

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 ➤ Progress Report No. 8 – Q4 2020



Community Wellbeing  
Transportation & Housing

CONDITION  
LEGEND

No issues / Proceeding as planned

Potential or emerging issue/problem

Problem/issue has arisen

Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
1a 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.				<div>▶ <i>PTPSC Oct. 21, 2002</i></div> <div>▶ <i>Board Nov. 18, 2020</i></div> <div>▶ <i>PTPSC Dec. 9, 2020</i></div> <div>▶ <i>Board Dec. 9, 2020</i></div>	<p>Following South Island Transportation Strategy report in the fall, staff brought a report on gaps in regional transportation functions and options to address them to COW. Board directed staff to work with partners to prepare a list of transportation priorities for Board prioritization and begin process to consider governance options.</p> <p>Progress report on Ready Step Roll active school program was presented to PTPSC to mark fifth year. Goal of the initiative is to improve commutes for students and families by providing actionable solutions for partners that can be integrated into local plans.</p> <p><b>Media Release:</b> CRD Board moves forward with regional transportation priorities (Dec. 10, 2020)</p>	<div>▶ Chair to form a Transportation Standing Committee.</div> <div>▶ Ready Step Roll 2021/22 cohort intake</div> <div>▶ Staff to bring forward a report identifying priorities and investigating possible governance mechanisms for committee consideration</div>	<div>▶ <i>Q1 2021</i></div> <div>▶ <i>Q1 2021</i></div> <div>▶ <i>Q2 2021</i></div>
1b Protect the E&N Corridor as a transportation corridor and participate in a Provincial working group to come to agreement on the future use of the E&N corridor.					<p>The South Island Transportation Strategy considered the E&amp;N corridor in its findings and will continue to protect it as a transportation corridor.</p>	<div>▶ Monitor CRD mayors' request to initiate rail service on E&amp;N</div>	<div>▶ <i>Ongoing</i></div>
1c 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.				<div>▶ <i>HHC Nov. 4, 2020</i></div> <div>▶ <i>Board, Nov. 18, 2020</i></div> <div>▶ <i>HHC Dec. 2, 2020</i></div>	<p>Initial discussions about the SGI Housing Strategy have been held with stakeholders. Strategy development work expected to start in Q1 2021.</p> <p>Plans for a proposed multi-round engagement and consultation on the future of the Oak Bay Lodge property were presented to the Hospitals &amp; Housing Committee.</p> <p>The CRD received \$1.9m this fall in additional COVID-19 emergency response funding from Reaching Home to support the region's response capacity for those experiencing homelessness.</p> <p><b>Media Release:</b> Nearly 300 New Affordable Housing Units Open on the Westshore (Dec. 7, 2020)</p> <p><b>Media Release:</b> CRD makes land contribution request for Rapid Housing program (November 2, 2020)</p> <p><b>Media Release:</b> Grants approved for construction of over 100 affordable rental housing units (Oct. 14, 2020)</p>	<div>▶ Continue to implement Regional Housing First Program</div> <div>▶ Staff develop a housing strategy for the Southern Gulf Islands Electoral Area</div> <div>▶ Staff to add implementation of actions from the SGI housing strategy to the 2021 service planning process</div> <div>▶ Staff to report back on Rapid Housing Initiative submission</div>	<div>▶ <i>Ongoing</i></div> <div>▶ <i>Q2 2021</i></div> <div>▶ <i>Q3 2021</i></div> <div>▶ <i>Q1 2021</i></div>

Standing Committee Legend

- ▶ EAC = Electoral Area Committee
- ▶ EC = Environment Committee
- ▶ FNRC = First Nations Relations Committee
- ▶ GFC = Governance & Finance Committee
- ▶ HHC = Hospitals & Housing Committee
- ▶ PEC = Parks & Environment Committee
- ▶ PPSC = Planning & Protective Services Committee
- ▶ RAFSC = Regional Arts Facilities Select Committee
- ▶ RPC = Regional Parks Committee
- ▶ TC = Transportation Committee

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.

