



Making a difference...together

## REPORT TO COMMITTEE OF THE WHOLE MEETING OF WEDNESDAY, MAY 11, 2022

---

**SUBJECT**    2019-2022 Board Strategic Priorities – Annual Check-in

### **ISSUE SUMMARY**

To report on progress made to deliver the 2019-2022 Capital Regional District (CRD) Corporate Plan and Board Priorities.

### **BACKGROUND**

The CRD Board identified its Board Strategic Priorities in early 2019 (see Appendix A). Subsequently, staff prepared the 2019-2022 CRD Corporate Plan to align with this direction. The CRD Corporate Plan presents the work the CRD needs to deliver over the Board term to meet the region's 15 most important needs (community needs). These initiatives are delivered in conjunction with the mandated core services and regulatory requirements for which the CRD is accountable.

The CRD Board meets in the spring to discuss and confirm the direction for its Strategic Priorities for the upcoming year. This direction shapes the service planning process that identifies recommended funding, timing and service levels to deliver the next year's work. Staff prepare these recommendations through the summer for review by the Committee of the Whole in the fall. The Board provides approval at the Provisional Budget meeting.

As we conclude the 2019-2022 CRD Corporate Plan, the CRD is in a good position to meet the expectations that were set at the start of the term. The Board's leadership has enabled the CRD to make great strides towards delivering meaningful work for the region. The focus over the coming six months will be on finishing and/or operationalizing the work that has been started. As such, staff anticipate that any service planning requests for 2023 will be focused on operational adjustments while the incoming Board determines its strategic priorities for the 2023-2026 term.

This report has been produced to provide evidence of the CRD's progress over the last year, to facilitate a discussion about any final changes to be made to the direction.

The CRD Board carried a motion last fall to refer a change to one of the initiatives identified under the First Nations Relations Board Strategic Priority (initiative 3d) to the annual strategic check-in. The proposed amended wording has been included in Appendix B.

### **ALTERNATIVES**

#### *Alternative 1*

The Committee of the Whole recommends to the Capital Regional District (CRD) Board: That the current level of effort on CRD Board Priorities be maintained and that staff, through the next service planning process, provide recommendations in funding, timing and service levels for 2023 focused on operational adjustments.

*Alternative 2*

The Committee of the Whole recommends to the Capital Regional District (CRD) Board:

1. That the level of effort on CRD Board Priorities be adjusted as directed by the Committee of the Whole; and
2. That staff, through the next service planning process, provide recommendations in funding, timing and service levels for 2023 focused on operational adjustments.

**IMPLICATIONS**

*Financial Implications*

Given the timing of the General Election, the opportunities to make material change(s) to the existing direction and initiatives are substantially reduced, compared to prior years. A change of direction at this stage will have to be specific and limited in scope to have a realistic chance of delivery while staff work with the incoming Board on capturing new strategic priorities for the next term of office.

Any change in strategic direction will have to be addressed and reflected through the 2023 service planning and financial planning processes. Such would likely result in either an increase in resources or would be at the expense of other activities/initiatives that would have otherwise been delivered in 2022 and 2023. Resource implications would be identified in the preliminary budget, brought forward by staff in September 2022.

*Service Delivery Implications*

The CRD reports on the progress of its initiatives and services on a regular basis. The Board oversees the Board Strategic Priorities through the Quarterly Board Priorities Dashboard which accompanies the Chief Administrative Officer Quarterly Progress Reports (summarized in Appendix B). The Board also receives a progress report on the entirety of the CRD Corporate Plan initiatives (Appendix C) twice a year at the Board Strategic Check-in and Provisional Budget meetings, which take place in the spring and fall respectively. During the course of the year, standing committees and commissions also fulfill an oversight and advisory role in relation to our work. The CRD Annual Report is published in the spring.

This layered oversight ensures that there is transparency over progress year-round and that adjustments can be made to policy in close consultation with the CRD Board, where necessary. The quarterly reports have demonstrated that progress has been made for each of the Board's priorities.

*Alignment with Board & Corporate Priorities*

The 2019-2022 CRD Corporate Plan identifies and prioritizes initiatives that advance Board Priorities and deliver the CRD's core services. Together, the initiatives and actions in the corporate plan respond to the region's collective community needs in consideration of Board priorities, within the CRD's established service mandates, approved plans and corporate priorities.

The 2022-2026 CRD Board Directors will discuss and prioritize a new set of Board Strategic Priorities in the fall. This exercise will guide the subsequent development of a new CRD Corporate Plan.

**CONCLUSION**

The Board determines resourcing through its annual review and approval of financial plans. Staff have been progressing initiatives and actions identified in the 2019-2022 CRD Corporate Plan, including Board Strategic Priorities. To support the Board’s decision-making, staff provide recommendations on funding, timing and service levels through the service and financial planning processes. As 2023 is a transition year for the CRD Board, the focus of these processes will be on operational continuity and adjustments while the organization prepares new strategic direction.

**RECOMMENDATION**

The Committee of the Whole recommends to the Capital Regional District (CRD) Board: That the current level of effort on CRD Board Priorities be maintained and that staff, through the next service planning process, provide recommendations in funding, timing and service levels for 2023 focused on operational adjustments.

Submitted by:	Emily Sinclair, MCIP, RPP, Senior Manager, Regional & Strategic Planning
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

**ATTACHMENTS**

- Appendix A: 2019-2022 CRD Board Strategic Priorities
- Appendix B: 2019-2022 CRD Board Strategic Priorities progress report (2022)
- Appendix C: 2019-2022 CRD Corporate Plan progress report (2022)