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## REPORT TO COMMITTEE OF THE WHOLE MEETING OF WEDNESDAY, MAY 12, 2021

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**SUBJECT**    2019-2022 Board Strategic Priorities – Annual Check-In

### **ISSUE SUMMARY**

To report on progress made to deliver the 2019-2022 Corporate Plan and Board Priorities.

### **BACKGROUND**

The Capital Regional District (CRD) Board identified its Board Strategic Priorities in early 2019 (see Appendix A). They are:

1. Community Wellbeing – Transportation & Housing;
2. Climate Action & Environmental Stewardship;
3. First Nations Reconciliation; and
4. Advocacy, Governance & Accountability.

Subsequently, staff prepared the 2019-2022 CRD Corporate Plan to align with this direction. The CRD Corporate Plan presents the work the CRD needs to deliver over the Board term to meet the region's 15 most important needs (community needs). These initiatives are delivered in conjunction with the mandated core services and regulatory requirements that the CRD is accountable for delivering.

The Board meets in the spring of every year to discuss and confirm the direction for the four Board Strategic Priorities. This report has been produced to facilitate this discussion and provide evidence of the CRD's progress over the last year.

Board direction shapes the service planning process that identifies recommended funding, timing and service levels to deliver the next year's work. Staff will prepare these recommendations through the summer and for review by standing committees and commissions in the fall. The Board provides approval at the Provisional Budget meeting in October 2021.

It is important to note that the Corporate Plan is an ambitious and future-looking document. Delivering the outcome for each community need, while providing mandated core services and meeting regulatory requirements, has taken all of the CRD's work effort and capacity since 2019. Any changes to the Board-endorsed Strategic Priorities will necessarily result in a thorough review of the CRD Corporate Plan, its initiatives and budgets to re-align CRD resources and work plans to a new direction.

### **ALTERNATIVES**

#### *Alternative 1*

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

1. That the current level of effort on CRD Board Priorities be maintained; and
2. That staff, through the service planning process, provide recommendations on funding, timing and service levels for 2022 in accordance with the approved 2019-2022 Board Strategic Priorities.

*Alternative 2*

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

1. That the level of effort on CRD Board Priorities be adjusted as directed by the Committee of the Whole; and
2. That staff, through the service planning process, provide recommendations on funding, timing and service levels for 2022 in accordance with direction from the Committee of the Whole.

**IMPLICATIONS**

*Financial Implications*

Any change in strategic direction will have to be addressed and reflected through the 2022 service planning and financial planning processes. Such change includes, but is not limited to, Board direction to include new initiative(s), expand the scope of the initiatives, and/or accelerate or decelerate effort on existing initiative(s). Resource implications would be identified in the preliminary budget, brought forward by staff in October 2021.

*Service Delivery Implications*

The CRD reports on the progress of its initiatives and services on a regular basis. The Board oversees the Board Strategic Priorities through the Quarterly Board Priorities Dashboard which accompanies the Chief Administrative Officer's Quarterly Progress Reports. The Board also receives a progress report on the entirety of the CRD Corporate Plan initiatives twice a year at the Board Strategic Check-in and Provisional Budget meetings, which take place in the spring and fall respectively. During the course of the year, standing committees and commissions also fulfil an oversight and advisory role in relation to advancing this work.

This layered oversight ensures that there is transparency over the organization's progress year round and that adjustments can be made to policy in close consultation with the Board, where necessary.

Appendix B reports on progress made toward the CRD Board Strategic Priorities. Appendix C reports on progress made toward the 2019-2022 CRD Corporate Plan. Both highlight that staff have been able to navigate what was for many a tumultuous year and make decisions that ensured the continued delivery of CRD services. Staff have maintained efforts delivering mandated and essential services for the region, while also adjusting operations as directed in the Corporate Plan. Approximately half of the initiatives delivered to date have resulted in an adjustment to operational activities. Staff have also progressed or completed a range of one-off initiatives. Overall, the vast majority (around 95%) of initiatives identified in the CRD Corporate Plan have already been actioned.

As demand for operational service delivery increase, so does demand on the corporate divisions which support them with organization-wide functions. These divisions have also had to increase their capacity to support requirements driven by population growth.

The COVID-19 health emergency impacted pockets of services and the organization's ability to deliver usual engagement and volunteer-led work. However, these impacts have not materialized into significant delays or deterioration of outputs and workflows. In some cases, logistical challenges emerged resulting in staff having to adapt by amending their processes, engagement approaches or re-phasing their 2020 work plan to carry on into 2021. This was reflected in the final budget which was approved in March 2021.

As the CRD prepares for 2022, staff are in a good position to meet the expectations that have been set at the start of the Board’s term. The Board’s leadership has enabled the CRD to make great strides towards delivering meaningful work for the region. The focus over the coming year is to finish the work that has been started.

*Alignment with Board & Corporate Priorities*

The 2019-2022 CRD 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.

**CONCLUSION**

Staff have been progressing initiatives and actions identified in the CRD Corporate Plan, including Board Strategic Priorities. The Board determines resourcing through its annual review and approval of financial plans. To support the Board’s decision-making, staff will provide recommendations on funding, timing and service levels through the service and financial planning processes. These will be reviewed through the standing committees and commissions and form the basis of the Provisional Budget.

**RECOMMENDATION**

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

1. That the current level of effort on CRD Board Priorities be maintained; and
2. That staff, through the service planning process, provide recommendations on funding, timing and service levels for 2022 in accordance with the approved 2019-2022 Board Strategic Priorities.

Submitted by:	Emily Sinclair, MCIP, RPP, Senior Manager, Regional & Strategic Planning
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

**ATTACHMENT(S)**

- Appendix A: CRD Board Strategic Priorities
- Appendix B: CRD Board Strategic Priorities Progress report
- Appendix C: Progress Update (2021) CRD Corporate Plan 2019-2022