Climate Action & Environmental Stewardship



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CONDITION  
LEGEND



No issues / Proceeding as planned



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Problem/issue has arisen



Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
<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>▶ <i>COW Oct. 28, 2020</i></li><li>▶ <i>Board Oct. 28, 2020</i></li><li>▶ <i>Board Nov. 18, 2020</i></li></ul>	<p>The Climate Action Program continues to support promotion of the Provincial home heating fuel switching rebate program with municipal partners to encourage residents to switch to heat pumps.</p> <p>Board approved 2021 service plan (community need) related to Climate Action &amp; Adaptation priority at October 28, 2020 meeting.</p>	<ul style="list-style-type: none"><li>▶ Staff working with municipal, Provincial and Federal staff on policy initiatives</li><li>▶ Staff to complete renewed CRD Climate Action Strategy and present to Board for approval.</li></ul>	<ul style="list-style-type: none"><li>▶ <i>Ongoing</i></li><li>▶ <i>Q3 2021</i></li></ul>
<b>2b</b> Work with local governments to further reduce emissions from buildings, transportation and solid waste.					<p>Hosted both a Climate Action Inter-Municipal Working Group and Task Force quarterly meeting.</p> <p>Submitted a FCM Community Efficiency Funding grant application for a regional energy retrofit design study.</p> <p>Hosted 4th annual Walk and Wheel to School week to encourage active travel.</p> <p>Implemented neighbourhood Transition 2050 ‘Bring It Home 4 Climate’ Program to encourage residential energy retrofits.</p>	<ul style="list-style-type: none"><li>▶ Host CRD Climate Action Inter-Municipal Working Group and Task Force meetings</li><li>▶ Staff to complete regional residential energy retrofit program business case.</li></ul>	<ul style="list-style-type: none"><li>▶ <i>Quarterly</i></li><li>▶ <i>Q2 2021</i></li></ul>
<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>▶ <i>Board Oct. 14, 2020</i></li><li>▶ <i>Board, Nov. 18, 2020</i></li></ul>	<p>Staff proceeded with community and local government consultation on the draft Solid Waste Management Plan in November 2020, including targeted engagement with residents in the area of Hartland Landfill. Public feedback is welcome until January 15, 2021 and will inform development of the final plan in Q1 2021.</p> <p><b>Media Release:</b> CRD seeks feedback on draft Solid Waste Management Plan (Nov. 18, 2020)</p> <p>The Ministry has approved the Biosolids contingency plan and the CRD announced it’s MOU with K’ENES Transportation in October 2020.</p> <p><b>Media Release:</b> CRD partners with new First Nations business on biosolids trucking contract (Nov. 12, 2020)</p>	<ul style="list-style-type: none"><li>▶ Present results of fall consultation of the Solid Waste Management Plan</li><li>▶ Submit Terms of agreement to BC Utilities Commission for approval of the RNGI at Hartland Landfill</li></ul>	<ul style="list-style-type: none"><li>▶ <i>Q1 2021</i></li><li>▶ <i>Q3 2021</i></li></ul>
<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>▶ <i>RPC Oct. 28, 2020</i></li><li>▶ <i>Board Nov. 18, 2020</i></li></ul>	<p>2019-2022 Parks &amp; Natural Resource Management Service Planning approved by Board with recommendation to advocate for provincial and federal governments participation in further parkland acquisition.</p> <p><b>Media Release:</b> CRD and Habitat Acquisition Trust to acquire park land in Saanich (Dec. 1, 2020)</p> <p><b>Media Release:</b> CRD Regional Parks acquires addition to Mount Parke Regional Park (Oct. 23, 2020)</p> <p><b>Media Release:</b> Restoration of Todd Creek Trestle on Galloping Goose Regional Trail complete (Oct. 19, 2020)</p> <p><b>Media Release:</b> CRD Regional Parks acquires addition to Mount Work Regional Park (Dec. 16, 2020)</p> <p><b>Advocacy:</b> Park Land Acquisition (Dec.14, 2020)</p>	<ul style="list-style-type: none"><li>▶ Staff to implement the Regional Parks sustainable service delivery report recommendations</li><li>▶ Complete Mountain Biking Advisory Committee guidelines and report</li></ul>	<ul style="list-style-type: none"><li>▶ <i>Ongoing</i></li><li>▶ <i>Q1 2021</i></li></ul>
<b>2e</b> Develop model bylaws and best practices for use by municipalities and electoral areas.					<p>Completed first phase of a regional forest carbon sequestration analysis.</p> <p>Staff submitted a response to the Province’s Recycling Regulations Policy Intentions Paper on November 19 providing feedback on a range of opportunities to expand product regulation and the EPR program</p>	<ul style="list-style-type: none"><li>▶ Staff to complete Electric Vehicle Charging Roadmap with regional stakeholders.</li></ul>	<ul style="list-style-type: none"><li>▶ <i>Q2 2021</i></li></ul>

