

2019-2022 Board Strategic Priorities Annual Check-In

Capital Regional District (CRD) Board
May 11, 2022

Bob Lapham MCIP RPP
Chief Administrative Officer

Kevin Lorette P.Eng. MBA
General Manager, Planning & Protective
Services

1. Operating Environment Scan

Bob Lapham

Objective of today's session and overview

2. CRD Planning Framework

Kevin Lorette

- Board Planning & CRD Board Strategic Priorities Progress Report
- Service Planning & 2019-2022 CRD Corporate Plan Progress Report

3. Facilitated Discussion and Board Direction

Board Chair

For discussion:

- Is progress on the Board Strategic Priorities reasonable?
- If not, where would the Board like to see additional effort to advance priorities?

External Context*

- Various economic indicators in 2021 and 2022 signal that the regional economy has, in many ways, surpassed pre-pandemic performance.
- Cost of living indicators, including the Consumer Price Index, are all showing significant lifts. Further interest rate increases are expected which may have many direct and indirect impacts, including on cost of borrowing, cost of living and construction costs.
- Population growth and regional economic activity continues to drive strong demand and utilization of CRD services.

Internal Context

- The CRD has experienced growth in many core services in the past five years, driven by community need and guided by the CRD Corporate Plan.
- As demand for operational staff's time and services increases, so does demand on the corporate divisions that provide organization-wide functions

