

Appendix C: Strategic Planning Activities Advanced This Board Term

The following strategies and strategic plans were *Completed* this Board term:

1. **2023-2026 Board Priorities and CRD Corporate Plan** to set broad strategic direction for all CRD services.
2. **Corporate Communications & Engagement Strategic Plan 2024-2027** to outline the vision for effective organizational communications at the CRD.
3. **People, Safety & Culture Strategic Plan 2024-2027** to outline the vision for strategic human resources and occupational health and safety at the CRD.
4. **2024 CRD Accessibility Plan** to outline how the CRD will increase accessibility across its spaces, services and communications.
5. **2024-2027 Arts and Culture Support Service Strategic Plan** to outline how the CRD supports, champions and develops the arts in the region. The plan was adopted following a staff-led program review and community consultation in 2023.
6. **2025 Regional Water Supply Strategic Plan** to outline commitments and strategic priorities that will guide the future direction for the Regional Water Supply service.
7. **2025 Watershed Spill Management Plan** to assess current spill preparedness, including equipment, resources, training, agreements, procedures, and to provide recommendations, strategies and a field guide to improve service preparedness.
8. **SEAPARC Recreation Plan 2025-2035** to provide direction for the services and programs provided in consideration of the service's infrastructure needs, service mandate and service delivery priorities. The Infrastructure Growth Plan is the next step forward to refine how the infrastructure needs identified in the strategic plan should be delivered.
9. **2026-2035 Regional Water Conservation Plan for Greater Victoria** to guide regional water conservation and demand management to ensure long-term safe, reliable and sustainable regional water supply.
10. **CRHC 2045: "A Path to 5,000"**, a long-term framework that envisions the Capital Region Housing Corporation (CRHC) providing high-quality tenant experiences through the financially sustainable management of 5,000 homes by 2045. This vision builds on the CRHC's current development momentum to expand the supply of affordable rental homes for families and individuals in the region.
11. **Regional Parks Volunteer Plan 2026-2031**, a strategic framework to guide the growth, diversification, and modernization of the Regional Parks Volunteer Program, supporting stewardship objectives while informing future operational and staffing decisions.

The following strategies and strategic plans are *Underway*:

12. **Five-year CRD Reconciliation Action Plan** will articulate goals and initiatives intended to advance reconciliation with First Nations. The draft plan is presently in the second phase of engagement with First Nations and staff anticipate reporting back to the CRD Board before the end of 2026. Work to develop a CRD Reconciliation Action Plan was brought forward as part of 2022 service planning process and subsequently paused to focus first on strengthening government-to-government relationships with First Nations.

13. **CRD Equity Diversity & Inclusion Strategic Plan**, which is related to the People, Safety & Culture Strategic Plan, is under development. The plan is expected to be completed in 2026.
14. **Financial Services Strategic Plan**, which will update the 2021 Strategic Plan, is under development. The plan is expected to be completed in 2026.
15. **Digital, Technology & Data Strategic Plans** are under development to set priorities and strategic direction across all Technology & Digital Transformation functions, while identifying both current and future organizational needs. The work has been paused pending the recruitment of a new Senior Manager.
16. **Regional Housing Affordability Strategy for the CRD** update to the 2018 strategy is underway. It identifies key policies, strategies and initiatives required to advance the long-term livability and sustainability of the region. The plan is expected to be completed in 2026.
17. **Regional Transportation Plan** development is underway. The plan outlines the Regional Multi-modal Network and gives policy direction and actions. The current plan was approved in 2014. The plan is expected to be completed in 2027.
18. **Water Supply Wildfire Management Plan** development is underway. This internal plan will support the provision of in-house wildfire prevention, detection and suppression functions. The plan will assess preparedness, including equipment, resources, standby, training, procedures and fuel management, and provides strategies and recommendations to increase service levels as climate change increases fire hazard risk. The plan is expected to be completed in 2026.
19. Staff are working with a consultant to develop a comprehensive **Biosecurity Strategy and Action Plan for the Greater Victoria Water Supply Area (GVWSA)**. The assessment will evaluate risks from invasive, novel, and unwanted species and will provide strategies, preparedness measures, procedures, training and recommendations to increase service levels in line with biosecurity risks. The plan is expected to be completed in 2026.
20. **Regional Water Supply Master Plan Program Implementation Plan** development is underway. It will develop a guidance document for the CRD to pursue the delivery of the long-term 2022 Master Plan Program. The plan is expected to be completed in 2026.
21. Staff, with support from a consultant, are developing a **Juan de Fuca Water Meter Strategic Plan** for the Juan de Fuca Water Distribution System meter infrastructure. The objective is to address aging metering infrastructure and look at new technology options. The plan is expected to be completed in 2026.
22. **CRD Climate Action Strategy 2026-2030** update is underway to identify targeted ways to both reduce greenhouse gas emissions and adapt to climate change. The plan is expected to be completed in mid-2026.
23. **Regional Parks Cultural Practice and Safety Policy** is being developed to outline how the CRD regional parks will be operated with a view to Indigenous cultural practices while promoting inclusion, equity and reconciliation. Once approved, it will guide the work of Regional Parks employees, elected officials, volunteers, contractors, and agents, as well as, where applicable, conservation partners, permit holders and special-interest groups. Development of this policy is identified as an action in both the Regional Parks and Regional Trails Strategic Plan 2022-2032 and the CRD Corporate Plan 2023-2026. The plan is expected to be completed in 2026.
24. **Regional Parks Interpretive Plan** is being developed to guide programming and products, including signage, guided walks, and educational materials, aligned with conservation, education, and reconciliation goals. The plan will modernize interpretive services across the regional parks system, ensuring content is inclusive, culturally respectful, and grounded in ecological knowledge. The CRD Regional Parks and Regional

Trails Strategic Plan 2022–2032 identifies interpretation as a key tool for enhancing visitor experience, supporting environmental stewardship, and advancing reconciliation with First Nations. The plan is expected to be completed in 2026.

25. **Regional Parks Accessibility Guidelines** are being developed to support inclusive parks planning and policy development. These guidelines will provide a framework to ensure that all visitors can experience the natural environment of regional parks and trails by improving equitable access. They will offer direction across key areas, including service delivery, signage and wayfinding, pedestrian circulation, park facilities, and visitor information. The plan is expected to be completed in 2026.

The following strategies and strategic plans are *Planned*:

26. **CRD Board Advocacy Strategy Update** (planned for 2027). Staff are planning to complete a review of the Board Advocacy Strategy. In addition, the CRD Board suggested that preparing an expanded strategy be considered as a future priority by the new Board at the 2026 Board Priorities Check-in.
27. **Regional Wastewater Strategic Plan** (timeframe to be determined). Staff are exploring the feasibility of developing a Regional Wastewater Strategic Plan. The decision is subject to approval from the provincial regulator. If approved, the plan will cover all in-region wastewater services.
28. **Core Area and Saanich Peninsula Wastewater Strategic Plan** (planned for 2026-2027). Staff will develop a strategic plan for wastewater within the capital region. This document will guide decision-making and long-term planning, including Master Plans, the Liquid Waste Management Plan, etc.
29. **Forest Ecosystem Stewardship Plan** (planned for 2026-2028). This plan will guide the management of the GVWSA forests to deliver multiple service benefits while adapting to climate change. Adjustments to current service levels may be required to ensure forests are resilient for future climate conditions.
30. **Wildlife Management Plan** (planned for 2028). This plan will guide the protection and management of wildlife habitat in the GVWSA and will establish service levels to support effective wildlife management.