

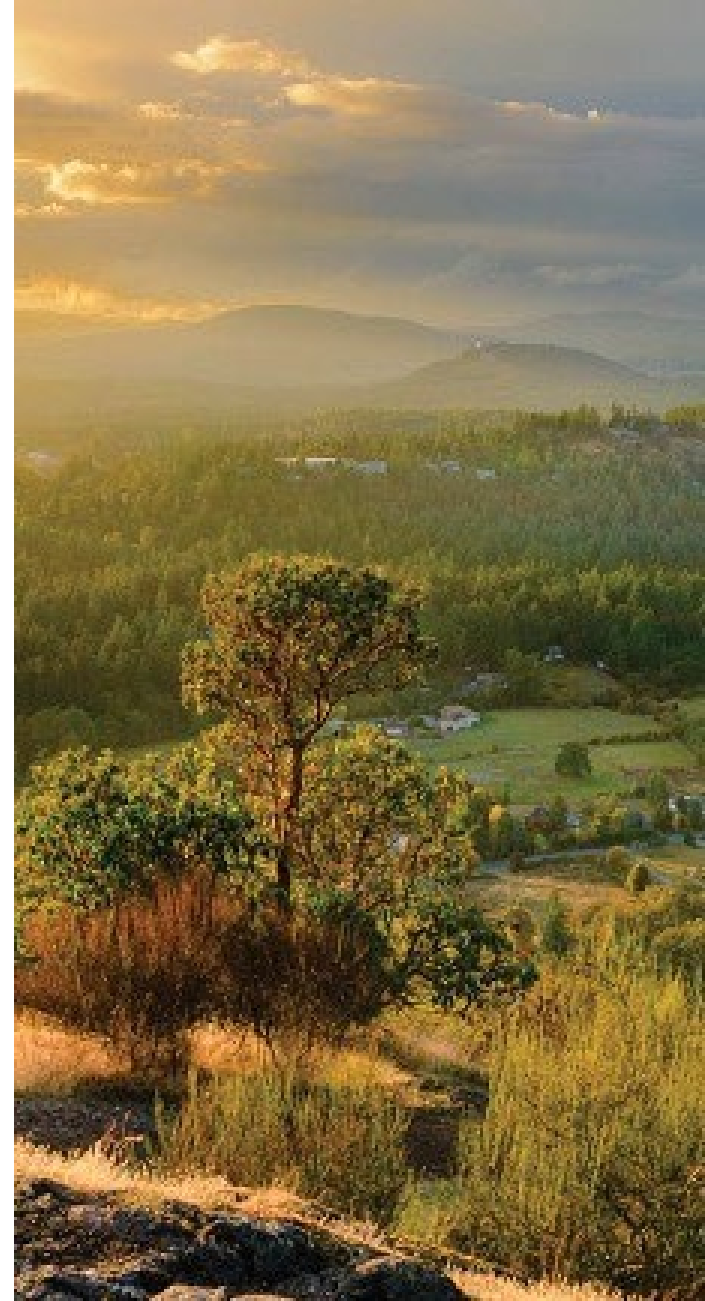
2023-2026 Board Priorities

ANNUAL STRATEGIC CHECK-IN

May 8, 2024

Agenda

1. Operating environment
2. Planning framework
3. Progress updates
4. Board-directed items for consideration
5. Facilitated discussion and CRD Board direction



Operating environment

External context

- B.C. Budget 2024 contains several actions to build more housing to support population growth; no direct support envisaged at this stage for related infrastructure and services provided by local governments.
- Inflation has slowed but not returned to pre-pandemic levels in the region; this is combined with low unemployment rates regionally that remain below the national level.
- The regional population continues to grow within projected range. It is expected that population growth will continue to be a significant economic driver in our region, pushing demand for housing, jobs and CRD services higher into 2024.
- A more comprehensive analysis of economic indicators was presented in the 2024 Service and Financial Planning Guidelines at Finance Committee on May 1, 2024, and will be presented to the CRD Board this afternoon.

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.
- The CRD continues to experience increased pressures associated with a highly competitive labour market and a steady number of retirements, trends that have continued into 2024.
- The organization constrained requisition increases in the financial plans (consolidated cost per household) to 2.8% in 2023 and 3.8% in 2024. The target rate is approved by the Board annually through the Service and Financial Planning Guidelines.
- The CRD Board has approved approx. \$304 million in Loan Authorization bylaws, with \$36.6 million already drawn upon.



Planning framework

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

The Board meets annually in late spring to confirm the strategic direction for the following year. This 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.

The outputs of this work 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 approval in October.

Advancing goals over the Board term

Staff advance the Board Priorities and Corporate Plan initiatives over the course of the four-year term.

The objective is to operationalize (i.e., absorb into day-to-day activities and adjust service levels to accommodate) or complete as many initiatives listed in the Corporate Plan as operationally feasible by 2026.

New initiatives are advanced alongside the 200+ core and mandated services the CRD delivers.

Some significant, multi-year initiatives and priorities started during the previous Board term (or earlier) are still being implemented.

2023

Identify Board Priorities. Develop Corporate Plan to align resources to direction. Take early actions on both.

