

# 2019-2022 Board Strategic Priorities Annual Check-In

Capital Regional District Board  
May 12, 2021

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Chief Administrative Officer

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|--|---------------|
| <b>1. Current Context</b><br>Objective of today's session and overview   | Bob Lapham    |
| <b>2. CRD Planning Framework</b><br>Review service planning and Board strategic planning processes   | Kevin Lorette |
| <b>3. Delivering the CRD Corporate Plan 2019-2022</b><br>Overview of progress to date  | Kevin Lorette |
| <b>4. Facilitated Discussion and Board Direction</b><br>For discussion: <ul style="list-style-type: none"><li><input type="checkbox"/> Is progress on the Board Strategic Priorities meeting expectations?</li><li><input type="checkbox"/> If not, where would the Board like to see additional effort to advance priorities?</li></ul> | Board Chair   |

## Operating Environment Scan

### External Context

- Local and national key performance indicators continue to reflect the impact of COVID-19 on the economy
- Given the sectors that drive economic activity in the region, economic performance and growth continue at pace and are high when compared across the province and nationally
- Demand and utilization of CRD services remain strong

### Internal Context

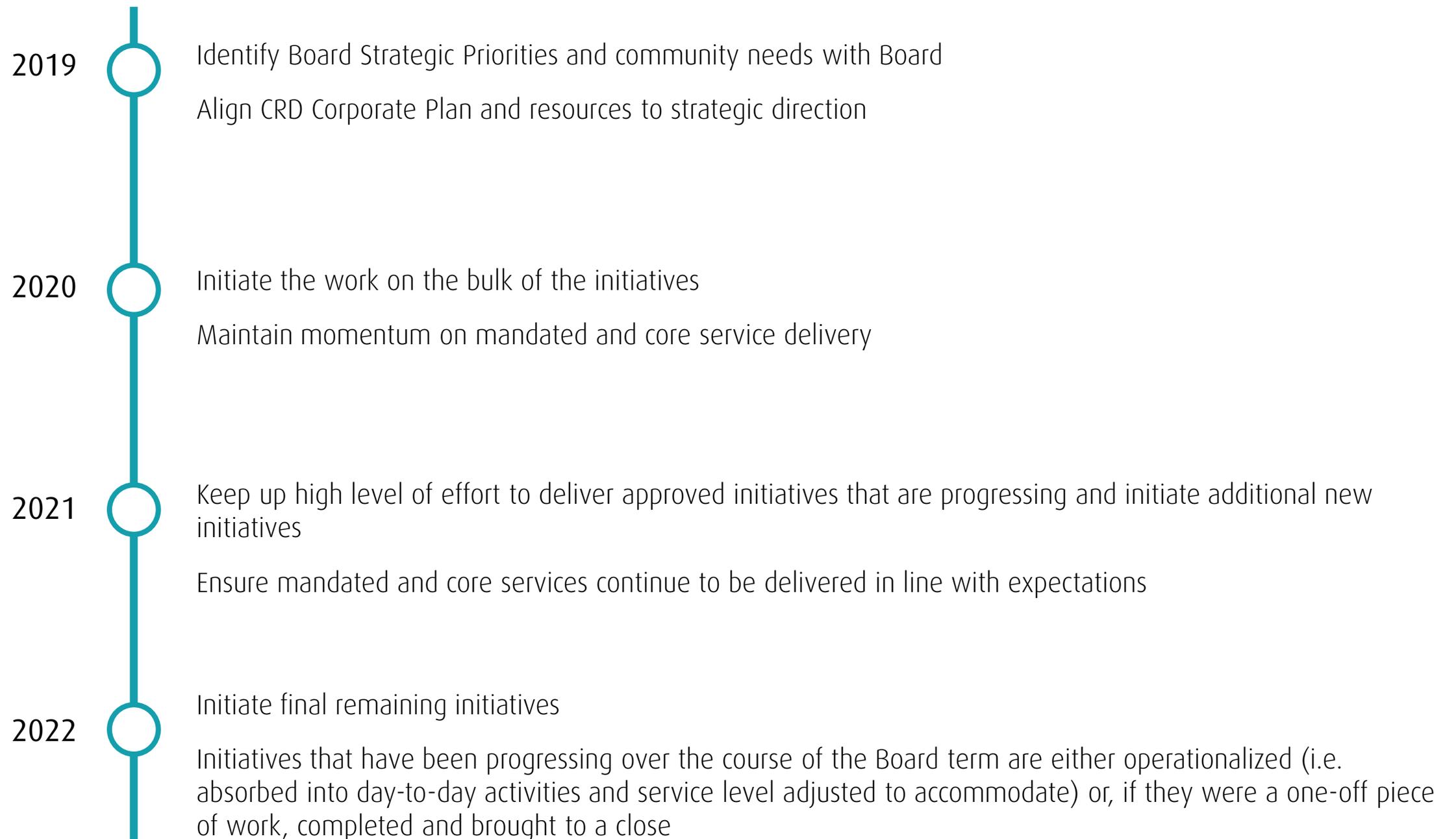
- The CRD has experienced an increase in demand for regional services in key sectors, including parks, landfill and service connections
- As demand for our operational staff's time and services increase, so does demand on the corporate divisions that provide organization-wide functions

