

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.

Community Wellbeing  
Transportation & Housing



Board Priorities Dashboard

Summary of Completed Actions

Board Initiatives	Resolutions	Comments
<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.	<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><li>▶ <b>COW Jan. 29, 2020</b></li><li>▶ <b>PTPSC Oct. 21, 2002</b></li><li>▶ <b>Board Nov. 18, 2020</b></li><li>▶ <b>PTPSC Dec. 9, 2020</b></li><li>▶ <b>Board Dec. 9, 2020</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 2019. MOTI presented the draft Southern Vancouver Island Transportation Plan to the January 2020 Committee of the Whole. Release of the final Southern Vancouver Island Multi-Modal Transportation Plan expected in summer 2020, a quarter later than originally anticipated. Change of direction related to Southern Gulf Islands transportation service and budget planning. MOTI's South Island Transportation Strategy was published on September 18, 2020. Staff sbrought 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.Staff continue to provide technical support to a number of working and steering groups, including for the Uptown Exchange, Highway 17 improvements, Westshore Transit Plan, Island Highway Transit Priority, Victoria Regional Transit System 5-10 Year Plan and Inter-Municipal Business License for Ride-Hailing Discussion Group. <b>Advocacy:</b> Speed enforcement on the Malahat (July 13, 2020). <b>Media Release:</b> CRD Board moves forward with regional transportation priorities (Dec. 10, 2020).</p> <p>Progress report on Ready Step Roll active school program was presented to PTPSC to mark the fifth year of the program. The 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>
<b>1b</b> 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.	<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. The province released the Island Rail Corridor Condition Assessment Report in April 2020. It provided estimated cost and potential phasing scenarios to reinstate rail along the island corridors, including the E&amp;N corridor. 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>
<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.	<ul style="list-style-type: none"><li>▶ <b>Board Feb.13, 2019</b></li><li>▶ <b>Board Sept. 11, 2019</b></li><li>▶ <b>Board Jan. 8, 2020</b></li><li>▶ <b>Board Mar. 11, 2020</b></li><li>▶ <b>Board June 10, 2020</b></li><li>▶ <b>HHC Nov. 4, 2020</b></li><li>▶ <b>Board Nov. 18, 2020</b></li><li>▶ <b>HHC Dec. 2, 2020</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. <b>Media Release:</b> New affordable homes for seniors coming to Salt Spring Island. Successful consent of electors approval to raise additional funding for Regional Housing First Program. <b>Media Release:</b> CRD Moves Forward with Bylaw Amendments for the Regional Housing First Program. <b>Media Release:</b> CRD Board Approves Bylaw Amendments for the Regional Housing First Program. COVID-19 additional reaching home funding update received by Board in June 2020. Westview officially opened, creating 73 new affordable housing units. Residents began moving into their new homes mid-May 2020. <b>Media Release:</b> CRD Continues to Provide Support for Vulnerable Populations during COVID-19 (April 6, 2020). <b>Media Release:</b> Over 70 New Affordable Homes Opening in Saanich (May 13, 2020). <b>Media Release:</b> Reaching Home Program Continues Focus on Community's Unhoused During COVID-19 Crisis (June 10, 2020). <b>Media Release:</b> Regional Housing First Program Partners Announce Additional Matching Contributions (June 18, 2020). Ministry of Municipal Affairs &amp; Housing and BC Housing <b>announcement</b>, in partnership with CRHC on the Community Housing Fund, securing 58 new units in Langford. Groundwork for SGI Housing Strategy will start in Q4 2020 to pave the way for strategy development in early 2021. Completion date has been revised to Q2 2021. Actions from the strategy will be brought forward through service planning next year. <b>Media Release:</b> Housing and Transportation Cost Estimate Study Reveals Impact of Transportation Costs on Household Affordability (July 29, 2020). <b>Media Release:</b> Island Health, Capital Regional Hospital District welcome seniors to The Summit (July 9, 2020). <b>Media Release:</b> 2020 Greater Victoria Point in Time Count Results Announced (July 31, 2020).</p> <p>Initial discussions about the SGI Housing Strategy have been held with stakeholders. Strategy development work expected to start in Q1 2021. 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. 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. <b>Media Release:</b> Nearly 300 New Affordable Housing Units Open on the Westshore (Dec. 7, 2020). <b>Media Release:</b> CRD makes land contribution request for Rapid Housing program (November 2, 2020). <b>Media Release:</b> Grants approved for construction of over 100 affordable rental housing units (Oct. 14, 2020).</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.