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

Progress Report No. 8 – Q4 2020



## First Nations Reconciliation

CONDITION  
LEGEND



No issues / Proceeding as planned



Potential or emerging issue/problem



Problem/issue has arisen



Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
<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.				<ul style="list-style-type: none"><li>▶ <i>Board, Oct. 14, 2020</i></li><li>▶ <i>COW Oct. 28, 2020</i></li><li>▶ <i>Board Oct. 28, 2020</i></li><li>▶ <i>Board Nov. 18, 2020</i></li></ul>	Draft amendments to the CRD Board Procedures Bylaw and the identified Board Standing Committee and Advisory Committee Terms of Reference to include First Nations' elected representatives in CRD governance presented to the First Nations Relations Standing Committee Board for approval. Staff were instructed by the Board to further engage the Nations for feedback, and provide the drafted Terms of Reference and Bylaw amendments to the Nations. The CRD Board Chair, and CRD CAO have been meeting with the various Nations' Chiefs and Councils to present this information and receive feedback from the Nations.	<ul style="list-style-type: none"><li>▶ Schedule CRD committee orientation sessions for First Nations elected leadership</li><li>▶ Final draft of the Bylaw amendments, Terms of Reference and feedback received from the Nations, in conjunction with drafted amendments to the Director Travel and Remuneration Policy to include First Nations members, and a First Nations Remuneration Policy (honoraria for cultural work)</li></ul>	<ul style="list-style-type: none"><li>▶ <i>Q4-2020 Q2 2021</i></li><li>▶ <i>Q1 2021</i></li></ul>
<b>3b</b> Seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals.				<ul style="list-style-type: none"><li>▶ <i>Board Oct. 14, 2020</i></li></ul>	<p>Through the Economic Partnership Model from The Indigenomics Institute the First Nations Relations Division formulated three initiative business cases to begin implementation in 2021: First Nations Economic Opportunity Portal, First Nations Internship Program and Cultural Confidence Training Program.</p> <p>Integrated Water Services continue to work towards water and wastewater service agreements with local First Nations.</p>	<ul style="list-style-type: none"><li>▶ Develop partnership proposal for Canada's Reaching Home COVID-19 relief funding</li></ul>	<ul style="list-style-type: none"><li>▶ <i>Q1 2021</i></li></ul>
<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.					<p>Corporate wide training to support the new Protection and Conservation of Heritage Sites underway with bi-annual training opportunities moving forward.</p> <p>The Land Altering Works MOU between the WSANEC Leadership Council (WLC) and the CRD has been approved in its draft form by the Board to begin engaging in quarterly discussions between the WLC and CRD project managers to review upcoming land altering works taking place in WSANEC territory, and receive feedback from the Nations on the proposed works.</p>	<ul style="list-style-type: none"><li>▶ Implement Remote Access to Archaeological Data (RAAD) training</li></ul>	<ul style="list-style-type: none"><li>▶ <i>Q2 2021</i></li></ul>
<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.					Work underway to draft scope and timeline for an Ecological Asset Management Plan to be undertaken in 2021/2022.	<ul style="list-style-type: none"><li>▶ Ecological Asset Management Plan scope and timeline report</li></ul>	<ul style="list-style-type: none"><li>▶ <i>Q1 2021</i></li></ul>

