



Making a difference...together



Capital Regional District

2023-2026 Board Priorities – Progress Report

APRIL 2026

2023-2026 Board Priorities – Progress Report (2026)

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 highlight 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 2025 while advancing the 2023-2026 Board priorities.

Legend

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

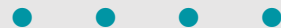


Transportation

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



ACHIEVEMENTS IN 2025:

- A construction project to improve parking (including new accessible parking stalls) and washroom infrastructure at the East Sooke Regional Park was completed in July 2025. This project was made possible through engagement and collaboration with T'Sou-ke and SCIA'NEW First Nations. With nearly 250,000 visits annually, East Sooke Regional Park is one of the CRD's busiest parks.
- CRD participated in the Island Rail Corridor Shared Vision process, including an all-parties meeting and sub-regional working group meetings. Several CRD Directors and the Chief Administrative Officer (CAO) participated in the Island Corridor Foundation (ICF) Hi-rail trips in June 2025 as part of the sub-regional working group. In December, a coalition of First Nations, ICF, CRD and local municipal governments announced they were working together on a feasibility study to explore the potential for passenger rail services on the Island Rail Corridor between Victoria and Langford. The Reconciliation Corridor Initiative, led by the Lekwungen Nations – Esquimalt Nation (Kosapsum) and Songhees Nation – responds to the provincial government's call for a shared vision for the corridor that will reflect the interests of all residents of the capital region and fully acknowledge the rights of the Nations.
- Staff initiated the planning process to develop a new Regional Transportation Plan in the summer of 2025. The Regional Transportation Plan outlines the regional multi-modal network and gives policy direction and actions. The current plan was published in 2014, and staff expect the new plan to be completed in 2027.
- The CRD Board Chair, Chair of the Transportation Committee and CAO met with the Honourable Mike Farnworth, Minister of Transportation and Transit, during the Union of British Columbia Municipalities (UBCM) convention in September 2025 to discuss strategic partnership opportunities to collaborate on integrated transportation.
- A multi-use trail safety enhancements study was completed in October 2025. It examined opportunities to improve user safety on the regional trail network. This work will guide the long-term safety considerations, including policy and guidelines, on the regional trail network. Staff also reported to the CRD Board on regional trail options and implications regarding the use of rigid bollards, including options for incorporation within the Regional Trestles Renewal, Trails Widening & Lighting Project.

1a Improve regional connectivity and safety across transportation modes	2023	2024	2025	2026
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- Following engagement with the Traffic Safety Commission and consideration of comprehensive governance options for safety across all modes of transportation within the Regional Transportation Service, the Traffic Safety Commission was dissolved in late 2025, and the safety related mandate was absorbed in by the newly established Regional Transportation Advisory Committee. Please refer to updates for initiative 1c for more information about the Regional Transportation Service.
- Following engagement with the Transportation Working Group and consideration of comprehensive governance options for regional coordination across all modes of transportation within the Regional Transportation Service, the Transportation Working Group was dissolved in late 2025, and the related regional transportation coordination and planning mandate was absorbed in by the newly established Regional Transportation Advisory Committee. Please refer to updates for initiative 1c for more information about the Regional Transportation Service.

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

- The management of Regional Trail, specifically the Galloping Goose, Lochside and E&N Regional Trails, transferred in late 2025 from the Regional Parks Division to the Regional Transportation Service enabling capital planning and operations of the trail network from a transportation perspective.
- The CRD invited residents to help shape the future of active transportation infrastructure in the Juan de Fuca electoral area by providing feedback on the Juan de Fuca Active Transportation Network Plan in February/March 2025. The plan, which was completed in July 2025, advances community-led solutions that will support improved connectivity by creating active transportation connections within and between communities in the Juan de Fuca electoral area.
- Staff submitted a \$30M grant application to the Federal Active Transportation Fund to support the Regional Trestles Renewal, Trails Widening and Lighting Project. Progress continued to be made on this important capital project, which is upgrading high-use sections of the Galloping Goose and Lochside Regional Trails to improve safety, accessibility and capacity. This includes the completion of pre-construction, supportive works on the Selkirk Trestle in 2025.
- Two new Electric Vehicle (EV) public charging stations were installed at Witty's Lagoon Regional Park in June 2025. Installing EV chargers in high-visitation regional parks is a priority identified in the CRD Regional Parks & Trails Strategic Plan 2022-2032 and supports regional efforts to reduce greenhouse gas emissions. With these additions, the total number of publicly accessible EV chargers in CRD parks and at recreation centres has increased to 10.