Climate Action & Environmental Stewardship



Board Priorities Dashboard

Summary of Completed Actions

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>▶ <i>Board Feb 13, 2019</i></li><li>▶ <i>Board April 10, 2019</i></li><li>▶ <i>Board, April 8, 2020</i></li><li>▶ <i>Board May 13, 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>	<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. Submitted detailed feedback in response to the Province of BC’s proposed Zero-Emissions Vehicles Act Regulations that will regulate the future sale of zero emission vehicles in the CRD, and BC more broadly. The approach and timeline for the regional neighbourhood pilot program with Transition 2050 partners is being reassessed due to the COVID-19 health emergency. The report on communicating the climate emergency was distributed to local government staff. CRD Residential (Energy) Retrofit Acceleration Strategy was completed with an increase in the number of retrofit rebates offered. The Climate Action program will continue to support promotion of the Provincial rebate program with municipal partners to encourage residents to switch to heat pumps. 2019 Climate Action Annual Report received for information and completed Climate Action Revenue Incentive Program reporting and submitted to the Province June 2020. Completed regional GHG inventory and associated municipal study. Study shared with municipalities.</p> <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. Board approved 2021 service plan (community need) related to Climate Action &amp; Adaptation priority at October 28, 2020 meeting.</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>▶ <i>PEC May 22, 2019</i></li><li>▶ <i>Board June 12, 2019</i></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. Hosted Climate Action Inter-Municipal Working Group meeting. Forgoing a regional forum of community associations on climate change/climate emergency and instead plan to support a regional pilot program with Transition 2050 partners to enable neighbourhood leaders take climate action at home. Hosted Climate Action Inter-Municipal Working Group meeting to review current projects and discuss priorities and lessons learned related to accessing grants for efficiency programs. Hosted Climate Action Inter-Municipal Working Group quarterlymeeting, and inter-municipal meeting to share implementationlessons regarding BC Energy Step Code implementation.Launched neighbourhood Transition 2050 ‘Bring It Home 4 Climate Program (wrapping December 2020) to encourage residentialenergy retrofits. <b>Media Release:</b> Homeowners Can Access Energy Retrofit Support Through New Climate Program (August 11, 2020).</p> <p>Hosted both a Climate Action Inter-Municipal Working Group and Task Force quarterly meeting. Submitted a FCM Community Efficiency Funding grant application for a regional energy retrofit design study. Hosted 4th annual Walk and Wheel to School week to encourage active travel. Implemented neighbourhood Transition 2050 ‘Bring It Home 4 Climate’ Program to encourage residential energy retrofits.</p>