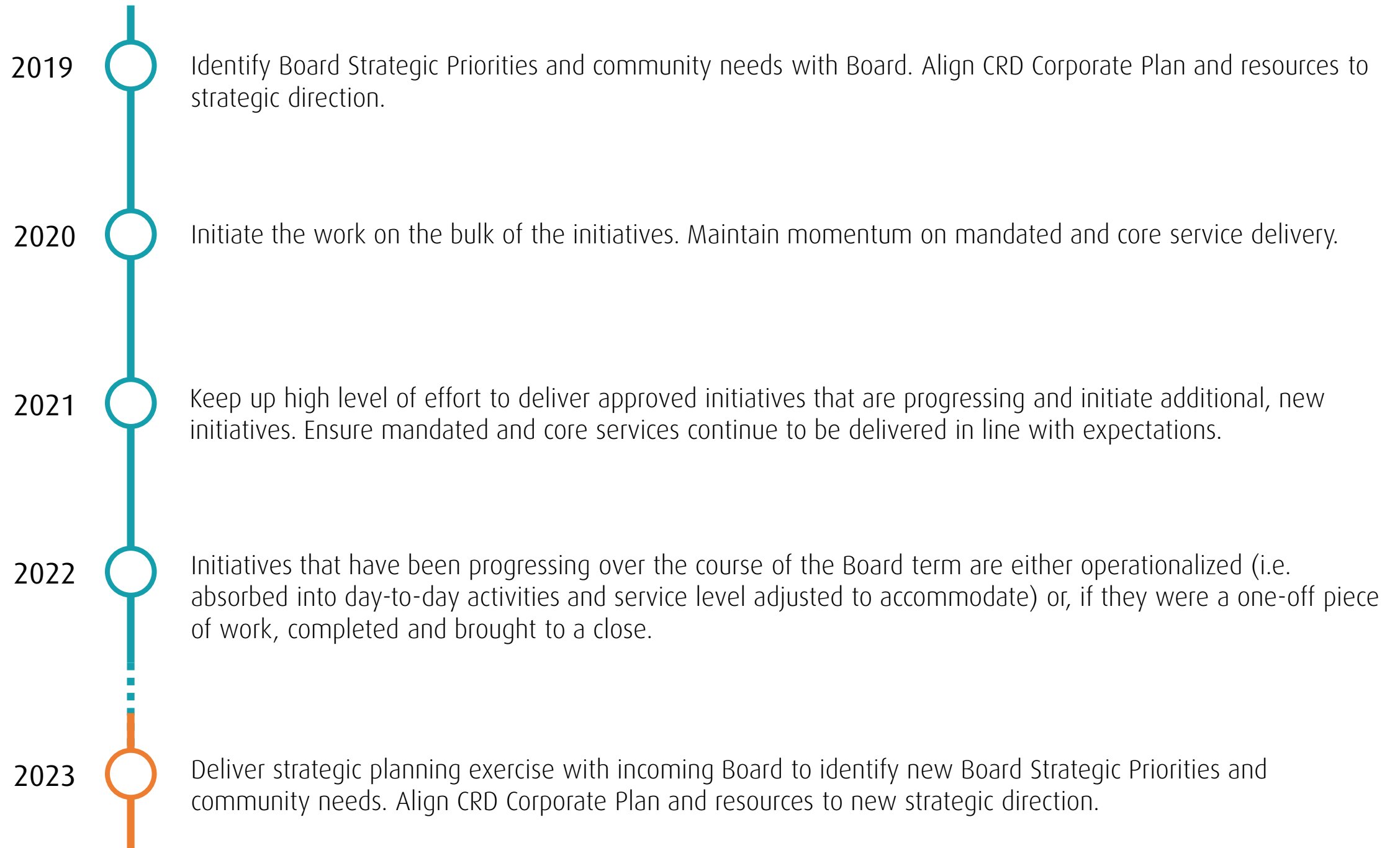
Corporate Context

- The CRD has maintained delivery momentum across its services, initiative and workplans throughout the pandemic.
- Management and staff continue to show flexibility and adaptability as they continue delivering Board and Corporate priorities and meet increased regional demand for services.

*For comprehensive analysis of economic indicators, please refer to the 2023 Service and Financial Planning Guidelines presented to Finance Committee of May 4, 2022

2. CRD Planning Framework

Board Planning






2. CRD Planning Framework

CRD Board Strategic Priorities Progress Report

Community Wellbeing – Transportation & Housing

We envision that residents have access to affordable housing and convenient, green and affordable multi-modal transportation systems that enhance community wellbeing.

● On track ● Delayed ● Operationalized ○ Not started/On hold

Initiatives	Description	Status	Key deliverables as of May 2022
1a Multi-Modal Transportation	Work with government / community partners to plan for and deliver an effective, long-term multi-modal transportation system and to increase use of public transit, walking and cycling.		<p>Operationalized Q4 2021. In Q3 2021 the Capital Regional District (CRD) Board endorsed Transportation Committee recommendations to form an advisory group to coordinate transportation matters, fill transportation priority gaps and advance regional transportation priorities. The mandate for Regional Trails was added to the Transportation Committee in 2022 and removed from the Regional Parks Committee Terms of Reference.</p> <p>The Board Chair and Vice Chair have twice met with the Minister of Transportation and Infrastructure to discuss regional transportation priorities and request improved funding streams for regional active transportation infrastructure. An application has been submitted to the Federal Active Transportation Fund for regional trail improvements.</p>
1b E&N Corridor	Protect the E&N corridor as a transportation corridor and participate in a Provincial working group to come to agreement on the future use of the E&N corridor.		<p>Operationalized Q1 2021. The Province’s South Island Transportation Strategy considered the E&N corridor in its findings and will continue to protect it as a transportation corridor.</p> <p>The CRD Board approved an advocacy motion in Q2 2021 to plan for long term transportation needs by maintaining and upgrading the E&N right-of-way for future use as a transportation corridor. Advocacy on this item continues at the elected official, executive and staff levels.</p>
1c Affordable Housing	Create and deliver more affordable housing across the region in a manner aligned with the Regional Growth Strategy in order to address the needs of a diverse and growing population, including vulnerable residents.		<p>The Government of Canada announced a further \$11.3M in federal funds (Rapid Housing Initiative) to create 46 new affordable homes in the capital region.</p> <p>Capital Region Housing Corporation (CRHC), in partnership with the CRD and the Province, began construction of 58 new units of affordable housing in Langford through the Community Housing Fund. Construction is anticipated to be complete in fall 2022. A total of 120 units were opened in 2021.</p> <p>Through Reaching Home the CRD distributed \$3.2M in funding (COVID-19 Emergency Response funding) and allocated \$1.8M and \$1.2M in funding to the Designated Communities funding stream and the Indigenous Homelessness funding stream respectively for projects in 2021/2022.</p> <p>By the end of Q1 2022, CRD had allocated \$72.2M through the Regional Housing First Program.</p>