1b Support investments, expansion and equitable access to active and low carbon transportation	2023	2024	2025	2026
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- The CRD’s Ready Step Roll sustainable school commute planning program successfully completed work with five schools in the 2024-2025 cohort: École Victor-Brodeur, Galiano Island Community School, Gordon Head Middle School, Mayne Island School, and McKenzie Elementary School. Each year, CRD staff collaborate with a pre-selected group of schools, and their respective local government and school districts, to improve safety, accessibility, convenience and comfort for students, families and staff. The goal is to make walking, cycling, rolling, taking the bus or carpooling a more appealing and frequent choice for travel to and from school. Work is ongoing with the 2025-2026 cohort, which includes Braefoot Elementary, Brentwood Elementary and Northridge Elementary.
- Construction of Phase 1 of the 1.8 kilometre Schooner Way-School Multi-Use Trail project was completed in December 2025. Phase 2 was initiated shortly thereafter and was completed in January 2026. Led by the Pender Island Parks and Recreation Commission, the trail connects Magic Lake Estates with the Elementary School and is the first active transportation infrastructure project on Pender Island.
- On Salt Spring Island, construction of the Kanaka Connector Trail was completed in December 2025, and Merchant Mews Trail construction is progressing and scheduled to be completed in 2026.
- A feasibility study for Salt Spring Island Regional Trails options was developed and presented to the CRD Board in December 2025.

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 2025:

- Recognizing the critical importance of improved regional mobility, the CRD Board approved the new Regional Transportation Service (Bylaw 4630) in June 2025 following input from participating areas through a regional Alternative Approval Process (AAP). The new service will strengthen regional connectivity and integrated mobility by developing a unified regional transportation vision, coordinating regional policies, creating new programs, expanding data and analysis, and managing transportation infrastructure, including trails.
- The Transportation Committee received the results of a regional transportation governance and operating model options study in June, followed by a comprehensive implementation plan report in September 2025. The Committee provided direction for staff to continue exploring the merits of replacing the Transportation Committee with a Delegated Commission, while also considering the transfer of responsibility of the Victoria Regional Transit Commission into the CRD Board structure. Work on this directive is ongoing.

1c Present options for changes in governance for transportation in the region, including the Electoral Areas	2023	2024	2025	2026
<ul style="list-style-type: none"> <li data-bbox="201 298 1403 600">• Implementation of the new service began in July 2025, with the first operational service year initiating in 2026. The first year of service establishment focuses on combine existing functions and developing a new Regional Transportation Plan that reflects residents’ needs and aspirations. A transition plan was prepared to guide the transfer of responsibilities and resources from various other service areas, including Regional Parks, Regional Planning, and the Traffic Safety Commissions, while maintaining continuity of operations. Full transition is expected to be completed by spring 2026. <li data-bbox="201 609 1403 777">• In November 2025, the CRD Board approved the establishment of a Regional Transportation Advisory Committee. This new committee will replace the Transportation Working Group and governance aspects of the Traffic Safety Commission, consolidating aspects of their mandates into a single advisory body. <li data-bbox="201 785 1403 911">• In November 2025 the CRD Board directed staff to advocate to the province and BC transit to collaborate on the advancement of an updated regional rapid transit study. Work on this directive is ongoing, in coordination with the Regional Transportation Plan. <li data-bbox="201 919 1117 949">• This initiative was operationalized with the adoption of the service bylaw. 	●	●	●	



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 2025:

- Throughout 2025, the Capital Region Housing Corporation (CRHC) advanced several housing projects, which are at various stages of redevelopment and construction in support of the CRD priority to increase the supply of affordable housing. The CRHC currently serves 4,300 tenants in more than 50 properties across eight municipalities and has more than 1,300 homes funded and underway. These projects included:
 - **Pandora** – a new 21-storey building at 926/930 Pandora Avenue featuring 158 affordable rental homes, 47 supportive homes and a community space expected to include childcare services. The project was announced in May 2025, with construction expected to be completed in 2027.
 - **Campus View** – redevelopment of the former 12-unit CRHC townhouse complex in Saanich’s Gordon Head neighbourhood began in Q4 2025 and will increase the number of homes on site to 119.
 - **Village on the Green** – redevelopment of the former 38-unit apartment building also began in Q4 2025 and will increase the number of homes on site to 160.
 - **Verdier** – a project in downtown Central Saanich that will add 110 units began the demolition process in Q4 2025.
 - **Caledonia** – a redevelopment project in Victoria’s Fernwood neighbourhood that increased the number of homes on site from 26 to 158 was completed at the end of 2025 and will start renting to tenants in early 2026.
 - **Cedar Hill Library Redevelopment** – in partnership with Saanich, this CRHC project will replace the Nellie McClung Library with an 18-storey concrete tower containing 210 affordable rental homes and a new 29,000 square foot library space. Demolition has been initiated with construction to begin in Q2 2026.
 - **1800 Mckenzie Redevelopment** - the CRHC is replacing 59 existing rental homes with approximately 259 new affordable rental homes set across three six storey wood frame buildings. Final project approval is expected in Q3/Q4 2026 with demolition to follow.
 - **Swanlea Redevelopment** – the CRHC is replacing the existing 14 rental homes with approximately 134 new affordable rental homes across two six storey wood frame buildings. Final project approval is anticipated in Q3/Q4 2026 with demolition to follow.
 - **Carey Lane Building Envelope Remediation** – the CRHC undertook a full remediation of the building envelope, structural roof elements, and mechanical systems of 22 affordable rental homes across seven separate structures consisting of two-, three-and four-bedroom homes. This

2a Increase supply of affordable, inclusive and adequate housing in the region

2023



2024



2025



2026



work was completed in Q4 2025 with households beginning to move back in through Q1 and Q2 2026.

- In March 2025, the Community Social Planning Council, with support from the CRD as the Government of Canada’s Community Entity, conducted the bi-annual Point-in-Time Homeless Count and Survey. This provides a snapshot of homelessness in the region and offers data to improve understanding of the needs and circumstances of the people who are affected by homelessness. The data collected is one of the tools that can help inform both short and long-term strategies to address homelessness within Greater Victoria. Results were announced in September 2025.
- The CRD Rural Housing Program Pilot Project for the Southern Gulf Islands and Salt Spring Island electoral areas launched two grant streams for 2025-2026 in April 2025. The Rural Housing Pre-Development Funding (PDF) supports pre-development costs for purpose-built affordable housing projects, and the Accessory Dwelling Unit Incentive Program provides eligible homeowners with 50% of construction costs up to \$40,000 in exchange for commitments to non-market rents for five years. Applications were developed and accepted for both streams and some PDF funds have been awarded.
- The CRD provided land on a long-term lease for a nominal fee for the construction of 32 supportive homes and four affordable homes at 161 Drake Road on Salt Spring Island. The new building opened in October 2025.
- Four Community Housing Fund (CHF) applications were submitted to the Province for consideration. One application, for the housing project at 280 Georgeson Bay Road on Galiano Island (Thuthiqut Hulelum’ Housing Project), was submitted as directed by the CRD Board in June 2025. The remaining three applications support unnamed redevelopment projects. The Province announced in early 2026 that the CHF has been paused indefinitely.
- The CRD opened a Call for Proposals for \$5.4M in federal Reaching Home funding (2026–2028) to support organizations in Victoria serving homeless individuals and families.
- The CRD Board Chair, CRHC Board Chair and CAO met with Honourable Christine Boyle, Minister of Housing and Municipal Affairs, during the UBCM Convention in September 2025 to discuss funding opportunities to advance affordable housing. Minister Boyle attended the CRD Board in December 2025 to continue the discussion and hear directly from CRD Directors.
- In November, the CRHC endorsed a framework outlining the potential for the CRHC to build on its current development momentum and do more to provide affordable rental homes for families and individuals in the region. The *CRHC 2045: “A Path to 5,000” Framework* will set an ambitious vision for the next 20 years and will guide the CRHC to work toward delivering up to 2,000 additional new rental homes between 2031 and 2045.



