

The CRD Board will advocate, collaborate and form partnerships to address the affordable housing and transportation needs of the region's diverse and growing population.



# Board Priorities Dashboard

## ➤ Summary of Completed Actions

### Community Wellbeing Transportation & Housing

Board Initiatives	Resolutions	Comments
<p><b>1a</b> Work with government/community partners to plan for and deliver an effective, long-term regional multi-modal transportation system and to increase use of public transit, walking and cycling.</p>	<ul style="list-style-type: none"> <li>▶ <b>TC Feb. 27, 2019</b></li> <li>▶ <b>Board March 13, 2019</b></li> <li>▶ <b>EAC June 12, 2019</b></li> <li>▶ <b>Board June 12, 2019</b></li> <li>▶ <b>TC July 24, 2019</b></li> </ul>	<p><b>Advocacy:</b> Letter sent by the Board Chair to the Minister of Transportation requesting participation in the South Island Transportation Planning study. Letter sent advocating for a scope change to include a governance model and also the Electoral Areas under the South Island Transportation Strategy Plan. Requested and received presentation from BC Transit to Committee to input on Transit Planning. EAC advanced SGI transportation feasibility planning. Staff directed to include the establishment of an SGI transportation service in service and budget planning for 2020. Met with Ministry staff July 2019 on South Vancouver Island Multi-Modal Transportation Plan. Transportation Committee Chair provided updates on transportation issues after meeting with Minister of Transportation and a presentation was delivered at the July Transportation Committee. A follow-up meeting was held in November.</p> <p>Change of direction related to Southern Gulf Islands transportation service and budget planning.</p>
<p><b>1b</b> Protect the E&amp;N Corridor as a transportation corridor and participate in a Provincial working group to come to agreement on the future use of the E&amp;N corridor.</p>	<ul style="list-style-type: none"> <li>▶ <b>GFC July 3, 2019</b></li> </ul>	<p>Active Board member as Island Corridor Foundation representative. E&amp;N Corridor is identified as a transportation corridor and is part of the multi-modal network in the 2014 Regional Transportation Plan. <b>Bike BC 1M grant</b> awarded May 2019 for phase 3 of the E&amp;N rail trail. <b>Media Release:</b> CRD Recognizes Funders and Partners of E&amp;N Rail Trail to acknowledge over \$20 million in grants towards development.</p>
<p><b>1c</b> Create and deliver more affordable housing across the region in a manner aligned with the Regional Growth Strategy in order to address the needs of a diverse and growing population, including vulnerable residents.</p>	<ul style="list-style-type: none"> <li>▶ <b>Board Feb. 13, 2019</b></li> <li>▶ <b>Board Sept. 12, 2019</b></li> </ul>	<p>In December 2018, the Board approved, in partnership with the BC government, the acquisition of two properties, one located at Spencer Road and the other at Hockley Avenue. Board rise and report on acquisition for Millstream Ridge (Treanor Avenue properties). In development negotiations on West Park Lane affordable housing project in View Royal. <b>Media Release:</b> West Park Lane mixed-income housing development project announced with Province. <b>Media Release:</b> Reaching Home Strategy funding from Federal Government secured.</p> <p><b>Media Release:</b> New affordable homes for seniors coming to Salt Spring Island.</p>



The CRD Board will encourage and implement bold action on climate change by enhancing its natural and built assets to achieve environmental resilience, food security and continued wellbeing of our current and future residents.