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



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LEGEND

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Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
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4a Develop an advocacy strategy to ensure all occupied properties have the opportunity to access high-speed internet services.					An engineering firm is in the process of developing a connectivity plan to create a broadband infrastructure plan for SGI. Internet service providers have been consulted and are supporting the process with technical advice and review.	▶ Complete Connectivity Design Plan to support partnerships and investment by Internet Service providers	▶ Q2 2021
4b Develop a comprehensive strategy and operational review to reflect the unique needs and governance of each electoral area.					Service planning and business case modeling underway to create a new SGI Transportation service that will address public transit, active transport and inter-island water travel needs. Submitted a UBCM grant application for active transportation route mapping.  SSI Transportation Committee conducted a Strategic Planning session to set direction for annual capital priorities and the Salt Spring Island Water Optimization Study draft has been finalized with the province and Improvement District.	▶ Release of Salt Spring Island Water Optimization Study report ▶ Development of terms of references for Salt Spring Island operational review initiative ▶ Issue RFP for SGI Transportation Service Planning	▶ Q1 2021 ▶ Q2 2021 ▶ Q1 2021
4c Explore more comprehensive regional coordination of emergency services, including an assessment of regional hazards, risks and vulnerabilities.				▶ EAC Nov. 4, 2020 ▶ Board, Nov. 18, 2020	SEOC continues to facilitate coordination of actions and resources in the Electoral Areas and regionally. The Corporate Emergency Management Plan has been updated and shared with EMC.  As part of the Firesmart project, submitted a UBCM grant application to update Community Wildfire Resiliency Plans.  The CRD advocated to CREST to urgently find alternative method of providing emergency telecommunication in the Juan de Fuca area.	▶ Initiate Firesmart Project ▶ Staff to report back on fire service review ▶ RFPs initiated for Emergency Management Software and Public Alert Notification System	▶ Q2 2021 ▶ Q1, 2021 ▶ Q2 2021
4d Achieve <b>triple bottom-line</b> (remove words) sustainable budgets through innovation and streamlining while recognizing the need for infrastructure revitalization and accountability to taxpayers.				▶ GFC, Oct. 7, 2020 ▶ Board, Oct. 14, 2020 ▶ COW Oct. 28, 2020 ▶ Board, Oct. 28, 2020	Service plans for 2021 were approved by COW in October. Staff reported back on priorities and decisions made to achieve sustainable budgets and work plans. Direction and strategy for 2022 will be set at annual Board check-in in late spring.  Staff brought forward detailed report on optimal debt financing to committee and Board in October 2019. A review of best practices in reserve balances will be undertaken for all services in 2021.  <b>Media Release:</b> Public feedback encouraged on CRD and CRHD 2021 provisional financial plans (Oct. 29, 2020)	▶ Report back on reserve balance measures and gaps/surpluses	▶ Q4 2021
4e Facilitate a discussion of the region’s art facility needs and explore partnerships to support 100% participation in the CRD arts function. MB				▶ GFC Oct. 7, 2020 ▶ Board Oct. 14	Public engagement, including workshops to vet and validate learning outcomes and propose future actions, has been completed.	▶ Report back to select committee on results of engagement	▶ Q1 2021
4f Explore how the CRD can best contribute to regional economic development.				▶ GFC Dec. 2, 2020 ▶ Board, Dec. 9, 2020	CRD allocated \$1.4 million to the COVID-19 Safe Restart Grants for Local Government. SGI Community Economic Sustainability Commission (CESC) is now coordinating with SSI Community Economic Development Commission (CEDC) for regional economic resiliency. Contract was executed with Rural Island Economic Partnership (RIEP) for Shared Business Service Model.  Island Food Security report was presented to the SGI CESC. Commission is now exploring funding options for development and implementation partnerships.	▶ Continue to advance advocacy initiatives identified by the SGI and SSI community economic development commissions ▶ REIP to report back to commission on Shared Business Model	▶ Ongoing ▶ Q2 2021