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 2025:

- Staff released the results of Solid Waste Market Research and Engagement Study in January 2025 which explored residents' and businesses' attitudes and behaviours towards waste reduction and management practices. This data helps inform education and outreach initiatives.
- Staff delivered several education and outreach campaigns in 2025 to encourage responsible disposal and support waste diversion efforts. These included the launch of a new 'What Goes Where' tool on the CRD website, education focused on household hazardous waste and a holiday gift-giving campaign aimed at encouraging less waste. Staff also provided waste sorting education and signage resources to more than 40 multi-family buildings.
- The 2024 Solid Waste Management Plan Progress report was published in May 2025. It showed that the average person in the capital region disposed of 338 kg of garbage in 2024, a reduction of 44kg (11.6%) compared to 2023. Contributing factors included policy changes and increased beneficial use activities at the Hartland Landfill, outreach and education campaigns, and the implementation of the Waste Stream Collectors Incentive program. This notable progress brought the CRD below the provincial target of 350 kg/capita for Solid Waste Management Plans in BC.
- Also in May 2025, the CRD announced that, in partnership with FortisBC and Waga Energy Canada, it had started producing renewal natural gas (RNG) at a new facility at Hartland Landfill. This is Vancouver Island's first RNG facility. This project marks a major milestone in the region's efforts to reduce greenhouse gas emissions and is expected to lower emissions by an amount equivalent to those generated by 105,000 homes in Canada over the next 25 years.
- In another Canadian first, in June 2025 the CRD Board selected Australian engineering firm Pyrocal PTY Ltd to implement innovative technology to convert biosolids from the region's wastewater treatment process into biochar. This initiative further strengthens the region leadership commitment to sustainable and innovative waste management solutions.
- Hartland Landfill's Material Diversion Transfer Station successfully diverted 27,300 tonnes of asphalt shingles and clean and treated wood in its first year of operation through September 2025
- In October 2025, the CRD Board approved the permanent expansion of Saturday operating hours at Hartland Landfill following a successful pilot. The expanded hours are designed to make recycling and waste disposal easier and more accessible, while reducing wait times.

3a Maximize solid waste diversion and resource recovery from waste material	2023	2024	2025	2026
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- The CRD Board advocated to the BC Ministry of Environment and Parks in December 2025 to reconsider a decision to not include mattresses and foundations in the Recycling Regulation amendment passed in October 2025.

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 2025:

- This initiative was operationalized with the CRD Board approval of the bylaw to establish the Biodiversity and Environmental Stewardship Service that allows the CRD to play a regional role in the preservation of biodiversity and protection of natural assets. The bylaw was adopted in December 2025 after receiving elector assent through a regional AAP.
- The CRD Board adopted a motion in December 2025 to consider the matter of a nomination for a UNESCO Urban Biosphere designation through the upcoming Board's strategic planning session.

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

- In July 2025, the CRD launched a new Emergency Dashboard that consolidates regional emergency information from local, provincial and federal partners into a single interface online. The dashboard provides a centralized source of information for emergency updates and preparedness resources. It is available at emergency.crd.ca
- Staff continued work to update the Climate Action Strategy in 2025 and held an internal workshop to explore action prioritization. This process is expected to be completed in 2026. Staff also launched an Adaptation Working Group for CRD staff in September 2025 to increase internal collaboration and adaptation planning.
- The CRD received a Local Leadership in Climate Adaptation grant from the Federation of Canadian Municipalities to deliver a regional Climate Adaptation Capacity Building Initiative for local government staff and elected officials. The first capacity building workshops were delivered in partnership with a consultant in December 2025.
- Over the course of 2025, staff prepared three After Action Reports for the Old Man Lake Wildfire, the CrowdStrike IT disruption, and the apartment fire at the Heathers housing facilities. Such reports are developed to identify opportunities to better prepare for and respond to a broad range of emergency incidents.

3c Increase resilience, community and adaptation planning to address climate related risks and disasters	2023	2024	2025	2026
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- Staff started the process of redrafting the Corporate Emergency Plan to incorporate recovery operations and clarify how business continuity events trigger the activation of departmental operations centres and/or the CRD Emergency Operations Centre. This work was paused in late 2025 to allow staff to focus on updating the CRD's Emergency Management Bylaw No. 3447 to align it with the new practices and authorities established under the *Emergency and Disaster Management Act*.
- In 2025, staff also started the drafting a Corporate Resilience Framework that adopts an all-department and all-of-society approach to disaster risk reduction. This approach enhances collaboration across the organization and engages external partners and communities in building resilience.
- Staff progressed several activities designed to enhance community resilience in the electoral areas including multi-hazard evacuation plans, the ongoing FireSmart program, a winter storm information roundtable for the Port Renfrew and paaʔčiidʔatx (Pacheedaht) First Nation areas, and a post-disaster housing and needs assessment.
- In November 2025, the CRD announced that the North and South Galiano Island Volunteer Fire Departments would be merged in January 2026 into the newly established Galiano Island Volunteer Fire Department. This transition will enhance and strengthen service delivery by fostering a more coordinated and efficient approach to emergency response on Galiano Island. This action implements a recommendation from the Fire Services Governance Review completed in 2024 to address longstanding challenges in managing fire services.

