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REPORT TO COMMITTEE OF THE WHOLE MEETING OF WEDNESDAY, MAY 11, 2022

SUBJECT **Board Orientation and Strategic Plan 2023-2027**

ISSUE SUMMARY

To provide an overview of the Capital Regional District (CRD) Board orientation and strategic planning timeline for the incoming CRD Board of Directors for the 2022-2026 term of office.

BACKGROUND

The 2022 General Local Election is taking place on October 15, 2022. The CRD inaugural Board meeting is scheduled for November 16, 2022. At this meeting, a new CRD Board of Directors will be sworn in and the new Board Chair and Vice-Chair will be elected. Most municipal appointments to the CRD Board will take place at each member municipal council inaugural meeting, scheduled in the first 10 days of November.

Through provisional budget last fall, the Board approved an initiative (15d-1) to facilitate a Board orientation with the new Board of Directors in 2022. This will be followed by a strategic planning process through which the CRD will support directors in identifying the new Board Strategic Priorities and develop the organizational response (CRD Corporate Plan).

Orientation will start the morning of the inaugural CRD Board meeting. It is a comprehensive program of events to provide directors with the foundational knowledge required to participate meaningfully and successfully in decision-making. Subjects covered include procedural responsibilities, protocols, differences in decision-making at municipal and regional tables, roles and responsibilities of directors and staff, CRD services, programs and administration, and the corporate planning framework. The formal orientation program will be supplemented by a series of 'Lunch and Learns' on a range of complementary topics. The lunch and learns will introduce new directors to the CRD and support existing directors with a knowledge refresh.

Orientation will be followed by two strategic priority-setting sessions. The objective of this strategic planning work is to confirm the Board's long-term organizational vision and set priorities for supporting organizational activities. The cyclical planning process considers mandated service delivery responsibilities, core service priorities and long-term corporate direction, as well as external influences such as the economy, climate change, shifting demographics and social conditions. The 2019-2022 CRD Board Strategic Priorities and Corporate Plan were prepared in early 2019, based on input from two facilitator-led planning sessions. CRD staff handled the logistics, background research and preparation of the final document. A similar approach will be followed in 2022.

A high-level view of the proposed timeline is available in Appendix A.

ALTERNATIVES

Alternative 1

The Committee of the Whole recommends to the Capital Regional District Board:
That the Board Orientation and Strategic Planning process and timeline be endorsed.

Alternative 2

That the Board Orientation and Strategic Plan 2023-2027 report be referred back to staff for further information based on Committee of the Whole direction.

IMPLICATIONS

Intergovernmental Implications

Board orientation and strategic planning sessions will be scheduled intermittently on Wednesdays between November 16, 2022 and January 25, 2023. All Wednesdays are traditionally held for directors for CRD business.

In advance of the election, correspondence will be sent to Corporate Officers of the member municipalities to advise of the 2022 Board orientation and dates will be provided in advance of the election to reduce the number of conflicts with municipal orientation activities.

Electoral Area (EA) directors and alternates require additional support from the CRD staff for service delivery in the EAs. For this reason, a separate session dedicated entirely to the EA services will be scheduled for November 9, 2022. CRD staff will be directly in contact with EA directors regarding the orientation schedule.

Financial Implications

A budget of \$63,000 was approved in the financial plan for this work. This budget will provide for facilities, catering, any contract costs, and collateral development to support the events and publication of the Board Strategic Priorities and CRD Corporate Plan.

Alignment with Board & Corporate Priorities

Board orientation and strategic planning is the first step in the CRD's four-year corporate planning and reporting framework. The outputs of this work—the Board Strategic Priorities and CRD Corporate Plan—set the direction for work and initiatives undertaken in the subsequent four years.

Alignment with Existing Plans & Strategies

A number of core regional and sub-regional strategic plans have been progressed over this Board term (e.g., Climate Action Strategy, Regional Parks Strategic Plan). These strategic documents set the operational direction for key regional and sub-regional services while taking into account regional trends, such as growth in regional population and demand for services. The timeframes covered by the strategic plans continue beyond the current Board term and will inform the CRD's corporate response to the incoming Board's direction.

CONCLUSION

The new Board of Directors will be sworn in on Wednesday, November 16, 2022. Board orientation sessions will be scheduled to provide necessary information to the new Board of Directors. This will be followed by a strategic planning process to crystalize the Board's vision for the future of the region.

RECOMMENDATION

The Committee of the Whole recommends to the Capital Regional District Board:
That the Board Orientation and Strategic Planning process and timeline be endorsed.

Submitted by:	Emily Sinclair, Senior Manager, Regional & Strategic Planning
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
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ATTACHMENT

Appendix A: CRD Board Orientation and Strategic Planning Timeline (2022)