## Accountability

**CONDITION  
LEGEND**


No issues / Proceeding as planned



Potential or emerging issue/problem



Problem/issue has arisen



Timing has changed

Corporate Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
<b>Business capacity &amp; continuity:</b> Advance our workforce planning & Organizational Health & Safety programs to support organizational capacity & resilience.					Occupational Health and Safety continues to update and create documents outlining health and safety protocols consistent with requirements of Public Health, WorkSafeBC, and other regulating bodies. Preparation for Winter COVID-19 planning, including new Human Resource business continuity practices. Actions included but are not limited to: implementing a corporate Safety and Exposure Control Plan; modifying work stations; revising work schedules with stagger start/end times and work days; implementing required health checks; establishing safety controls regarding vehicle use; enforcing the mandatory requirement of masks to be worn in all indoor public spaces and common areas; implementing remote work and work from home measures.	<ul style="list-style-type: none"> <li>▶ Continue to monitor, assess and adapt in response to COVID-19 pandemic</li> <li>▶ Progress on implementation to be reviewed quarterly by the Executive Leadership Team</li> </ul>	<ul style="list-style-type: none"> <li>▶ Ongoing</li> <li>▶ Quarterly</li> </ul>
<b>Fiscal responsibility:</b> Integrate asset management & risk analysis into our capital planning processes to strengthen our fiscal management practices & support resource sustainability. FL				<ul style="list-style-type: none"> <li>▶ COW Oct. 28, 2020</li> <li>▶ Board, Oct. 28, 2020</li> </ul>	Initiative approved through service planning to develop life-cycle costing policy & procedures to improve business case options development and decision-making.	▶ Develop life-cycle policy & procedures	▶ Q4 2021
<b>Transparency:</b> Streamline our service planning tools & establish KPIs to effectively track & report progress on Board Priorities, Corporate Projects & operational service activities, thereby enhancing accountability. FL					Service planning reports for 2021, which included new KPIs, were reviewed by committees and commissions between September and October. The CRD Board approved the report and the Provisional Budget on October 28, 2020. Direction and strategy for 2022 will be set at annual Board check-in in late spring.	▶ Annual Board strategic check-in	▶ Q2 2021
<b>Efficiency &amp; collaboration:</b> Develop a partnership directory & guidelines document to guide staff & existing potential partner groups & enable greater collaboration.				<ul style="list-style-type: none"> <li>▶ GFC Nov. 4, 2020</li> <li>▶ Board Nov. 18, 2020</li> </ul>	<p>Continue to advance initiatives under inter-governmental MOUs for Regional Housing First, Regional Emergency Management, Wildfire response and First Nations.</p> <p>Partnerships guidelines updated, including a new partnerships initiation and workflow process. An MOU template for partnerships has also been developed.</p> <p>Staff directed to expand and enhance the CRD's youth engagement approaches as part of the organizational Diversity and Inclusion strategy, currently under development.</p>	▶ Identify potential new or existing informal partnerships to transition into formal partnerships to enhance and advance priorities and initiatives	▶ Ongoing
<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.					Website, social media and media channels fully engaged to report out information as the COVID-19 pandemic evolves. Signage and other measures taken to convey new health and safety requirements .	▶ Progress on implementation to be reviewed quarterly by the Executive Leadership Team	▶ Quarterly

For a summary of completed actions on progress visit: [www.crd.bc.ca/reporting](http://www.crd.bc.ca/reporting)

For more information on advocacy, including the CRD advocacy strategy and detailed correspondence list visit:  
[www.crd.bc.ca/about/board-committees/board-advocacy](http://www.crd.bc.ca/about/board-committees/board-advocacy)