

FOCUS, PERFORMANCE and ACCOUNTABILITY

Strategic Plan for the Capital Region District

CONTEXT

The Capital Region District has committed to a process leading to increased 'Focus, Performance and Accountability' (see graphic in attachment 1). This Board approved Strategic Plan provides the broad direction and framework for the more specific planning and management activity to follow: action plans for each Board priority, operational business plans for each department, and an enhanced performance management system to monitor progress toward outcomes defined.

The Strategic Plan is the result of a comprehensive process that brought the views of member municipalities and CRD staff to the Board for analysis. The draft plan has since been reviewed by specialist staff teams looking at each strategic priority and by local elected officials at the first ever 'Forum of Councils' meeting in June. It has further been reviewed by municipal councils and over 80 agencies directly involved with the CRD.

Approved as presented to Regional Board 10/01/07



Mission
our purpose,
why we exist

The CRD is a vision-driven federation of municipalities and electoral areas created to:

- serve as local government for electoral areas and provide contracted services
- provide the political and administrative framework for combinations of member municipalities to collaborate in the provision of sub-regional services
- provide services, explore issues and undertake initiatives best addressed at a regional level.

Key Services
what we do

Regional Services	Sub-Regional	Local/EA
<ul style="list-style-type: none"> ▪ water services and watershed protection ▪ solid waste management ▪ liquid waste management ▪ regional parks/trails ▪ regional planning ▪ emergency planning and 911 ▪ finance <p>The CRD Board also serves the region as the Hospital Board and Local Board of Health.</p>	<ul style="list-style-type: none"> ▪ parks and recreation (SEAPARC, Panorama/ Peninsula) ▪ arts development ▪ water distribution and support for water commissions (Juan de Fuca, Saanich Peninsula) ▪ sewer systems and sewage treatment ▪ emergency dispatch ▪ affordable housing ▪ regional history society (Sooke) 	<ul style="list-style-type: none"> ▪ electoral area planning ▪ water services ▪ liquid waste ▪ bylaw and regulatory services ▪ animal control ▪ building inspection ▪ parks and recreation ▪ fire protection ▪ emergency response ▪ library and harbour commissions <p>generally through support of local commissions/ committees</p>

Customer Orientation
who we serve

Through a Board representing each member municipality and electoral area, the CRD is ultimately accountable to the citizens of the region. More specifically, we have a direct customer relationship with individuals, households, businesses and institutions using our utilities and services and with client communities that contract our services.

Values and Operating Philosophy
how we intend to go about our business (Board, commissions, committees, and staff)

In order to excel in the work assigned to us by our member municipalities and electoral areas, we commit to, encourage and support the following organizational behaviours. Together, they comprise our vision for the organization:

- **good governance and visionary leadership** – strong Board, working with dedicated Commissions and Committees, comprised of informed individuals, focused on a preferred future, and always willing to put the public interest before specific group or individual interests
- **mutual respect and collaboration** – within the Board, with Commissions and Committees, with local Councils, between policy and administrative levels, with our partners, and throughout the organization
- **strategic, focused and outcome driven** – committing our energies and resources toward priority results directly linked to mandate
- **open minded, flexible, innovative and entrepreneurial** – always looking for more efficient and effective ways to achieve agreed upon outcomes and results
- **accountable, productive and fiscally responsible** – monitoring cost effectiveness/benefit and regularly reporting to local government partners, other stakeholders and customers
- **a valued resource to our local government partners** – determined to add value and prove the results/benefits that can be achieved through mature partnerships
- **open, transparent conduct of business** – backed up by exemplary communications, full access to information, dialogue and participation processes that ensure optimal policies, plans and decisions.
- **commitment to the triple bottom line** – our actions and decisions are consistent with the environmental, economic and social wellbeing of our community.

Our common vision for the region is a compilation of ones that have been crafted by our communities over the years. The CRD provides a forum for ongoing definition of visionary outcomes desired by all, often best achieved through collaborative efforts. Vision statements are contained in the 'Capital Region Values, Goals & Priorities Project', the Regional Growth Strategy, the Regional Green/Blue Space Strategy, Travel Choices, Economic Development Opportunities Blueprint, Housing Affordability Vision, Regional Arts Strategic Plan. Together, these vision statements speak of a region committed to the 'triple bottom line' and stewardship of the assets that make it unique and special:

Blessed by a temperate climate, rich natural diversity, stunning landscapes, and proud histories; our 'community of communities', has earned a reputation as one of the world's premier places to live, work, and visit. The Capital Region will always be:

- a livable and vibrant community
- stewards of the environment
- supported by a prosperous and sustainable economy.