### Corporate Context

- The CRD has dedicated significant time and effort to address the changing demands arising from the COVID-19 pandemic
- Management and staff have shown flexibility and adapted their ways of working to continue delivering against Board and corporate priorities and to meet increased regional demand for services

## 2. CRD Planning Framework

### Four-year Board planning cycle



## 2. CRD Planning Framework

### Service planning framework

The CRD's service planning framework is a multi-step coordinated process involving the whole organization.

- 1 The CRD Board meets annually in late spring to confirm the strategic direction for the following year.
- 2 This strategic direction, along with direction from committees about advancing corporate priorities, informs the recommendations brought forward by staff for new initiatives, resourcing and core service delivery adjustments.
- 3 The outputs of this work – Community Need Summaries – are routed for approval through standing committees and commissions during the fall. The CRD Board completes the process by approving proposed resourcing and service adjustments at provisional budget in October.

Today's session is the first stage in this multi-step coordinated process.



## 2. Delivering the CRD Corporate Plan 2019-2022

### CRD Board Strategic Priorities Progress Report

#### Community Wellbeing – Transportation & Housing

We envision that residents have access to affordable housing and convenient, green and affordable multi-modal transportation systems that enhance community wellbeing.

● On track ● Delayed ● Operationalized ○ Not started

Initiatives	Description	Status	Key deliverables as of May 2021
1a Multi-Modal Transportation	Work with government / community partners to plan for and deliver an effective, long-term multi-modal transportation system and to increase use of public transit, walking and cycling.	● 19 ● 20 ● 21 ○ 22	MOTI’s South Island Transportation Strategy (SITS) was published in Q3 2020. Staff brought a report on gaps in regional transportation functions and options for next steps to the Committee of the Whole. Based on the gaps, the Board directed that staff prepare a list of transportation priorities for Board prioritization, in close collaboration with regional partners and agencies, and the reinstatement of the Transportation Committee to provide oversight on this work going forward.
1b E&N Corridor	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.	● 19 ● 20 ● 21 ○ 22	<b>Operationalized.</b> SITS considered the E&N Corridor in its recommendations and will continue to protect it as a transportation corridor.
1c Affordable Housing	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.	● 19 ● 20 ● 21 ○ 22	Housing and Transportation Cost Estimate Study was released in Q3 2020, exploring the impact of transportation costs on household affordability in the region. CRD awarded three Regional Housing Trust Fund grants to support the construction of over 100 affordable rental units in Q4 2020. Through the Regional Housing First program: <ul style="list-style-type: none"> <li>• 282 new affordable housing units opened for rental in the Westshore (Spencer Close and West Park) in Q4 2020</li> <li>• 120 new affordable homes opened in Langford (Hockley House) in Q1 2021</li> </ul> Government of Canada announced \$13.1m in federal funds for the Rapid Housing Initiative to create up to 91 new affordable homes. CRD received \$1.9m in the fall in additional COVID-19 emergency response funding from Reaching Home to support the region’s response capacity for those experiencing homelessness.