# Board Priorities Dashboard

## ➤ Summary of Completed Actions

### Climate Action & Environmental Stewardship

Board Initiatives	Resolutions	Comments
<b>2a</b> Declare a Climate Emergency and take a leadership role to pursue regional carbon neutrality by 2030.	<ul style="list-style-type: none"> <li>▶ <b>Board Feb 13, 2019</b></li> <li>▶ <b>Board April 10, 2019</b></li> </ul>	<p><b>Advocacy:</b> On February 25, 2019 the Board Chair wrote letters to the Federal and Provincial Ministers of the Environment to request that the federal government strengthen progressive partnerships and direct funding, and provide additional support to regional and local governments to achieve accelerated federal and local climate action goals related to both mitigation and adaptation. Letter sent advocating the federal government deliver on climate commitments. Letter sent advocating the provincial government deliver on climate commitments. Resolution declaring a climate emergency at February meeting. Received response from Provincial Minister of Environment on March 29, 2019 advising their commitment to constructive collaboration and looking forward to a continued partnership with the CRD. Advocacy strategy completed. Provided supportive funding and Chair Plant participated in the BC Coalition Institute – Planetary Health: Local and Global event held August 8 – 11, 2019 at the University of Victoria.</p>
<b>2b</b> Work with local governments to further reduce emissions from buildings, transportation and solid waste.	<ul style="list-style-type: none"> <li>▶ <b>PEC May 22, 2019</b></li> <li>▶ <b>Board June 12, 2019</b></li> </ul>	<p><b>Advocacy:</b> On February 26, 2019 the CRD Board Chair wrote a letter to each CRD Municipality advising of the CRD Board’s climate emergency declaration and urging member municipalities to place the letter on an upcoming meeting agenda for council’s consideration. Met with Climate Action Program Inter-Municipal Working Group (April 2019) to prioritize new regional initiatives. Presented Corporate and Community Climate Action Annual Reports (June). Meeting schedule increased for the CRD Climate Action Inter-Municipal Task Force. Additional meetings to determine appropriate format, scope interest and ability to support a regional Forum of Community Associations on Climate Change/Climate Emergency event in 2020. Delivered an educational workshop on ‘Communicating Climate Change’ with Climate Change expert.</p>
<b>2c</b> Explore additional opportunities for resource recovery and identify best practices to further reduce waste, increase recycling and find beneficial uses for waste.	<ul style="list-style-type: none"> <li>▶ <b>Board Mar. 13, 2019</b></li> <li>▶ <b>Board May 8, 2019</b></li> <li>▶ <b>Board June 12, 2019</b></li> <li>▶ <b>PEC Sept. 4, 2019</b></li> <li>▶ <b>Board Sept. 11, 2019</b></li> </ul>	<p>Options reported to Board for landfill gas utilization. Received direction on next steps for landfill gas utilization technology business case (Fall 2019). Organics processing referred back to staff for report on options regarding composting. Organics processing – requests for expressions of interest – submitted to Board. Province provided conditional approval for the Definitive Plan for Beneficial Use of Biosolids.</p> <p>Solid Waste Management Plan proposed strategies and targets approved by Board (Summer 2019). Staff conducted first round of public consultation on the proposed strategies and targets for the new Solid Waste Management Plan (Fall 2019). <b>Media Release:</b> CRD Seeks Input for a New Solid Waste Management Plan.</p>
<b>2d</b> Ensure appropriate funding for parks and trails infrastructure, improvements and maintenance by updating the Regional Parks Strategy with consideration to ecological, recreation and reconciliation principles, land acquisition capacity, and expanded partnerships with First Nations and parks user groups.	<ul style="list-style-type: none"> <li>▶ <b>Board April 10, 2019</b></li> <li>▶ <b>PEC Oct. 23, 2019</b></li> <li>▶ <b>COW Oct. 30, 2019</b></li> <li>▶ <b>Board Oct. 30, 2019</b></li> <li>▶ <b>Board Nov. 13, 2019</b></li> </ul>	<p><b>Advocacy:</b> advocating the protection of Sooke Hills Regional Park. <b>Media Release:</b> CRD Board Approves Extension of the Land Acquisition Fund. Decision to renew the Land Acquisition Fund for an additional 10 years (2020-2029) at a levy of \$20/household and that land acquisitions be funded with an averaged contribution from community partners at an additional 25% and that an additional \$925,000 be requisitioned each year for capital reserves to fund the refurbishment and replacement of existing assets.</p>
<b>2e</b> Develop model bylaws and best practices for use by municipalities and electoral areas.	<ul style="list-style-type: none"> <li>▶ <b>PEC July 24, 2019</b></li> <li>▶ <b>Board Aug. 14, 2019</b></li> <li>▶ <b>COW Oct. 30, 2019</b></li> <li>▶ <b>Board Oct. 30, 2019</b></li> <li>▶ <b>PEC Nov. 27, 2019</b></li> </ul>	<p>Initiated residential retrofit acceleration project. Continue local government EV policy support associated with CRD EV and ebike infrastructure planning project.</p> <p>Notice of motion to reduce expanded Polystyrene Foam Waste presented to committee and Board. Staff reported back on the notice of motion to reduce expanded Polystyrene Foam Waste with options and implications for creating a model bylaw to ban single use expanded polystyrene waste items including cups and containers. Initiated Capital Region Coastal Flood Inundation Mapping Project to provide future sea level rise mapping that may inform local government flood construction level-related policies.</p> <p>Began development of CRD Residential (Energy) Retrofit Acceleration Strategy.</p>



The CRD Board will take measurable steps toward developing respectful government-to-government relationships and partnerships with First Nations to foster shared prosperity for all.