3d Support energy efficient and low carbon buildings across the region	2023	2024	2025	2026
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ACHIEVEMENTS IN 2025:

- The CRD added over 200 new registrants to the CRD's Home Energy Navigator program in 2025, which provides free concierge service for home energy retrofits, in addition to over 550 homes either already retrofitted or in progress.
- In early 2025, staff completed research to refine understanding of regional and local government opportunities related to an energy and carbon emissions reporting and benchmarking program. In October 2025, the CRD secured a benchmarking software provider to support the implementation of a regional energy benchmarking program for large buildings, and the CRD Benchmarking program was officially launched in early 2026. The program, which is being phased in over two years, will help track, manage and reduce energy use and carbon emissions from large buildings.

3d Support energy efficient and low carbon buildings across the region	2023	2024	2025	2026
<ul style="list-style-type: none"> <li data-bbox="203 302 1393 554">• In partnership with the City of Victoria and the District of Saanich, staff developed a model mandatory benchmarking bylaw for buildings and supported both local governments in adopting the harmonized bylaws in the spring of 2025. A list was also prepared of buildings across the region that would be covered under the harmonized bylaw. Owners of large buildings in both municipalities are now required to submit their annual energy use and carbon emissions to the CRD, starting in 2026. <li data-bbox="203 569 1317 646">• In June 2025, a benchmarking toolkit was completed and distributed to support other local governments in the region in developing energy and carbon emissions reporting bylaws. 	●	●	●	●



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 2025:

- In September 2025, CRD sent letters to 19 First Nations inviting dialogue and input into a new CRD Reconciliation Action Plan prior to its development. Based on interest and response, staff subsequently met with multiple (12) First Nations to gather insights and feedback, which informed the creation of the draft components of Reconciliation Action Plan, including potential guiding principles and draft goals and actions. Draft content was presented to the Board in early 2026 ahead of the next phase of First Nations engagement in spring 2026. A final Reconciliation Action Plan will be brought forward to the Board following this second phase of engagement.
- Over the course of 2025, staff met with several First Nations to continue discussions on the topic of Inclusive Governance and opportunities for involvement in decision-making.
- Staff supported the W_ŠÁNEC Leadership Council to offer a W_ŠÁNEC Awareness Session for Board Directors in June 2025. Staff also supported the T'Sou-ke Nation to offer a cultural learning tour for Board Directors and staff in September 2025.

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 2025:

- In 2025, the CRD announced the signing of several Memorandums of Understanding (MOUs) with First Nations. These MOUs establish the framework for ongoing dialogue and support respectful, reciprocal government-to-government decision-making and service delivery that uplifts Indigenous self-determination. Each agreement is intentionally designed to integrate First Nations' perspectives and wisdom in CRD initiatives. The following MOUs were signed in 2025:
 - CRD, Tsartlip and Tseycum First Nations (via the W_ŠÁNEC Leadership Council) MOU – signed in March 2025
 - CRD and x̣sepsəm (Kosapsum) Nation MOU – signed in April 2025
 - CRD and ŠÁUTW_ (Tsawout) First Nation MOU – signed in May 2025

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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- In addition, the CRD and Songhees Nation formalized their relationship by signing a Government-to-Government Protocol Agreement in November 2025. This agreement establishes a renewed relationship founded on mutual respect, collaboration and shared prosperity. It creates space for the CRD and Songhees Nation to work together and engage on major decisions in ways that recognize and honours the Nations’ critical role in the region.
- The paaʔčiidʔatx (Pacheedaht) First Nation appointed a representative to join the Port Renfrew Utility Services Commission and the Port Renfrew Fire Protection and Emergency Response Service Commission.
- The CRD Board Chair, Board Vice Chair and CAO met with the Honourable Randene Neill, Minister of Water, Land, and Resource Stewardship, during the UBCM convention in September 2025 to discuss strategic partnerships to advance reconciliation.
- In September 2025, CRD invited local First Nations to discuss and provide input into a new CRD Regional Transportation Plan prior to its development. Engagement with First Nations continues concurrently with planning work associated with the new Plan.
- CRD staff were invited to participate in several First Nations-led events, including:
 - An invitation to present CRD source control initiatives at a Tri-Department Revitalization Working Group for Esquimalt and Victoria Harbours, hosted by Songhees Nation, Kosapsum Nation and Department of National Defence.
 - An invitation to witness and contribute to a First Nations gathering related to heritage sites and shoreline erosion hosted by the Gulf Islands National Park Reserve Coastal Erosion Winter Working Group.