## 2. Delivering the CRD Corporate Plan 2019-2022

### CRD Board Strategic Priorities Progress Report

<b>Climate Action &amp; Environmental Stewardship</b>	We envision reduced greenhouse gas (GHG) emissions, triple-bottom line solutions and progress on adaptation.
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● On track  
 ● Delayed  
 ● Operationalized  
 ○ Not started

Initiatives	Description	Status	Key Deliverables as of May 2021
2a Climate Emergency	Declare a Climate Emergency and take a leadership role to pursue regional carbon neutrality by 2030.	<span style="color: green;">19</span> <span style="color: green;">20</span> <span style="color: green;">21</span> <span style="border: 1px solid grey; border-radius: 50%; padding: 2px 5px;">22</span>	CRD Residential (Energy) Retrofit Acceleration Strategy was completed in Q2 2020, with more rebates offered.  Completed the Climate Action Revenue Incentive Program reporting in Q2 2020 and the regional GHG inventory and associated municipal study in Q3 2020.  Update of the CRD Climate Action Strategy is underway.
2b GHG from buildings, transportation and solid waste	Work with local governments to further reduce emissions from buildings, transportation and solid waste.	<span style="color: green;">19</span> <span style="color: green;">20</span> <span style="color: green;">21</span> <span style="border: 1px solid grey; border-radius: 50%; padding: 2px 5px;">22</span>	Implemented the neighborhood Transition 2050 'Bring It Home 4 Climate' Program to encourage residential energy retrofit in Q4 2020. The program has been extended.  Working in partnership with Saanich and Victoria on a social media campaign to increase Electric Vehicle awareness and take-up in the region.
2c Environmental Resource Management	Explore additional opportunities for resource recovery and identify best practices to further reduce waste, increase recycling and find beneficial uses for waste.	<span style="color: green;">19</span> <span style="color: green;">20</span> <span style="color: green;">21</span> <span style="border: 1px solid grey; border-radius: 50%; padding: 2px 5px;">22</span>	Completed the community and local government consultation on the draft Solid Waste Management Plan, including targeted engagement with First Nations groups and residents in the Hartland Landfill area. The Board is considering the final draft in May.  CRD announced biosolids trucking contract with K'ENES Transportation in Q4 2020.  Process started to design and construct a new facility to upgrade the biogas generated at Hartland Landfill to renewable gas. Supply contract with FortisBC to purchase this gas for distribution submitted to BC Utilities Commissions in spring.
2d Regional Parks	Ensure appropriate funding for parks and trails infrastructure, improvements and maintenance by updating the Regional Parks Strategy.	<span style="color: green;">19</span> <span style="color: green;">20</span> <span style="color: green;">21</span> <span style="border: 1px solid grey; border-radius: 50%; padding: 2px 5px;">22</span>	Regional Parks 2020 to 2021 Land Acquisition Criteria was approved in Q2 2020. CRD has acquired further parkland in Saanich, Mount Parke and Mount Work Regional Parks.  Mountain Biking Guidelines expected in spring 2021. Regional Trails Widening Study received by Board in Q1 2021 and staff directed to conduct public engagement.  After a review of the appropriateness of property tax requisition as primary revenue source for regional parks operating costs, Board directed staff to consider additional parking revenue options as part of the Regional Parks strategic planning process.
2e Environmental Protection	Develop model bylaws and best practices for use by municipalities and electoral areas.	<span style="color: green;">19</span> <span style="color: green;">20</span> <span style="color: green;">21</span> <span style="border: 1px solid grey; border-radius: 50%; padding: 2px 5px;">22</span>	Completed the Region Coastal Flood Inundation Mapping Project in Q3 2020 and the Regional Electric Vehicle Charging Roadmap in Q1 2021.  Engaged with the province on opportunities related to the BC Recycling Regulations amendments.