# Board Priorities Dashboard

## ➤ Summary of Completed Actions

### First Nations Reconciliation

Board Initiatives	Resolutions	Comments
<b>3a</b> Look to First Nations for leadership in understanding how to create new regional planning and decision-making systems together on their Traditional Territories.	▶ <b>Board June 12, 2019</b>	Ministers responded to formal request from Board to form a working group and staff met with senior ministry staff to initiate discussions. Provincial government staff responded to formal request from Board to form a working group and staff met with senior ministry staff to initiate discussions. Discussions with ministry staff ongoing. Suggestion to also engage via UBCM in addition to continued dialogue between CRD staff and ministry staff. Forum of All Councils event explored the opportunity to support more inclusive decision-making with First Nations as outlined in CRD Statement of Reconciliation.
<b>3b</b> Seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals.	▶ <b>FNRC Sept. 18, 2019</b>	First Nations Relations Service Plan and budget amendment to include resources for Economic Development Feasibility Study. Feasibility Study of First Nations Economic Development Model process underway. CRD is working with Victoria Native Friendship Program IMDEES by offering job shadow opportunities for individuals that have had challenges entering the workforce. CRD, along with Canada Summer Jobs, has engaged an Indigenous community member as Recycling Outreach Assistant through Summer/Fall 2019 to build accountable relationship with communities and better understand needs and barriers related to waste management. IWS working towards water and wastewater service agreements with local First Nations.
<b>3c</b> Work with First Nations on taking care of the land and water while providing space for cultural and ceremonial use, food and medicine harvesting, traditional management practices and reclaiming Indigenous place names.	▶ <b>Board Mar. 13, 2019</b> ▶ <b>Board June 12, 2019</b>	Board received information report on archaeology policy and procedures. Amendment to Capital Regional Board Procedure Bylaw to add Territorial Acknowledgment. Archeology services retained through creation of Standing Offer List to support CRD-led projects. Meetings with WSANEC leadership and cultural monitors to develop archaeology protocol.
<b>3d</b> Prepare an ecological asset management plan that includes natural infrastructure, First Nations guiding principles, First Nations language and place names, historical uses and invasive species management.		Service plan initiative to be considered for 2021. Other service plan initiatives prioritized for 2020.



The CRD Board will advocate for infrastructure, regulatory, legislative, financial and operational support, focus its governance and Committees/Commissions on transparently and efficiently advancing regional, sub-regional and local priorities, and work to resolve issues that the CRD may not have the direct mandate to address.

