

**REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, DECEMBER 11, 2019**

SUBJECT **Process and Timing for Confirming Board Strategic Direction**

ISSUE SUMMARY

To determine a process and timing for the Capital Regional District (CRD) Board to confirm the strategic direction of mandate priorities and implementation initiatives.

BACKGROUND

In February 2019, the CRD Board approved four strategic priorities and key implementation initiatives for its 2019-2022 term as shown in Appendix A. The four priorities are:

- 1) Community Wellbeing – Transportation & Housing
- 2) Climate Action & Environmental Stewardship
- 3) First Nations Reconciliation
- 4) Advocacy, Governance & Accountability

Subsequently, staff prepared the *2019-2022 CRD Corporate Plan* (Appendix B) to identify and prioritize the work required to achieve the direction from the Board while maintaining core service delivery requirements. Together, the initiatives and actions in the corporate plan respond to the region's collective community needs in consideration of Board priorities, within the CRD's established service mandates, approved plans and corporate priorities.

In October 2019, the CRD Board provisionally approved the 2020 budget. The CRD Board also approved the 2020 Community Needs, developed through an updated service planning process.

The CRD planning framework enables the organization to gather and share feedback with the CRD Board to refine and adjust services in an ongoing and transparent fashion. One such mechanism is quarterly reporting on Board priorities under the corporate priorities dashboard. Another mechanism is an annual check-in to confirm the Board's strategic direction, as requested by the Board during the strategic planning process. The CRD planning framework, annotated with proposed decision milestones, is provided in Appendix C.

ALTERNATIVES

Alternative 1

That the Board hold its annual check-in on strategic priorities at a Committee of the Whole meeting to be held on April 29, 2020 to confirm alignment of priorities and resources, and inform the 2021 service and financial planning processes.

Alternative 2

That the Board confirm it's 2019-2022 Strategic Priorities and check-in on Strategic Priorities in 2021, to confirm alignment of priorities and resources, and inform the 2022 service and financial planning processes.

Alternative 3

That the Process and Timing for Confirming Board Strategic Direction report be referred back to staff for additional information based on Board direction.

IMPLICATIONS

Financial Implications

2020 service plans have been reviewed by Committees and Commissions and approved by the Board as part of the service planning and budget process to advance projects and initiatives for 2020, including the implementation of Board priorities. New direction to staff is required before May in the calendar year for the necessary service planning and budget implications to be brought forward in the next annual budgeting process.

Service Delivery Implications

Any refinement or change to the Board's strategic direction has the potential to impact service delivery and budget. The corporate planning process absorbed several Board priority initiatives into core budget in 2019 and 2020. The 2020 provisional budget will fund a number of new Board priority initiatives, as identified in the 2020 Community Needs summaries. Remaining priority initiatives and those requiring additional funding will be brought forward in 2021 and subsequent years of the Board's term.

Alignment with Board & Corporate Priorities

Annual confirmation of the Board's strategic direction would be consistent with the CRD's planning framework to integrate Board feedback into corporate, service and financial planning. If an April 2020 check-in is scheduled, staff would align feedback on the Board's strategic direction as follows:

- 1) Board input received in April 2020 would inform the 2021 provisional budget guidelines and any adjustments needed for the 2021 service planning process.
- 2) The Board will receive the 2nd quarterly Priorities Dashboard progress report at the April 2020 Board meeting and will have current information on progress on the implementation of Board and Corporate Priorities at that time.

The purpose of the annual check-in would be to validate key drivers and actions on current initiatives, surface any emerging issues requiring attention and confirm that corporate resources are aligned to meet identified community needs requiring action and to adjust strategic direction as needed.

CONCLUSION

The CRD planning framework includes a feedback loop to foster transparency and accountability, enabling staff to share information with/from the Board to refine and adjust services. Confirmation of strategic direction, timed to align Board input with corporate, reporting and budgeting processes is one mechanism by which to receive this feedback. Staff recommend confirming strategic direction in the spring of each year to provide for such alignment.

RECOMMENDATION

That the Board hold its annual check-in on strategic priorities at a Committee of the Whole meeting to be held on April 29, 2020 to confirm alignment of priorities and resources, and inform the 2021 service and financial planning processes.

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Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENTS

Appendix A: 2019-2022 CRD Board Priorities on a Page

Appendix B: 2019-2022 CRD Corporate Plan

Appendix C: Annotated CRD Planning Framework