## 2. Delivering the CRD Corporate Plan 2019-2022

### CRD Board Strategic Priorities Progress Report

#### First Nations Reconciliation

We envision strong relationships with First Nations based on trust and mutual respect, partnerships and working together on shared goals.

● On track ● Delayed ● Operationalized ○ Not started

Initiatives	Description	Status	Key Deliverables as of May 2021
3a First Nations Leadership	Look to First Nations for leadership in understanding how to create new regional planning and decision-making systems together on their Traditional Territories.	19 20 21 22	<p>CRD Board approved inclusion of First Nations in regional governance and decision making in Q1 2021. Amendments were approved and made to <i>CRD Procedures Bylaw</i> (to include First Nations Members on CRD Committees), <i>Terms of Reference</i> for various CRD Standing Committees (to allow for First Nation Member participation at their leisure in accordance with CRD Procedures Bylaw) and <i>CRD Board Remuneration and Travel Expense Reimbursement Policy</i>. CRD Board Chair and CRD CAO met with Nations' Chiefs and Council to present proposed changes and receive feedback ahead of amendments being made.</p> <p>Outreach to the Nations to determine their identified elected representatives is ongoing, with orientation to take place once they have been identified.</p>
3b Service Delivery	Seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals.	19 20 21 22	<p>Completed First Nations Economic Development Partnership Model Feasibility Study in Q3 2020.</p> <p>Through the Economic Partnership Model from the Indigenomics Institute, staff are working to establish a First Nations Economic Opportunity Portal, advance procurement opportunities for First Nations, and support First Nations employment through an Indigenous Internship Program.</p> <p>Outreach in Q4 2020 to local First Nations informing them of additional Reaching Home COVID-19 Funding available. To date, three First Nations have projects underway.</p>
3c First Nations Traditional Practices	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.	19 20 21 22	<p>Corporate wide training to support the new Protection and Conservation of Heritage Sites underway. Training will be made available to staff bi-annually going forward.</p> <p>Board approved draft Land Altering Works MOU between WSÁNEC Leadership Council and CRD. Quarterly meetings began in Q4 2020 to review upcoming works taking place in WSÁNEC Territory and receive feedback from the Nations on the proposed works.</p> <p>Engagement and consultations ongoing with First Nations on parks management plans for Mount Work Park and East Sooke Park, water and wastewater service agreements.</p>
3d First Nations Ecological Asset Management	Prepare an ecological asset management plan.	19 20 21 22	<p>Ecological Asset Management Plan project scoping ongoing with multiple CRD divisions. Report expected in Q3 2021.</p>

## 2. Delivering the CRD Corporate Plan 2019-2022

### CRD Board Strategic Priorities Progress Report

#### Advocacy, Governance & Accountability

We envision effective advocacy, coordinated, collaborative and transparent governance of our committees and commissions, and fiscal/corporate accountability.

● On track ● Delayed ● Operationalized ○ Not started

Initiatives	Description	Status	Key Deliverables as of May 2021
4a Electoral Area Advocacy	Develop an advocacy strategy to ensure all occupied properties have the opportunity to access high-speed internet services.	19 20 21 22	Engineering firm contracted to advance Phase 2 of the Connectivity Design Plan to create a broadband infrastructure plan for SGI. CRD Board supported two requests by Internet Service Providers for federal funding aimed at improving services.
4b Electoral Area Governance	Develop a comprehensive strategy and operational review to reflect the unique needs and governance of each electoral area (EA).	19 20 21 22	Service Planning and business case modelling underway to create new SGI Transportation service. Contract to develop plan awarded in Q1 2021. SSI Transportation Committee conducted a strategic planning session in Q4 2020 to set direction for annual capital priorities. SSI Water Optimization Study published in Q1 2021.
4c Regional Emergency Management Partnership (REMP)	Explore more comprehensive regional coordination of emergency services, including an assessment of regional hazards, risks and vulnerabilities.	19 20 21 22	SEOC continues to facilitate coordination of actions and resources in the Electoral Areas and regionally. The Corporate Emergency Management Plan has been updated. CRD advocated to CREST to urgently find an alternative method of providing emergency telecommunication in the Juan de Fuca electoral area. Public Alert Notification System contract awarded in Q1 2021. EA Volunteer Fire Service Regulatory Review completed in Q1 2021. Direction received to report back on strategies to meet and sustain regulatory compliance.
4d Triple Bottom Line	Achieve sustainable budgets through innovation and streamlining while recognizing the need for infrastructure revitalization and accountability to taxpayers.	19 20 21 22	Overhaul of service planning process implemented and operationalized. Review of capital reserve balances and funding practices completed Q4 2020, with comparison to other local governments. Work now underway developing guidelines targeted at setting reserve balances and levels of debt to set a standard approach to long-term funding strategies for capital obligations. Government Finance Officers Association US & Canada awarded CRD with this year's Distinguished Budget Presentation Award and the Canadian Award for Financial Reporting.