2. CRD Planning Framework

CRD Board Strategic Priorities Progress Report



Climate Action & Environmental Stewardship

We envision reduced greenhouse gas (GHG) emissions, Triple bottom-line solutions and progress on adaptation.

● On track ● Delayed ● Operationalized ○ Not started/On hold

Initiatives	Description	Status	Key deliverables as of May 2022
2a Climate Emergency	Declare a Climate Emergency and take a leadership role to pursue regional carbon neutrality by 2030.	19 20 21 22	Operationalized in Q1 2022. In Q4 2021 the CRD Board approved the new CRD Climate Action Strategy. The plan was then shared with electoral areas and municipalities, per Board direction. The CRD Board adopted Bylaw No. 4468 in Q1 2022 to amend the annual requisition for the Climate Action service to fund new initiatives recommended in this strategy.
2b GHG from buildings, transportation and solid waste	Work with local governments to further reduce emissions from buildings, transportation and solid waste.	19 20 21 22	Operationalized in Q1 2022. The CRD coordinated a regional contract to provide the BC Sustainable Energy Association's Cool It! Workshops in schools and continued to promote BC's home heating fuel-switching rebate program. The Bring it Home 4 Climate program was extended to Q2 2022.
2c Environmental Resource Management	Explore additional opportunities for resource recovery and identify best practices to further reduce waste, increase recycling and find beneficial uses for waste.	19 20 21 22	The CRD Board approved the new Solid Waste Management Plan in Q2 2021. Staff submitted the plan to the Province for approval. A short-term solid waste workplan was approved by the Environmental Services Committee in Q3 2021. The CRD shortlisted industry submissions for the design, construction and five-year operation of a new facility that will upgrade the biogas generated at Hartland Landfill to renewal gas. Staff initiated a 'by-invitation' procurement process. Staff expect to bring the matter back to the CRD Board in Q3 2022 for final approval.
2d Regional Parks	Ensure appropriate funding for parks and trails infrastructure, improvements and maintenance by updating the Regional Parks Strategy.	19 20 21 22	Operationalized in Q1 2022. Public survey and virtual open houses for the Regional Trail widening and Lighting project were completed in Q2 2021. Regional Parks acquired additional land adjacent to Mount Work Regional Park in Q2 2021. The contract for the design of the oxygenation system at Elk/Beaver Lakes was awarded in Q3 2021. Construction expected to start in Q2 2022. Through budget, the CRD Board approved the implementation of a new sustainable funding model for future regional parks land acquisitions in Q1 2022.
2e Environmental Protection	Develop model bylaws and best practices for use by municipalities and electoral areas.	19 20 21 22	The CRD shared the results of the Regional Electric Vehicle Charging Roadmap with the CRD Board and hosted a stakeholder webinar. The CRD coordinated Step Code consultation planning on behalf of municipal partners in preparation for the mandatory implementation of BC Energy Step Code in 2022.