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<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><li>▶ <b>Board Feb. 12, 2020</b></li><li>▶ <b>ESC July 15, 2020</b></li><li>▶ <b>Board Aug. 12, 2020</b></li><li>▶ <b>Board Sept. 9, 2020</b></li><li>▶ <b>ESC Sept. 16, 2020</b></li><li>▶ <b>Board Aug. 12, 2020</b></li><li>▶ <b>ESC July 15, 2020</b></li><li>▶ <b>Board Sept. 9, 2020</b></li><li>▶ <b>ESC Sept. 16, 2020</b></li><li>▶ <b>Board Oct. 14, 2020</b></li><li>▶ <b>Board, Nov. 18, 2020</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. Solid Waste Management Plan ‘What We Heard’ report was presented to the Solid Waste Advisory Committee June 2020 and will be sent to Committee and Board in July 2020. Pending Board approval, staff will proceed with community and local government consultation on the draft Solid Waste Management Plan in 2021, including targeted engagement with residents in the areas of Hartland Landfill, Prospect Lake, Willis Point and Highlands. Findings from the Hartland Traffic Study will also be incorporated into future consultation efforts on this draft plan.</p> <p>On April 30, 2020 the CRD provided the required short-term biosolids contingency plan to the Ministry of Environment &amp; Climate Change Strategy.. Announced approval in principle of an agreement where FortisBC will purchase Renewable Natural Gas (RNG) generated from Hartland Landfill for beneficial use in its natural gas distribution system April 2020. <b>Media Release:</b> Renewable Natural Gas Project Proposed for Hartland Landfill (April 22, 2020). Staff submitting CRD Terms of Agreement for Renewable Natural Gas Initiative (RNGI) at Hartland Landfill to Fortis BC October 2020. FortisBC will add their Terms for a coordinated submission to the BC Utilities Commission in 2021.</p> <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) The Ministry has approved the Biosolids contingency plan and the CRD announced it’s MOU with K’ENES Transportation in October 2020. <b>Media Release:</b> CRD partners with new First Nations business on biosolids trucking contract (Nov. 12, 2020)</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><li>▶ <b>Board Mar. 11, 2020</b></li><li>▶ <b>Board Mar. 18, 2020</b></li><li>▶ <b>Board April 8, 2020</b></li><li>▶ <b>Board May 27, 2020</b></li><li>▶ <b>Board June 10, 2020</b></li><li>▶ <b>Board June 24, 2020</b></li><li>▶ <b>RPC Sept. 30, 2020</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. Financial Plans approved with several amendments, including a new approach to administering the highly successful Parks Land Acquisition Fund, with an additional \$925,000 each year for capital reserves to fund the refurbishment and replacement of existing assets. <b>Media Release:</b> CRD and CRHD Boards Approve 2020 Financial Plans <b>Media Release:</b> CRD Acquires 30 Hectares of Land Near Money Lake on Saturna Island. Regional Parks 2020 to 2021 Land Acquisition Criteria approved. Regional Parks management planning underway for Mount Work, East Sooke and Matheson Lake/Roche Cove Regional Parks. Staff directed to report back on options to improve capacity of the Parks Acquisition Fund.Mount Work Regional Park Management Planning report received for information June 2020. Terms of Reference approved for the Mountain Biking Advisory Committee and committee members appointed. Regional Parks management planning and surveys underway for Mount Work, East Sooke, Matheson Lake and Roche Cove Regional Parks. <b>Media Release:</b> Public encouraged to complete surveys for park management plans (August 18, 2020) Parks Acquisition Fund options presented as part of 2019-2022 Parks &amp; Natural Resource Management Service Planning. Facilitator hired for the Mountain Biking Advisory Committee and Fall meeting schedule confirmed. 2019-2022 Parks &amp; Natural Resource Management service planning approved.