2024

Initiate work on most initiatives in the Corporate Plan. Maintain momentum on mandated and core service delivery.

2025

Keep up high level of effort to progress approved initiatives and initiate additional, new initiatives. Ensure mandated and core services continue to be delivered in line with expectations.

2026

Initiatives that have been progressing over the course of the Board term are either operationalized or completed and ended.

Board Priority progress updates



Transportation

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

Achievements*

- 2022 Origin Destination Household Travel Survey results showed an increase in walking and cycling in the region.
- Traffic Safety Commission delivered education and awareness campaigns about distracted driving, speeding and impaired driving.
- Gathered input from interest holders about a regional transportation service and feasibility work started.
- Mayne Island Regional Trail construction started.
- Salt Spring Island (SSI) Active Transportation Plan completed to start addressing critical active transportation issues.
- Approved funding strategy for significant investments in the regional trail system through the Regional Trestles Renewal, Trails Widening and Lighting Project.

Board Priority progress updates



Housing

Residents have access to affordable housing that enhances livability.

Achievements*

- Developed regional housing acquisition strategy and entered an MOU to pursue a pilot in support of a new rural housing program to guide future regional housing investments.
- Land Assembly, Housing and Land Banking service borrowing authority increased by \$85 million (M).
- Opened 198 units of affordable rental housing across three projects (210 Gorge Road, 2170 Charters Road and Prosser Place).
- Opened 136 units of supportive housing across four projects (2933 and 2949 Albina Street, 865 Catherine Street and 1909 Prosser Road).
- Advocacy to Minister Kahlon, BC Minister of Housing, to request up to \$170M in funding to facilitate development of ~2,000 affordable units in the region.

Board Priority progress updates



Climate Action & Environment

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

Achievements*

- Board approved the new Solid Waste Management Plan and policy changes for the Hartland Landfill Tipping Fees and material stream diversion initiatives.
- Capital Region heat vulnerability mapping project launched with inter-municipal partners.
- Electoral Area Community Wildfire Resiliency Plans and Community Evacuation Guide were completed.
- 2022 Regional and Local Government Greenhouse Gas Inventory report was released.
- SSI rainwater harvesting rebate program renewed; Southern Gulf Islands rain barrel program implemented & expanded.

Board Priority progress updates



First Nations

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

Achievements*

- Forum of All Councils held in October 2023 to build relationships and explore ways to work together.
- Board Chair invited First Nations to participate in government-to-government Relationships Building initiative.
- First Nations input being gathered for the Regional Parks & Trails Strategic Plan and Regional Parks Land Acquisition Strategy, among other plans.
- New Indigenous Business Directory for the south island region launched in June 2023, in partnership with Greater Victoria Harbour Authority, City of Victoria and South Island Prosperity Partnership.
- CRD Indigenous Employment findings received by Board in May 2023.