## Advocacy, Governance & Accountability



# Board Priorities Dashboard

## ➤ Summary of Completed Actions

Board Initiatives	Resolutions	Comments
<p><b>4a</b> Develop an advocacy strategy to ensure all occupied properties have the opportunity to access high-speed internet services.</p>	<ul style="list-style-type: none"> <li>▶ <b>EAC Mar. 13, 2019</b></li> <li>▶ <b>EAC July 10, 2019</b></li> <li>▶ <b>Board July 10, 2019</b></li> </ul>	<p>CRD staff have been in discussion with SRD staff on the connected coast project since Fall 2018. Sites identified as eligible in the <b>Connected Coast project proposal</b>. Inclusion in various programs is greatly enhanced with a board endorsed broadband strategy. Staff directed by EAC March 13 to advance all correspondence on rural definition issue to MLA Olsen to advocate for increased access to grant funding for EAs. Correspondence sent by CRD Board Chair on March 19 to MLA Olsen.</p> <p>Advancing Southern Gulf Island Phase 1 connectivity strategy through community and stakeholder engagement. Staff meeting with citizen services to investigate pilot opportunities for connectivity on Southern Gulf Islands. Stakeholder engagement underway throughout Fall/Winter 2019. <b>Media Release:</b> CRD Seeks Feedback for Internet Connectivity Plan for the Southern Gulf Islands</p> <p>In July 2019 Board authorized the submission of an application to the BC Rural Dividend Program for Southern Gulf Islands Connectivity Design Strategy and confirmed support for this project through its duration. In October 2019 the Provincial government canceled this grant opportunity.</p>
<p><b>4b</b> Develop a comprehensive strategy and operational review to reflect the unique needs and governance of each electoral area.</p>	<ul style="list-style-type: none"> <li>▶ <b>Board Jan. 9, 2019</b></li> <li>▶ <b>EAC Mar. 13, 2019</b></li> <li>▶ <b>EAC April 10, 2019</b></li> <li>▶ <b>EAC July 10, 2019</b></li> <li>▶ <b>Board July 10, 2019</b></li> <li>▶ <b>EAC Sept. 11, 2019</b></li> <li>▶ <b>Board Sept. 11, 2019</b></li> </ul>	<p>Resolution supporting the submission of a grant application for \$25,000 to the UBCM Community Emergency Preparedness Fund – Evacuation Planning Stream for Evacuation Route Planning, as well as a grant application for \$100,000 to the UBCM Community Resiliency Investment Program to fund FireSmart initiatives in the Electoral Areas.</p> <p>EAC directed staff to bring back service establishment amendments to remove JDF EA from livestock kill compensation. EAC directed staff to consult with community groups BC Transit, and BC Ferries to define a service model that would best serve the transportation needs of the Southern Gulf Islands. Establishment of a Southern Gulf Islands transportation service in service and budget planning for 2020.</p> <p><b>Advocacy:</b> Correspondence sent regarding the application for Salt Spring Island Water Service Optimization Study (July 17, 2019).</p> <p><b>Advocacy:</b> Inclusion of the Southern Gulf Islands in Community Futures (October 7, 2019).</p> <p><b>Advocacy:</b> Request for Order in Council - CRD Electoral Areas (November 13, 2019).</p> <p><b>Media Release:</b> Salt Spring Island water study receives provincial support. Salt Spring Water Optimization Study Terms of Reference completed and contractor selected to carry out study.</p> <p>Bylaw No. 4325 Bylaw to establish community safety service on Salt Spring Island introduced and staff directed to conduct an alternative approval process for Bylaw 4325.</p> <p><b>Media Release:</b> Alternative Approval Process Begins for Salt Spring Island Community Safety Service. At the close of the deadline date of December 9, 2019 for receipt of elector responses, it was determined that more than 910 elector response forms had been received and therefore elector approval by alternative approval process was not obtained.</p>
<p><b>4c</b> Explore more comprehensive regional coordination of emergency services, including an assessment of regional hazards, risks and vulnerabilities.</p>		<p>The Regional Emergency Management Partnership (REMP) Strategic Plan and work plan was reviewed and approved with work on a Regional Concept of Operations and Hazard Vulnerability analysis to continue. Successful in grant applications of \$25,000 for the UBCM Community Emergency Preparedness Fund – Evacuation Planning Stream for Evacuation Route Planning, as well as \$100,000 for the UBCM Community Resiliency Investment Program to fund FireSmart initiatives in the Electoral Areas. Policy group meeting held with Board Chair and Federal Minister.</p> <p>Shared concept operations papers with several First Nations about how to work to advocate to work together in the case of a regional emergency.</p>
<p><b>4d</b> Achieve triple bottom-line sustainable budgets through innovation and streamlining while recognizing the need for infrastructure revitalization and accountability to taxpayers.</p>		<p>Staff working to develop process for transparent, multi-criteria decision making on Initiative Business Case (IBC) review to drive service planning and ultimately financial budgets. Also working to develop measures for adequate reserve balances across services.</p>
<p><b>4e</b> Seek 100% participation in the CRD arts function and facilitate a discussion of the region's art facility needs.</p>	<ul style="list-style-type: none"> <li>▶ <b>GFC July 3, 2019</b></li> <li>▶ <b>GFC Oct. 2, 2019</b></li> </ul>	<p>In 2017/2018 staff along with Arts commission chair embarked on a roadshow to encourage participation in the Arts Development Service, resulting in net 1 participant increase to the service (+Sooke, +SGI, -Sidney). To advance a regional discussion on arts facilities, GFC supported two recommendations: to establish a Select Committee to facilitate a discussion of regional arts facilities; and to have the Arts Commission and Royal &amp; McPherson Theatres Services Advisory Committee report on the potential for full participation in their respective Services. Regional Arts Facilities Select Committee first meeting held. Terms of Reference approved.</p>
<p><b>4f</b> Explore how the CRD can best contribute to regional economic development.</p>	<ul style="list-style-type: none"> <li>▶ <b>GFC July 3, 2019</b></li> <li>▶ <b>Board, July 10, 2019</b></li> </ul>	<p><b>Advocacy:</b> Correspondence sent by Board Chair to support South Island Prosperity Project Smart Cities application.</p> <p>Advocacy plan presented to Committee and Board and approved. <b>Media Release:</b> CRD and the Community Economic Development Commission (CEDC) have received a Rural Dividend grant. Staff presented with Ministry of Citizen Services on Broadband Connectivity across BC's rural islands at the Rural Islands Economic Forum (RIEF) in November 2019.</p>