</p> <p><b>Media Release:</b> CRD and Habitat Acquisition Trust to acquire park land in Saanich (Dec. 1, 2020). <b>Media Release:</b> CRD Regional Parks acquires addition to Mount Parke Regional Park (Oct. 23, 2020). <b>Media Release:</b> Restoration of Todd Creek Trestle on Galloping Goose Regional Trail complete (Oct. 19, 2020). <b>Media Release:</b> CRD Regional Parks acquires addition to Mount Work Regional Park (Dec. 16, 2020). <b>Advocacy:</b> Park Land Acquisition (Dec.14, 2020)</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><li>▶ <b>ESC July 15, 2020</b></li><li>▶ <b>Board Aug. 12, 2020</b></li><li>▶ <b>RPC Oct. 28, 2020</b></li><li>▶ <b>Board Nov. 18, 2020</b></li></ul>	<p>Initiated residential retrofit acceleration project. 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. Staff reported on the Province’s recent Order-in-Council amending the BC Recycling Regulation as a result of feedback received on its Plastics Action Plan consultation paper. Once in effect, these changeswill provide residents with new recycling alternatives and help address issues associated with a variety of single-use items. 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> <p>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. Capital Region Coastal Flood Inundation Mapping Project data collection work completed. Results and associated data shared with municipalities and First Nations. Completed the regional analysis to understand electric vehicle (EV) charging performance to coordinate local government bylaws and results shared with local governments in April 2020. Completed first phase of a regional forest carbon sequestration analysis.</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.	<ul style="list-style-type: none"><li>▶ <i>Board June 12, 2019</i></li><li>▶ <i>FNRC Feb. 26, 2020</i></li><li>▶ <i>Board March 11, 2020</i></li><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>	<p>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. Forum of All Councils event summary and recommendations submitted to the First Nations Standing Committee. Staff reports prepared for First Nations inclusion on CRD Board standing committees and remuneration to support increased First Nations participation. Amended CRD Procedures Bylaw to include First Nations elected officials in identified CRD decision-making structures. Draft amendments to CRD Board Remuneration and Travel Reimbursement Policy and a draft First Nations Remuneration Policy presented to the First Nations Relations Committee in November 2020.</p> <p>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.</p>
<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>FNRC Sept. 18, 2019</i></li></ul>	<p>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 started. 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. Completed First Nations Economic Development Partnership Model Feasibility Study.</p> <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>
<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.	<ul style="list-style-type: none"><li>▶ <i>Board Mar. 13, 2019</i></li><li>▶ <i>Board June 12, 2019</i></li></ul>	<p>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. Archaeology protocol policy approved.</p> <p>Promoted the celebration of National Indigenous History Month and Indigenous Peoples Day in June 2020. Supported and promoted Orange Shirt Day, Every Child Matters on September 30th, 2020. Orange Shirt Day is an annual national movement in Canada when Indigenous and non-Indigenous people come together in the spirit of hope and reconciliation to honour former residential school survivors, their families and communities.</p> <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>
<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.		<p>Work underway to draft scope and timeline for an Ecological Asset Management Plan to be undertaken in 2021/2022.</p>