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## 2. Delivering the CRD Corporate Plan 2019-2022

### CRD Board Strategic Priorities Progress Report

#### Advocacy, Governance & Accountability (cont'd)

We envision effective advocacy, coordinated, collaborative and transparent governance of our committees and commissions, and fiscal/corporate accountability.

● On track ● Delayed ● Operationalized ○ Not started

Initiatives	Description	Status	Key Deliverables as of May 2021
4e Arts	Seek 100% participation in the CRD arts function and facilitate a discussion of the region's art facility needs.		<p>CRD Arts &amp; Culture Support Service Strategic plan update completed in Q2 2020.</p> <p>Public engagement regarding performing arts facilities work completed in Q4 2020. Implementation ongoing of report recommendations, including establishing a regional service for the purposes of planning, developing and funding of performing arts facilities that have regional impact.</p>
4f Economic Development	Explore how the CRD can best contribute to regional economic development.		<p>Contract for the Rural Dividend grant project to establish a shared business services model in SSI awarded to Rural Island Economic Partnership in Q1 2021.</p> <p>CRD allocated \$1.4 million to the COVID-19 Safe Restart Grants for Local Government. SGI Community Economic Sustainability Commission coordinating with SSI Community Economic Development Commission for regional economic resiliency.</p> <p>Island Food Security report was presented to the SGI CESC.</p> <p>Island Coastal Economic Trust expanded to include Juan de Fuca, SSI and SGI who are not eligible to apply for funding and services.</p>

## 2. Delivering the CRD Corporate Plan 2019-2022

### CRD Corporate Plan Progress Report

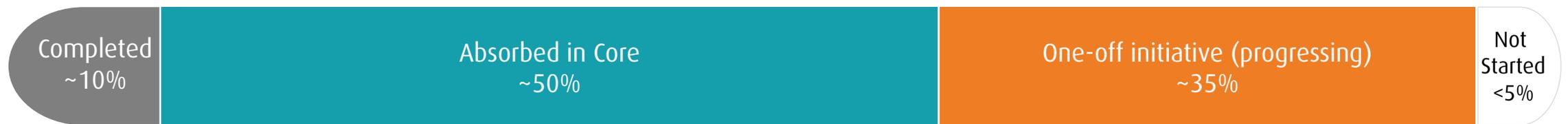
Please see Progress Update CRD Corporate Plan 2019-2022 (Appendix C) for detailed overview of progress to date on each initiative.

The majority of initiatives highlighted in the Corporate Plan have started and are:

- Being progressed as a one-off initiative (orange)
- Been absorbed as part of a core service adjustment (teal)
- Completed (grey)

A handful of initiatives remain to be actioned/progressed (<5%); in a number of cases direction has been received but the work has not yet started.

#### CRP Corporate Plan 2019-2022



#### Maintaining our day-to-day operations

CRD staff continue to deliver 200+ core services at a regional, sub-regional and local level.

Support Services continue to support the corporation with day-to-day operations.

## 4. Facilitated discussion and Board direction

### For discussion:

- Is progress on the Board Strategic Priorities meeting expectations?
- If not, where would the Board like to see additional effort to advance priorities?