2. CRD Planning Framework

CRD Board Strategic Priorities Progress Report

First Nations Reconciliation

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

● On track ● Delayed ● Operationalized ○ Not started/On hold

Initiatives	Description	Status	Key deliverables as of May 2022
3a First Nations Leadership	Look to First Nations for leadership in understanding how to create new regional planning and decision-making systems together on their Traditional Territories.	19 20 21 22	<p>Staff have continued outreach to First Nations that may have interest in participating in CRD committee tables. The Tsarlip First Nation nominated a councillor and alternate in Q2 2021. Discussions with First Nations are ongoing regarding how to further government-to-government decision-making and planning systems.</p> <p>Intercultural Skills Training was offered to CRD directors in Q1 2022 to support building positive, respectful and reciprocal working relationships with First Nations participating on CRD committees. Cultural Safety Training for all CRD staff was rolled out in Q1 2022.</p>
3b Service Delivery	Seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals.	19 20 21 22	<p>The CRD Board endorsed the First Nations Honorarium Policy in Q2 2021.</p> <p>Work continued to establish a First Nation Economic Opportunity Portal to advance procurement opportunities and support Indigenous employment at the CRD. This includes web content developed in Q4 2021 outlining requirements and process for working with the CRD.</p> <p>The CRD sought to support First Nations in achieving their economic goal through the ongoing partnership with the Te'mexw Treaty Table the Pacheedaht Treaty Table.</p>
3c First Nations Traditional Practices	Work with First Nations on taking care of the land and water while providing space for cultural and ceremonial use, food and medicine harvesting, traditional management practices and reclaiming Indigenous place names.	19 20 21 22	<p>Training started to support the new Protection and Conservation of Heritage Sites Policy and BC Archaeology Brand's Remote Access to Archaeological Data tool. Archeological Chance Find Training was provided to staff involved in land altering works.</p> <p>The CRD worked with Southern Gulf Island (SGI) Commissioners to support their request for the inclusion of Indigenous language place names, and territorial acknowledgements on parks signage. Regional Parks also worked with First Nations to include language and perspectives on new park kiosks.</p>
3d First Nations Ecological Asset Management	Prepare an ecological asset management plan.	19 20 21 22	<p>This initiative has been deferred to the Board Strategic check-in. Proposed change to wording as follows:</p> <p><i>Initiate ecological asset management planning that includes natural infrastructure, First Nations guiding principles, First Nations language & place names, historical uses & invasive species management.</i></p>

2. CRD Planning Framework

CRD Board Strategic Priorities Progress Report

Advocacy, Governance & Accountability We envision effective advocacy, coordinated, collaborative and transparent governance of our committees and commissions, and fiscal/corporate accountability.

● On track ● Delayed ● Operationalized ○ Not started/On hold

Initiatives	Description	Status	Key deliverables as of May 2022
4a Electoral Area Advocacy	Develop an advocacy strategy to ensure all occupied properties have the opportunity to access high-speed internet services.	19 20 21 22	Operationalized Q2 2021. The SGI Connectivity Plan was completed in Q2 2021. The report summarized current levels of connectivity in the region and provided a vision for the future that is mindful of the challenges and opportunities for improving broadband service for the SGI. The report described alternatives and provided recommendations and cost estimates. SGI Electoral Area Administration continued to support third-party proposals for internet service infrastructure improvements and consider partnership agreements with Connected Coast.
4b Electoral Area Governance	Develop a comprehensive strategy and operational review to reflect the unique needs and governance of each electoral area.	19 20 21 22	Operationalized Q3 2021. The Salt Spring Island (SSI) Water Optimization Study was completed. The water improvement district is now considering options. Provincial direction may be sought in due course. Staff continue to advance governance improvements for local area commissions. Staff have advanced a request to the Province for a governance and services study grant on behalf of the Magic Lake Estates Property Owners Society (Pender Island) and are working with the SSI Electoral Area (EA) Director on exploring the feasibility of a Local Community Commission on SSI.
4c Effective response to emergencies	Explore more comprehensive regional coordination of emergency services, including an assessment of regional hazards, risks and vulnerabilities.	19 20 21 22	Operationalized in Q1 2022. The CRD oversaw the transition of several contracts, systems and services in 2021: <ul style="list-style-type: none"> • The Public Alert Notification System was successfully transitioned to a new provider in Q2. The system has been performing as expected since. • The FireSmart program for the electoral areas was initiated in Q2 following a successful UBCM grant application. A FireSmart Coordinator was appointed in Q3. • A new Emergency Management Software was implemented in Q4. • The Fire Dispatch service was transitioned to a new service provider in Q4. The Policy Group of the Regional Emergency Management Partnership (REMP) met in Q3 2021 and received the annual report for information.

