



REPORT TO CAPITAL REGIONAL DISTRICT BOARD MEETING OF WEDNESDAY, FEBRUARY 13, 2019

SUBJECT 2019–2022 Board Priorities

ISSUE

To confirm Capital Regional District (CRD) 2019–2022 Board Priorities.

BACKGROUND

The Capital Regional District (CRD) undertakes a planning process at the outset of each new Board's term of office. The objective of the planning process is for the Board to confirm the 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, social conditions and priorities from senior levels of government.

On April 11, 2018, the previous CRD Board directed staff to proceed with work to support a 2019–2022 Board planning process. This direction allowed staff to secure a facilitator/meeting facilities and undertake appropriate background research. With Board support, Greg Moore of Livable Region Consulting was engaged to facilitate the priority-setting process.

DISCUSSION

The 2019–2022 Board planning process was kicked-off with an orientation session on November 21, 2018. Directors were presented with procedural and operational information relating to their duties and responsibilities. Directors were presented with an overview of existing CRD services (scope and budget) along with a synopsis of previously-approved Board strategies.

At the conclusion of the orientation activities, Directors were asked to individually, through a sticky-note brainstorming exercise, identify five priorities. The submitted priorities were subsequently categorized into thematic topics, as follows:

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| • Transportation | • Budgeting |
| • Housing | • Arts |
| • Waste Management | • Farmland |
| • Parks | • Health |
| • Reconciliation | • Electoral Areas |
| • Emergency Services | • Governance & Service Delivery |
| • Environment | |

Following identification of the top ten topics, all Directors were then, through individual email surveys, asked to rank the topics in order of importance. Top five topics were:

- Transportation
- Housing
- Environment/Climate Action
- Reconciliation
- Parks

Individual identification of priorities was followed by three facilitator-led planning sessions to further discuss Board priorities and move towards consensus. Through this process, top topics were refined.

On December 4, 2018, at a two-hour meeting at the CRD, Electoral Area (EA) Directors met to identify priorities relating specifically to the EAs. Emerging from that discussion were two priorities:

- Develop an advocacy strategy to ensure all occupied properties have high-speed internet
- Develop a comprehensive strategy and operational review to reflect the unique governance and needs of each electoral area

On December 5, 2018, at a Committee of the Whole (COW) meeting, the Board confirmed the organization's mission, vision and reconciliation statements and discussed in further detail the topics that rose to the top through Directors' input on the priorities survey. The Board also began the process of identifying desired outcomes relating to each topic.

Following the December session, CRD staff then developed a draft document to capture the Board's input. The draft was presented to a COW meeting at a two-hour workshop on January 30, 2019. From those discussions, the COW identified four high-level priorities and 17 supporting initiatives. The four priorities were:

1. Community Wellbeing (Transportation and Housing)
2. Climate Action and Environmental Stewardship
3. Reconciliation
4. Governance / Advocacy / Accountability

The two electoral area initiatives identified on December 4, 2018 were included as supporting initiatives under the Governance / Advocacy / Accountability priority.

The COW discussed the draft document and identified desired refinements which have been reflected in the document contained in Appendix A.

Upon confirmation of Board priorities, the Executive Leadership Team will develop an accompanying Corporate Plan. The Corporate Plan and Divisional Service Plans will align CRD programs and projects with Board priorities, establish indicators for measuring corporate performance, and set the stage for developing 2019 – 2022 budget submissions.

ALTERNATIVES

Alternative 1

That the 2019-2022 Board Priorities be approved.

Alternative 2

That the 2019-2022 Board Priorities be approved following amendment to add the following initiative under Climate Action and Environmental Stewardship as items 2a and renumber subsequent initiatives:

- 2a Declare a Climate Emergency and take a leadership role to pursue regional carbon neutrality by 2030

Alternative 3

That the 2019-2022 Board Priorities be further considered.

IMPLICATIONS

Intergovernmental Implications

The CRD will work cooperatively with First Nations, provincial agencies, municipalities and electoral areas to achieve the priorities set by the Board throughout the four year period.

Financial Implications

The CRD will be developing divisional service plans and budgets for consideration by the Board. These plans will identify actions to advance Board priorities and associated financial implications.

CONCLUSION

The Board has identified four high-level priorities to address over its four year term. The priorities will require ongoing focus throughout the term and progress will be reviewed annually.

The Corporate Plan along with Divisional Service Plans will align CRD programs and projects with Board Priorities, establish indicators for measuring corporate performance, and set the stage for developing future budget submissions.

RECOMMENDATION

That the 2019–2022 Board Priorities be approved.

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| Submitted by: | Signe Bagh, MCIP, RPP, Senior Manager, Regional and Strategic Planning |
| Concurrence: | Kevin Lorette, P.Eng., MBA, General Manager, Planning and Protective Services |
| Concurrence: | Robert Lapham, MCIP, RPP, Chief Administrative Officer |

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Attachment: Appendix A – CRD Board Priorities 2019–2022