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
4a Develop an advocacy strategy to ensure all occupied properties have the opportunity to access high-speed internet services.	<ul style="list-style-type: none"><li>▶ EAC Mar. 13, 2019</li><li>▶ EAC July 10, 2019</li><li>▶ Board July 10, 2019</li><li>▶ EAC Jan. 8, 2020</li><li>▶ Board, Jan. 8 2020</li><li>▶ Board Feb. 12, 2020</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. 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 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. Staff presented results of Southern Gulf Island Phase 1 Connectivity Strategy community and stakeholder engagement. through community and stakeholder engagement. Received a grant from the Provincial Government to advance Phase 2 of the Connectivity Design Plan. Funding secured and engineering firm engaged to conduct broadband infrastructure design plan for SGI. Internet service providers have been consulted and are supporting the process with technical advice and review.</p>
4b Develop a comprehensive strategy and operational review to reflect the unique needs and governance of each electoral area.	<ul style="list-style-type: none"><li>▶ Board Jan. 9, 2019</li><li>▶ EAC Mar. 13, 2019</li><li>▶ EAC April 10, 2019</li><li>▶ EAC July 10, 2019</li><li>▶ Board July 10, 2019</li><li>▶ EAC Sept. 11, 2019</li><li>▶ Board Sept. 11, 2019</li><li>▶ Board Feb. 12, 2020</li><li>▶ Board Sept. 9, 2020</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. <b>Advocacy:</b> Correspondence sent regarding the application for Salt Spring Island Water Service Optimization Study (July 17, 2019). <b>Advocacy:</b> Inclusion of the Southern Gulf Islands in Community Futures (October 7, 2019). <b>Advocacy:</b> Request for Order in Council - CRD Electoral Areas (November 13, 2019). <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. 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. <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>Submitted a letter of support for the application by TELUS to the Province of British Columbia Network BC Connecting British Columbia program and to the Canadian Radio-television and Telecommunications Commission Broadband Fund for a funding contribution towards the transport and last mile project for Jordan River - Port Renfrew. <b>Advocacy:</b> Electoral Areas Rural Status (January 31, 2020) <b>Advocacy:</b> Telus Resolution (February 13, 2020)</p> <p>North Ganges Transportation project tendered in March 2020 with construction started in June 2020. <b>Advocacy:</b> Electoral Areas Rural Status (July 17, 2020). <b>Advocacy:</b> Investing in Canada Infrastructure Program (Sept. 20, 2020)</p> <p>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.</p> <p>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.</p>