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 2025:

- In 2025, First Nations provided input into the Regional Trails Widening and Lighting Project, Regional Transportation Plan, Climate Action Strategy, Regional Housing Affordability Strategy, Mount Maxwell Community Park Management Plan, Mount Work Regional Park Management Plan, Salt Spring Island Integrated Housing Strategy, the Galiano Island Parks and Recreation Commission Master Plan, liquid waste management, and fire and emergency response services.
- Since 2021, the CRD has been contracting involved First Nations directly to provide monitoring for projects involving ground disturbance in areas of archaeological/cultural significance.

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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- Elders from the Sc'ianew Nation supported three archaeological and cultural heritage conservation training sessions for staff, volunteers and contractors.
- In October 2025, CRD staff collaborated with an Elder from the SC'IANEW Sc'ianew Nation to deliver a presentation to all CRD managers on cultural heritage management at East Sooke Regional Park. A gathering with the SC'IANEW Nation and T'Sou-ke First Nation was held in spring 2025 to celebrate the collaborative approaches being advanced for the management of this important regional park. This collaboration continued throughout 2025 through several ecological restoration projects within the park.
- The CRD supported and worked together with the SC'IANEW Nation to welcome nearly 20 canoe families, support teams and friends at Aylard Farm in August 2025 to the penultimate stop on the 2025 Tribal Canoe Journeys – Paddle to Elwha. CRD also supported x̣ẉsepṣəm (Kosapsam) Nation for an event they hosted in July 2025 in support of the Tribal Canoe Journeys.
- CRD staff were offered Cultural Perspectives and Building Local Relationships training which was delivered in partnership with Indigenous Perspectives Society.
- Staff met with multiple First Nations and incorporated their feedback in the revised Regional Water Supply Master Plan, Strategic Plan and Development Cost Charge Bylaw. Tours of the watershed were offered to First Nations leadership and staff.
- The CRD partnered with Tsawout First Nation to hold an invasive species removal event and with T'Sou-ke Nation on knotweed removal in the Sooke River. Meetings have been held with other Nations to plan the removal of invasive species in other locations. Staff also engaged First Nations and invited participation on opportunities for collaboration related to Canada goose management service.
- Staff initiated an engagement process with First Nations for the Regional Parks Cultural Practices and Safety Policy and refined their engagement approach for the development of the Regional Parks Stewardship Plan and Land Acquisition Strategy.
- Staff met with W_SÁNEC Leadership Council staff several times to facilitate their input into the draft Mount Work Regional Park Management Plan, with intent to engage other involved First Nations in future.

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

2023



2024



2025



2026



ACHIEVEMENTS IN 2025:

- Discussions about water and wastewater servicing continued in 2025 with multiple First Nations. A signing ceremony was held with Sc'ianew Nation in January 2025 for their Bulk Water Service Agreement.
- The CRD brokered an agreement between x^wsepsəm (Kosapsum) Nation and the Township of Esquimalt in July 2025 to increase wastewater capacity for x^wsepsəm (Kosapsum) Nation.
- Staff continued to collaborate with paaʔčiidʔatx (Pacheedaht) First Nation on the Port Renfrew Official Community Plan and on the development of a Water and Wastewater Master Plan for Port Renfrew.
- The CRD sponsored several National Truth and Reconciliation Day events again in 2025, including the South Island Powwow and a Penelakut-led event on Salt Spring Island, and partnered with Orange Shirt Day Victoria to fly the Xe Xe Smun' Eem "Our Sacred Children" flag at CRD Fisgard.



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
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ACHIEVEMENTS IN 2025:

- This initiative was operationalized with the adoption of the updated CRD Advocacy Strategy in August 2023. The Advocacy Dashboard, which is available on www.crd.ca, continues to be updated quarterly and the CRD Board continues to routinely to correspond with varied interest holders to advocate for the region’s interests.

