Board Directors to hear directly from local Nations. Invitations to participate were sent to First Nations by the Board Chair in April 2023. All nine First Nations reached out to indicate interest to be involved, and leadership-level meetings were held with four Nations.
- Staff initiated the Inclusive Regional Governance initiative, with a Study Grant from the Province, to gather input from First Nations regarding Nations joining the regional board.
- Cultural perspectives training was offered to Board Directors and Alternate Directors in May 2023. Indigenous Relations Coaching was offered to Board Directors in fall 2023.
- A Forum of All Councils was held in October 2023 to bring together leadership from First Nations, municipalities and electoral areas, build relationships and explore ways to work together.
- Two gatherings were hosted to learn from the WŞÁNEC cultural workers regarding archaeology and heritage conservation – one for CRD Board Directors, Commissioners and staff, and another just for staff.

4b Collaborate with First Nations to build and strengthen new processes for respectful, reciprocal government-to-government decision-making and service delivery that uplift Indigenous self-determination	2023 ●	2024 ●	2025	2026
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ACHIEVEMENTS IN 2023:

- Regional Parks is actively engaging First Nations regarding land acquisitions.
- JdF Community Parks co-hosted a community meeting with the Pacheedaht First Nation to gather input and identify concerns about the replacement of playground equipment in Port Renfrew.
- In September 2023, the Board adopted policy direction to support land reversion to First Nations within the island rail corridor, in accordance with a process informed by a reconciliation-based approach. Staff participated in inter-governmental island rail corridor planning sessions, facilitated by the Province.

4c Invite, respect and incorporate Indigenous leadership and traditional knowledge to enhance initiatives and strategies that support other priorities in the plan

2023 2024 2025 2026

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ACHIEVEMENTS IN 2023:

- Regional Parks engaged with First Nations to gather input into the Regional Parks & Trails Strategic Plan in early 2023. The feedback was presented to the Board who adopted the final Regional Parks & Trails Strategic Plan 2022-2032 in July 2023.
- Staff continued to collaborate on an ongoing basis with First Nations on the conservation and protection of heritage sites, across all service delivery, and on the Regional Parks Land Acquisition Strategy, land acquisitions, and management plans.
- Staff developed a Working with Indigenous Elders guidance document for staff in February 2023, to support respectful relationships where elders are interested in sharing their knowledge to inform CRD initiatives.
- The CRD partnered with Eddy Charlie and Kristin Spray of Orange Shirt Day Victoria to fly the Xe Xe Smun' Eem flag outside the CRD Fisgard Street office. Panorama Recreation partnered with the Victoria Native Friendship Centre, The Art of Reconciliation and Indigenous artist Dahlila Charlie to host a community mosaic project inspired by Orange Shirt Day and National Day of Truth and Reconciliation.
- Cultural Perspectives training is offered as a foundational training for new staff.
- Archaeology Policy and Process, Heritage Site Conservation, and Archaeological Chance Find Management trainings are offered to staff involved in land altering works, as well as CRD contractors, volunteer CRD Commissioners, and volunteers in regional parks.

4d Support shared prosperity by enhancing economic opportunities, in partnership with First Nations

2023 2024 2025 2026

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ACHIEVEMENTS IN 2023:

- The CRD is in active discussions with First Nations to update water and wastewater servicing agreements that address the Nations' needs and priorities.
- Negotiations with First Nations are underway to identify collaborative opportunities for economic, employment and environmental protection initiatives associated with the operations and future expansion of the Hartland Landfill.
- The CRD Indigenous Employment Project findings were released in May 2023, in a Summary Report, Findings and Recommendations Report, and a report on Wise Practices for Indigenous Employment and Culturally Safe and Supportive Workplaces. A new position was approved by the Board in the fall to lead the development of an Indigenous Employment Strategy.

4d Support shared prosperity by enhancing economic opportunities, in partnership with First Nations	2023	2024	2025	2026
<ul style="list-style-type: none"> The CRD funded solid waste bin removal to support a community clean-up for the Pacheedaht First Nation in the first two quarters of 2023. The CRD partnered with Greater Victoria Harbour Authority, City of Victoria, and the South Island Prosperity Partnership to develop an Indigenous Business Directory for the South Island to support enhanced procurement from Indigenous businesses. The directory was launched in June 2023. The CRD shares resources with First Nations as resources are made available through CRD works, including logs for firewood. 	●	●		



Governance

Effective advocacy, coordinated and collaborative governance, and leadership in organizational performance and service delivery

5a Influence regional issues and advocate in a consistent, focused way that aligns with the Board strategic priorities

2023 2024 2025 2026



ACHIEVEMENTS IN 2023:

- The Board approved an updated CRD Advocacy Strategy in August 2023.
- In April 2023, the Board received an information report about the revised CRD Intergovernmental Relations Administrative Policy and the Terms of Reference for the Executive Leadership Team.
- A Corporate Advocacy Dashboard is included in the CAO quarterly report. The Board Advocacy webpage offers the complete list of all advocacy correspondence.
- This initiative was operationalized at the end of 2023.

5b Strengthen Board decision-making frameworks to include First Nations reconciliation, equity, diversity and inclusion, and climate action lenses

2023 2024 2025 2026



ACHIEVEMENTS IN 2023:

- Additional information was included in the 2023-2026 CRD Corporate Plan to support the Board's understanding of how the lenses will impact future initiatives and activities. The latest plan was approved by the Board in April 2023.
- Staff report templates were updated to include decision-making consideration of the three lenses directed by the Board.
- Additional considerations of the lenses have also been included in the documentation supporting the annual development of service plans.

5c Develop understanding of, and accountability for, equity, diversity and inclusion across CRD decision-making bodies

2023 2024 2025 2026



ACHIEVEMENTS IN 2023:

- The CRD established a statement of Commitment to Equity, Diversity, and Inclusion (EDI) to guide internal decisions and policies. All Corporate Statements are available on page 8 of the 2023-2026 CRD Corporate Plan.
- Staff training and awareness courses were provided throughout 2023 with the support of an EDI training specialist.
- The Terms of Reference for the Accessibility Advisory Committee were approved by the Board in April 2023 and the committee was established in October 2023.

5d Foster greater civic participation among diverse community members	2023 ●	2024 ●	2025	2026
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ACHIEVEMENTS IN 2023:

- The 2023-2026 CRD Corporate Plan identified initiatives to review and enhance engagement practices, tools and framework in alignment with this priority.
- The CRD continues to use the Get Involved engagement platform to host initiatives and campaigns that have public participation components.
- An extensive website redesign for crd.bc.ca is underway.

5e Explore changes to growth management approaches and identify implementation actions appropriate for local, regional and provincial implementation	2023 ●	2024 ●	2025	2026
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ACHIEVEMENTS IN 2023:

- The CRD hosted the Development & Planning Advisory Committee in January, March, July and November 2023. This is a forum for municipal partners and others to discuss planning, transportation and development issues of regional, inter-municipal, and inter-agency significance.
- The CRD initiated research and analysis to support the CRD Regional Housing and municipal partners to act on housing and development challenges. However, provincial legislation announced later in the year changed the focus of this work.
- The CRD secured grant-funding from the Union of BC Municipalities' Complete Communities Fund to conduct a regional growth and mobility study.
- The Regional Growth Indicators report is published annually in the first quarter. Indicators related to regional growth, transportation mode share and housing affordability help the region monitor the impact of strategic and tactical actions and capital investments. These are particularly pertinent considering new provincial housing legislation. The data to date does not suggest there is an immediate need to change the existing direction.