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Summary of Completed Actions



Board Initiatives	Resolutions	Comments
<b>4c</b> Explore more comprehensive regional coordination of emergency services, including an assessment of regional hazards, risks and vulnerabilities.	<ul style="list-style-type: none"><li>▶ <i>EAC July 8, 2020</i></li><li>▶ <i>Board July 8, 2020</i></li><li>▶ <i>PTPSC July 15, 2020</i></li><li>▶ <i>EAC Nov. 4, 2020</i></li><li>▶ <i>Board, Nov. 18, 2020</i></li></ul>	<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. 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>Regional concept of operations circulated to municipal CAOs to approve Memorandum of Understanding on operational protocol. Currently have 12 of 13 municipalities and two First Nations confirmed. Coordinated response to proposed new modernization of the BC Emergency Act submitted January 31.</p> <p>Participated through the Regional Emergency Management Partnership in a Regional Hazard, Risk and Vulnerability Assessment (HRVA) exploring three regional hazards of snow storm, extreme heat, and earthquake along with multiple stakeholders from multiple-sectors from across the capital region identifying disaster risk reduction strategies. Submitted Regional Emergency Management Partnership overview, 2019 highlights and role in COVID-19 report. Received \$25,000 grant for the Electoral Areas Emergency Operating Centre Supplies Procurement Project. Province released its <i>‘What we heard’ report</i>. The feedback period for the report ran until September 30, 2020. Once report feedback is compiled the Province will release the new Act.</p> <p>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.</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.	<ul style="list-style-type: none"><li>▶ <i>GFC, Oct. 7, 2020</i></li><li>▶ <i>Board, Oct. 14, 2020</i></li><li>▶ <i>COW Oct. 28, 2020</i></li><li>▶ <i>Board, Oct. 28, 2020</i></li></ul>	<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. Financial Planning guidelines approved by Board. Service Planning and initiative prioritization with ELT has been completed. New quarterly operational variance reporting implemented. An overhaul of the business planning process was started in the 2019 and continues through 2021. A prioritization and decision-making methodology has been developed. It will be reviewed annually to ensure it is reflective of the CRD’s operating context. Financial Services will undertake a review of best practices in reserve balances for all services in 2021.</p> <p>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).</p>
<b>4e</b> Seek 100% participation in the CRD arts function and facilitate a discussion of the region’s art facility needs.	<ul style="list-style-type: none"><li>▶ <i>GFC July 3, 2019</i></li><li>▶ <i>GFC Oct. 2, 2019</i></li><li>▶ <i>RAFSC Jan. 29, 2020</i></li><li>▶ <i>Board, June 24, 2020</i></li><li>▶ <i>Board July 8, 2020</i></li><li>▶ <i>GFC Oct. 7, 2020</i></li><li>▶ <i>Board Oct. 14</i></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. Request For Proposal for a consultant to facilitate the arts facilities discussion approved and posted. Select committee confirmed proceeding with public engagement through COVID-19. External consultant presented electronic engagement plan to committee and will ensure all activities are in accordance with Public Health Officer guidelines.</p> <p>Updated CRD Arts &amp; Culture Support Service Strategic Plan and submitted to Board June 24, 2020. Following direction from the Select Committee public engagement commenced in June. Phases of the project included pre-consultation meetings, the development of a facilities inventory and analysis, in-depth interviews with key community members and an online survey that attracted over 500 participants. Public engagement, including workshops to vet and validate learning outcomes and propose future actions, completed in Fall 2020.</p>
<b>4f</b> Explore how the CRD can best contribute to regional economic development.	<ul style="list-style-type: none"><li>▶ <i>GFC July 3, 2019</i></li><li>▶ <i>Board July 10, 2019</i></li><li>▶ <i>GFC Oct. 2, 2019</i></li><li>▶ <i>Board Oct. 9, 2019</i></li><li>▶ <i>Board Mar 11, 2020</i></li><li>▶ <i>Board May 13, 2020</i></li><li>▶ <i>GFC July 29, 2020</i></li><li>▶ <i>Board Aug. 12, 2020</i></li><li>▶ <i>EAC Sept. 9, 2020</i></li><li>▶ <i>Board Sept. 9, 2020</i></li><li>▶ <i>GFC Dec. 2, 2020</i></li><li>▶ <i>Board, Dec. 9, 2020</i></li></ul>	<p><b>Advocacy:</b> Correspondence sent by Board Chair to support South Island Prosperity Project Smart Cities application. Advocacy plan presented to Committee and Board and approved.</p> <p><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. Board Chair recommended proposed for an Economic Recovery Forum to be held. This proposed forum would be intended to bring together elected officials, business leaders and other stakeholders where we could discuss potential region-wide initiatives. Board Chair participated in the Opportunity in Recovery: Discussing BC’s post COVID-19 future on June 17, 2020. Community Economic Development Commission Five Year Financial Plan to fund a project with Rural Island Economic Partnership (REIP) to develop an online business directory and marketing plan for rural businesses. <b>Advocacy:</b> COVID-19 and Community Works Funds (April 27, 2020). <b>Advocacy:</b> South Island Leaders Unite to Address Economic Crisis and Recovery (April 16, 2020). Staff presented report on the regional role in economic development. The CRD continues to have a strong interest in supporting a regional economic development strategy and partnering with senior levels of government and stakeholders. In SGI, relationships have been established for collaboration at relevant provincial and federal level. External grants and funding opportunities collated and promoted through commissions. Approved the Rural Dividend amendments and staff authorized to direct award contract to Rural Islands Economic Partnerships Society.</p> <p>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.</p>