5b Strengthen Board decision-making frameworks to include First Nations reconciliation, equity, diversity and inclusion, and climate action lenses	2023	2024	2025	2026
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ACHIEVEMENTS IN 2025:

- This initiative was operationalized with the adoption of guidance documents for the First Nations, Climate Action, and Equity, Diversity and Inclusion implications sections of staff reports. These tools now assist staff report writers by offering relevant considerations and assessments, thereby highlighting potential implications for Committees and the Board for each of these areas. The Governance Committee and CRD Board received these documents in April 2024.
- Through its annual strategic check-in in the spring, the CRD Board has directed staff to adjust level of effort on several initiatives related to climate action goals, regional support for performing arts facilities in the region, and civic participation during the next local general election. The Board also directed staff to provide refined budget estimates for each Board Priority at provisional budget review in the fall. All of these actions have been followed up on by staff.

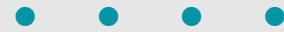
5c Develop understanding of, and accountability for, equity, diversity and inclusion across CRD decision-making bodies	2023	2024	2025	2026
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ACHIEVEMENTS IN 2025:

- This initiative was operationalized in part with the adoption of the CRD Accessibility Plan in October 2024. Developed with input from the CRD Accessibility Advisory Committee, which was established in September 2023, the plan will guide improvements to accessibility across CRD services and facilities. Following its adoption, the plan was made publicly available on the CRD’s Accessibility webpage, which also includes a tool for receiving feedback on accessibility. A separate CRD Equity, Diversity and Inclusion strategic plan, as part of our broader CRD People, Safety and Culture strategic plan, is currently under development for implementation in 2026.

5d Foster greater civic participation among diverse community members

2023 2024 2025 2026



ACHIEVEMENTS IN 2025:

- A new www.crd.ca website was launched in March 2025 as part of the CRD's efforts to improve access to information and services online. The website was modernized to be more user-friendly, dynamic and accessible in response to community feedback. It was also designed to meet Web Content Accessibility Guidelines and offer new features such as automated translation features, ensuring a welcoming experience for all residents, including those using assistive technologies. The website receives more than 2 million visits per year.
- The results of the Regional Resident Experience Survey, which was conducted in late 2024, were presented to the CRD Board in April 2025. The survey provided valuable insights into residents' perceptions of the CRD's reputation, preferred methods of engagement and expectations for effective communications. This was the first survey of its kind conducted since 2009.
- The work to develop a revised Public Participation Policy, Framework and Toolkit continued in 2025. The goal of this revision is to integrate an equity lens in the organizational approach and align with best practices, such as the revised International Association for Public Participation Canada's (IAP2 Canada) spectrum of participation. The revised framework and toolkit will be presented to the CRD Board in 2026.
- A report was presented to the CRD Board in December 2025 outlining options to support voter turnout and candidate participation in the 2026 local government elections and responding to a motion requesting consideration of a coordinated region-wide campaign.
- Throughout 2025, the CRD continued to engage the public regularly to gather feedback on projects, initiatives and plans. Engagement activities included gathering public input on the CRD Financial Plan in January and November, the Juan de Fuca Development Cost Charge Program in January, the Regional Water Supply Strategic Plan (second phase of engagement) in February, the updated Blueprint for Bowker Creek in May-June, the Galiano Parks & Recreation Commission Master Plan in August-September, and the Port Renfrew Official Community Plan throughout 2025.

5e Explore changes to growth management approaches and identify implementation actions appropriate for local, regional and provincial implementation

2023 2024 2025 2026



ACHIEVEMENTS IN 2025:

- Throughout 2025, staff continued to advance work required to consider an update to the Regional Growth Strategy in 2026. Background studies and analyses, which will all be completed by Summer 2026, include:
 - A growth and mobility study to analyze changes to municipal Official Community Plans in relation to long term regional growth and settlement plans.
 - An update to the regional and subregional population projections to provide updated data and analysis to support regional growth planning and future transportation modelling work.
 - A regional industrial land inventory and analysis to provide employment land data and intelligence to support long term growth analysis, including scoping for a future update to the RGS.
- In December 2025, the Regional Water Supply Commission directed staff to proceed with preparing a Development Cost Charge (DCC) bylaw for the Regional Water Supply service, following extensive public engagement and careful assessment of the region's long-term water infrastructure needs. DCCs are a funding tool to support water infrastructure required to service new development, ensuring that growth contributes fairly to the system that helps keep our region livable and sustainable.