Continues on next page

2. CRD Planning Framework

CRD Board Strategic Priorities Progress Report

Advocacy, Governance & Accountability (cont'd)

We envision effective advocacy, coordinated, collaborative and transparent governance of our committees and commissions, and fiscal/corporate accountability.

● On track ● Delayed ● Operationalized ○ Not started/On hold

Initiatives	Description	Status	Key deliverables as of May 2022
4d Triple Bottom-Line	Achieve triple bottom-line sustainable budgets through innovation and streamlining while recognizing the need for infrastructure revitalization and accountability to taxpayers.	● 19 ● 20 ● 21 ● 22	Operationalized Q3 2021. Reserve guidelines were established and reported back through the Finance Committee to the CRD Board on July 14th, 2021. The Guideline established a practice to assess capital reserve health and appropriate levels of borrowing to better balance costs of service delivery over time and over asset lifecycles.
4e Arts	Facilitate a discussion of the region's art facility needs and explore partnership to support 100% participation in the CRD arts function.	● 19 ● 20 ● 21 ○ 22	Referred for consideration of the new Board. The CRD Board approved an establishing bylaw for a new region-wide Performing Arts Facilities Services in Q3 2021. On the same day, the Board defeated the motion to seek approval by way of region-wide Alternative Approval Process. The CRD Board has referred the matter to the strategic planning session with the incoming board in the fall of 2022.
4f Economic Development	Explore how the CRD can best contribute to regional economic development.	● 19 ● 20 ● 21 ● 22	Operationalized Q2 2021. The CRD continued to advance advocacy initiatives identified by the SGI and SSI community economic development commissions. The SSI Electoral Administration contract with Rural Island Economic Partnership (RIEP) is ongoing and regular reporting to the commission has been taking place as work progresses The SGI Economic Recovery and Resiliency Program worked through community partners to share information, identify challenges, and identify resources to support businesses and non-profit organizations to navigate the challenges of COVID-19 closures.

2. CRD Planning Framework

Service Planning

The CRD's service planning framework is a multi-step coordinated process involving the whole organization.

- 1 The CRD Board meets annually in late spring to confirm the strategic direction for the following year.
- 2 This strategic direction, along with direction from committees about advancing corporate priorities, informs the recommendations brought forward by staff for new initiatives, resourcing and core service delivery adjustments.
- 3 The outputs of this work – Community Need Summaries – are routed for approval through the Committee of the Whole during the fall. The CRD Board completes the process by approving proposed resourcing and service adjustments at provisional budget in October*.

Today's session is the first stage in this multi-step coordinated process.



*September during a General Election year

2. CRD Planning Framework

2019-2022 CRD Corporate Plan Progress Report

Please see Progress Update CRD Corporate Plan 2019-2022 (Appendix C) for detailed overview of progress to date on each initiative.

- Over 200 initiatives were initiated during this Board term.
- Over three quarters of the initiatives initiated have been implemented and absorbed as part of a core service adjustment (teal) or completed (grey) as a one-time initiative.
- Around a quarter of the initiatives started during this Board term are still being progressed as a one-off initiative (orange). The implementation of some multi-year, larger-scale initiatives will continue beyond the current Board term.
- A negligible number of approved initiatives have been paused due to external factors or the operational impacts of the COVID-19 pandemic, but will continue progressing as soon as circumstances allow.

CRP Corporate Plan 2019-2022



Maintaining our day-to-day operations

CRD staff continue to deliver 200+ core services at a regional, sub-regional and local level.

Support Services continue to support the corporation with day-to-day operations.

3. Facilitated discussion and Board direction

For discussion:

- Is progress on the Board Strategic Priorities reasonable?
- If not, where would the Board like to see additional effort to advance priorities?