# Corporate Priorities Dashboard

## Summary of Completed Actions

### Accountability

Corporate Initiatives	Resolutions	Comments
<b>Business capacity &amp; continuity:</b> Advance our workforce planning & Organizational Health & Safety programs to support organizational capacity & resilience.	<ul style="list-style-type: none"> <li>▶ <a href="#">Board Mar. 18, 2020</a></li> </ul>	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. 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. Starting mid-March 2020 a significant focus on the COVID-19 pandemic. Staff and Board members have been closely monitoring the COVID-19 situation and reviewing its essential services, decision-making processes and health and safety requirements to ensure business continuity during the COVID-19 pandemic. Occupational Health & Safety created the Safety Exposure Control Plan, as well as additional documents outlining health and safety protocols in line with WorkSafeBC. Application for Certificate of Recognition (CoR) for audit postponed to 2021 due to the COVID-19 pandemic. Service plan initiative prepared for the implementation of the HRIS as part of the service planning process but deferred to 2021. Successfully recruited Occupational Health and Safety Manager. Occupational Health & Safety continue to update and create new documents outlining health and safety protocols in line with WorkSafeBC. Preparation for Fall COVID planning, including new Human Resource processes. Face coverings were circulated to all staff. <i>*Many media releases have been distributed as a result of COVID-19. For a full list <a href="#">click here</a>.</i>
<b>Fiscal responsibility:</b> Integrate asset management & risk analysis into our capital planning processes to strengthen our fiscal management practices & support resource sustainability.	<ul style="list-style-type: none"> <li>▶ <a href="#">Board Mar. 13, 2019</a></li> <li>▶ <a href="#">GFC Oct. 2, 2019</a></li> <li>▶ <a href="#">PEC Oct. 23, 2019</a></li> <li>▶ <a href="#">COW Oct. 30, 2019</a></li> <li>▶ <a href="#">Board Oct. 30, 2019</a></li> <li>▶ <a href="#">Board Mar. 11, 2020</a></li> <li>▶ <a href="#">COW Oct. 28, 2020</a></li> <li>▶ <a href="#">Board, Oct. 28, 2020</a></li> </ul>	Asset Management Policy & Strategy approved by Board. COW, approved in provisional budget with a prioritized multi-year phased 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. The multi-year Asset Management Initiative Business Case project continues to be implemented, with work on the Core Area Wastewater Service underway. Sustainable Service Delivery Plans are being developed across multiple service areas. Regional Parks Sustainable Service Delivery approved by Board. The multi-year Asset Management Initiative Business Case project continues to be implemented, with work on the Core Area Wastewater Service underway. A corporate risk management framework has been established and processes embedded in capital planning processes to support resource prioritization. A supporting asset componentization guide has been developed. Guide has been applied to Core Area Wastewater Treatment Project to ensure robust asset lifecycle risk analysis. Initiative approved through service planning to develop life-cycle costing policy & procedures to improve business case options development and decision-making.
<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.	<ul style="list-style-type: none"> <li>▶ <a href="#">COW Oct. 30, 2019</a></li> <li>▶ <a href="#">Board Oct. 30, 2019</a></li> <li>▶ <a href="#">Board Mar. 18, 2020</a></li> </ul>	<p>Corporate Plan finalized March 2019. Service Planning templates completed. Service plans presented as part of 2020 service planning process. Staff completed a review of the 2019 service planning process and based on lessons learned, while ensuring work is aligned with the 2019-2022 Board Priorities and the 2019-2022 Corporate Business Plan have adjusted the service planning process for 2020. Board conducted the 2019-2022 Board Priorities Annual Check-in May 2020. First phase of the 2021 service planning process (initiative identification and prioritization) was completed June 2020. Changes were implemented this year, following the 2019 service planning review. Moving forward with financial planning work as well as Community Needs Summary development in line with target deadlines.</p> <p>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.</p>
<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>▶ <a href="#">GFC Nov. 4, 2020</a></li> <li>▶ <a href="#">Board Nov. 18, 2020</a></li> </ul>	Advancing initiatives under inter-governmental MOUs for Regional Housing First, Regional Emergency Management, First Nations and Wildfire response. 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. Partnerships guidelines prepared and existing formal partnerships captured in directory. Continue work to seek new partnerships and transition informal partnerships to formal. Staff directed to expand and enhance the CRD's youth engagement approaches as part of the organizational Diversity and Inclusion strategy, currently under development.
<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.	<ul style="list-style-type: none"> <li>▶ <a href="#">Board May 8, 2019</a></li> <li>▶ <a href="#">Board June 12, 2019</a></li> <li>▶ <a href="#">Board Dec. 11, 2019</a></li> <li>▶ <a href="#">Board Mar. 18, 2020</a></li> </ul>	<p>The 2019 Organizational Development Plan actions include implementing new systems to review policies, a new technology strategy aligned with corporate priorities and enhancing corporate health and wellness and recruitment strategies. 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> <p>Website, social media and media channels fully engaged to report out information as the COVID-19 pandemic evolves. Staff developing signage to convey new health and safety requirements and operational impacts as directed by the Public Health Officer. EA email accounts have been activated for residents to send questions and comments to the CRD for response in a timely manner. Website, social media and media channels fully engaged to report out information as the COVID-19 pandemic evolves. Closed CRD offices re-opened to the public June 1, 2020. Signage and other measures taken to convey new health and safety requirements and operational impacts as directed by the Public Health Officer.</p> <p>Launched the water outages map allowing customers of the Juan de Fuca Water Distribution System and Local Service Areas to view current water outages online.</p>