Board Priority progress updates



Governance

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

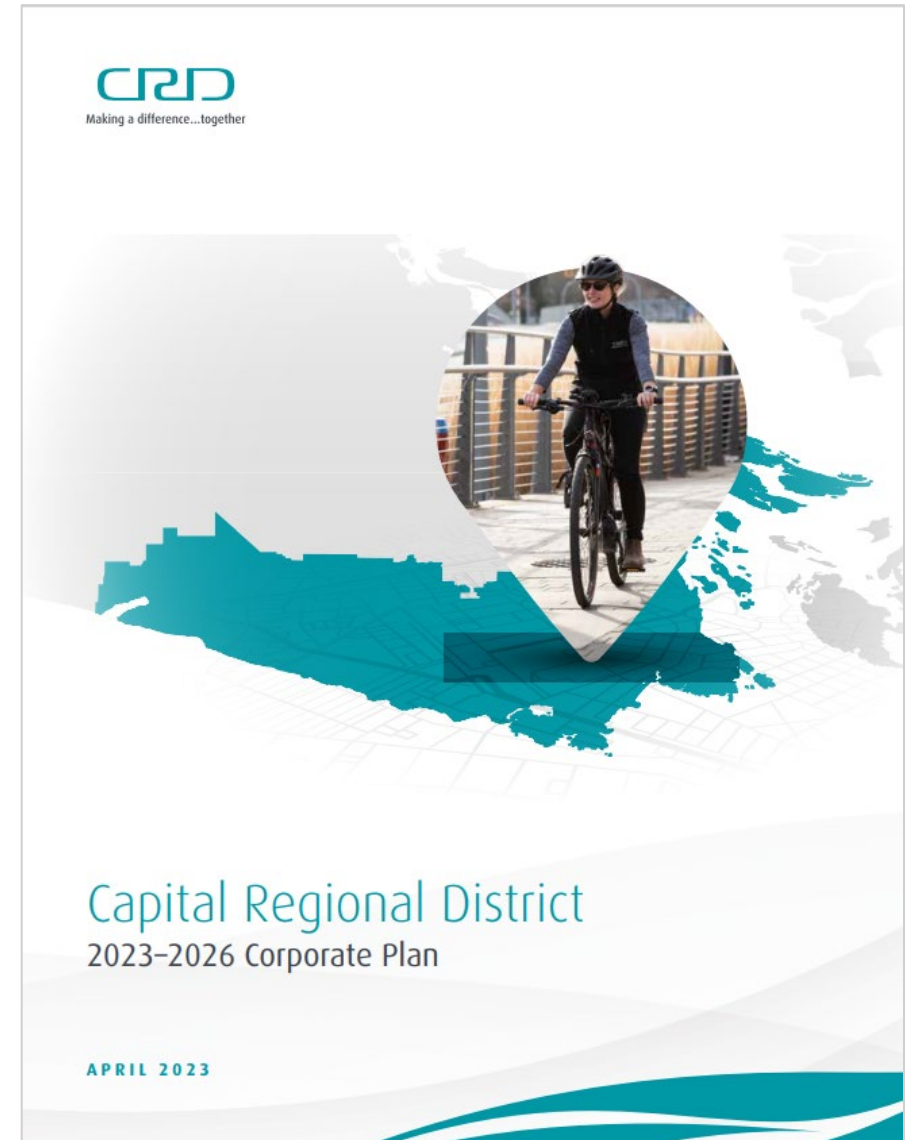
Achievements*

- Board approved 2023-2026 Board Priorities and the 2023-2026 CRD Corporate Plan in March and April 2023.
- Board received Administrative Policy for Intergovernmental Relations in April 2023.
- Board approved updated CRD Advocacy Strategy in August 2023.
- Staff report templates updated to include considerations of First Nations reconciliation, climate action, and equity, diversity and inclusion lenses.
- Accessibility Advisory Committee was established in October 2023.
- The Regional Growth and Mobility study was started.

Progress updates

CRD 2023-2026 Corporate Plan

- Action has been taken on over 85% of the 134 initiatives listed in the Corporate Plan. In most cases, early impacts of the work were absorbed within existing service levels (e.g., for investigatory or early planning work).
- Where additional capacity and/or resources were required, staff submitted requests to the Board through service planning. **44 such initiatives, and associated resources requested**, were endorsed by the Board for 2024 and future requests will be brought forward for consideration through annual provisional budgets.
- Six initiatives progressed in 2024 were not listed in the Corporate Plan. Four were identified by staff and two were directed by the Board.
- 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.



Board-directed item for consideration

Scale up regional support for performing arts facilities in the region

CORPORATE PLAN INITIATIVE 10B-2

Last term

- Explored creating a new Full Regional Performing Arts Facilities Service
- Establishing bylaw drafted but not passed, due to concerns about cost and approval method

This term

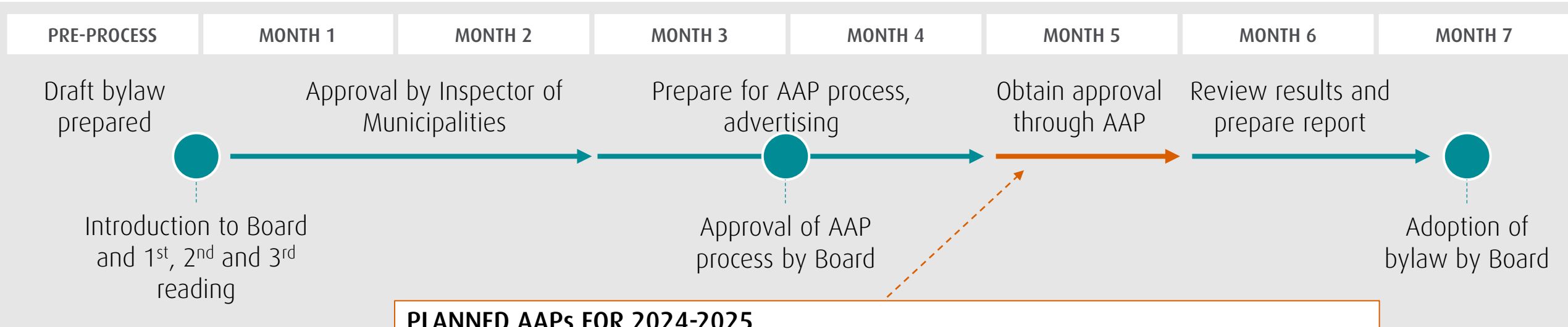
- Drafted amending bylaws for Royal Theatre and McPherson Playhouse services to scale up support
- Royal Theatre amending bylaw (4560) ▶ In Process
- McPherson Playhouse amending bylaw (4561) ▶ In Process



Half Moon Run performing at the Royal Theatre, November 2023. Photo courtesy of the Royal and McPherson Theatres Society.

Update about Alternate Approval Process (AAP)

- It takes approximately seven months to run an AAP from start to finish



PLANNED AAPs FOR 2024-2025

- ▷ Q4 2024 – **Foodlands Access Service Establishment** (regional)
- ▷ Q4 2024 – **New proposed Westshore RCMP Building Debt Service** (sub-regional)
- ▷ Q1 2025 – **Transportation Service Establishment** (regional)
- ▷ Q2 2025 – **Biodiversity Service Establishment** (regional)

Facilitated discussion and Board direction

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