# Corporate Priorities Dashboard

## ➤ Summary of Completed Actions

### Accountability

Corporate Initiatives	Resolutions	Comments
<p><b>Business capacity &amp; continuity:</b> Advance our workforce planning &amp; Organizational Health &amp; Safety programs to support organizational capacity &amp; resilience.</p>		<p>Organizational Development Plan Actions updated for 2019 and advanced to all staff. Received Local Government Auditor General report December 2018 on Emergency Preparedness identifying the need to improve business continuity planning efforts which included CRD response and proposed work to be implemented.</p> <p>Ensure CRD systems and policies are aligned to significantly improve workplace decision-making and business tracking, including alignment with business continuity requirements. Significant focus on the review and implementation of a comprehensive Human Resource Information System (HRIS), aligned to our current Enterprise Resource System (SAP), and continued review of OHS safety elements tied to certificate of recognition.</p>
<p><b>Fiscal responsibility:</b> Integrate asset management &amp; risk analysis into our capital planning processes to strengthen our fiscal management practices &amp; support resource sustainability.</p>	<ul style="list-style-type: none"> <li>▶ <i>Board Mar. 13, 2019</i></li> <li>▶ <i>GFC Oct. 2, 2019</i></li> <li>▶ <i>PEC Oct. 23, 2019</i></li> <li>▶ <i>COW Oct. 30, 2019</i></li> <li>▶ <i>Board Oct. 30, 2019</i></li> </ul>	<p>Asset Management Policy &amp; Strategy approved by Board.</p> <p>COW, approved in provisional budget with a prioritized multi-yearphased implementation starting with the Core Area Sewer Service. Incremental impacts included in provisional budget; 2 FTEs and a one-time costs of \$125k. Regional Parks Sustainable Service Delivery Plan Report Card approved by PEC and Board.</p>
<p><b>Transparency:</b> Streamline our service planning tools &amp; establish KPIs to effectively track &amp; report progress on Board Priorities, Corporate Projects &amp; operational service activities, thereby enhancing accountability.</p>	<ul style="list-style-type: none"> <li>▶ <i>COW Oct. 30, 2019</i></li> <li>▶ <i>Board Oct. 30, 2019</i></li> </ul>	<p>Corporate Plan finalized March 2019. Service Planning templates completed. Service plans presented as part of 2020 service planning process.</p>
<p><b>Efficiency &amp; collaboration:</b> Develop a partnership directory &amp; guidelines document to guide staff &amp; existing potential partner groups &amp; enable greater collaboration.</p>		<p>Advancing initiatives under inter-governmental MOUs for Regional Housing First, Regional Emergency Management, First Nations and Wildfire response.</p> <p>Provide core funding to various not-for-profit groups under operating agreements. Continue to advance initiatives under inter-governmental MOUs for Regional Housing First, Regional Emergency Management, First Nations and Wildfire response.</p> <p>Partnerships guidelines prepared and existing formal partnerships captured in directory.</p>
<p><b>Customer service:</b> Enhance our systems and policies to respond to evolving best practices, adhere to legislative requirements, and provide efficient, accessible, customer service.</p>	<ul style="list-style-type: none"> <li>▶ <i>Board May 8, 2019</i></li> <li>▶ <i>Board June 12, 2019</i></li> <li>▶ <i>Board Dec. 11, 2019</i></li> </ul>	<p>The 2019 Organizational Development Plan actions include implementing new systems to review polices, a new technology strategy aligned with corporate priorities and enhancing corporate health and wellness and recruitment strategies.</p> <p>Transparency initiatives endorsed by the Board, including a rise and report webpage and a monthly Board Highlights report. <b>Media Release:</b> CRD Launches Transparency Initiatives The Board Highlights monthly e-newsletter (launched December 2019) sends a summary of key agenda items and Board decisions directly to your inbox, with links to related materials and webcasts for in-depth review. The rise and report section of the CRD website (launched December 2019) publishes decisions that were made in-camera once they are ready for public release.</p>

#### Standing Committee Legend

- ▶ CALWMC = Core Area Liquid Waste Management Committee
- ▶ EAC = Electoral Area Committee
- ▶ FNRC = First Nations Relations Committee
- ▶ GFC = Governance & Finance Committee
- ▶ HHC = Hospitals & Housing Committee
- ▶ PEC = Parks & Environment Committee
- ▶ PPSC = Planning & Protective Services Committee
- ▶ TC = Transportation Committee