A Livable and Vibrant Community

- a safe, secure, and healthy place to live
- strong local and regional identity and pride, protective of the diversity of our communities, west coast lifestyles, and cultures
- complete, walkable, human scale communities that enhance our 'sense of place', support a range of housing types and tenures, and ensure social sustainability
- relative ease of travel through a balanced regional transportation system that provides residents with reasonable and affordable transportation choices, enhances quality of life, and reduces automobile dependency – the 'walking and cycling capital' of Canada
- lifestyles thriving in a culture branded by outstanding outdoor, recreation, sport, and arts opportunities
- preservation of the region's heritage landscapes, architecture and urban form
- engaged, convivial communities where residents, their organizations, businesses and governments share responsibility for quality of life.

Stewards of the Environment

- a regional green/blue space strategy that protects and maintains the full range and diversity of the natural environment that surrounds us, including significant green spaces, the marine environment, wetlands, fish and wildlife habitat, and unique ecosystems
- a belt of protected green space runs sea to sea from Saanich Inlet south to Juan de Fuca Strait – a key element in an integrated parks, green space, greenways and trail system providing outdoor recreation, protecting important natural areas, and linking town to country
- the majority of our population housed in defined urban areas – respecting and maintaining the green, rural character of much of the region
- a region driven by a love for the natural world, where natural beauty is preserved, development is environmentally friendly, watersheds and aquifers are protected, wastes are effectively managed, and the water and air are kept unpolluted.

Supported by a Prosperous and Sustainable Economy

- profitable and stable businesses and institutions committed to the region
- enterprises sensitive to the state of the natural environment, existing development, and quality of life in the region
- protective of our strong agricultural and resource base
- one of the world's premier travel destinations
- lasting, meaningful, and diverse employment opportunities
- a skilled, flexible and productive labour force
- a positive planning/regulatory environment that supports business development
- building community pride and confidence in the region's economic potential.

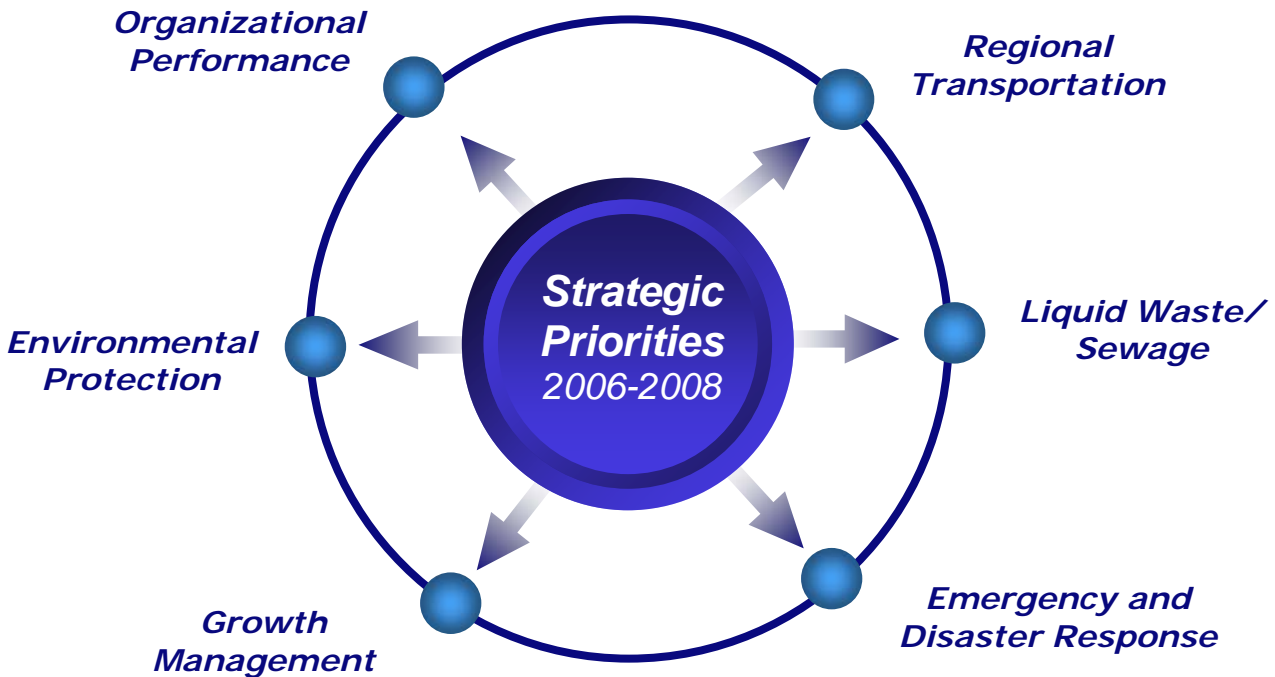
STRATEGIC PRIORITIES

The CRD Board has identified six critical areas that need special focus and attention over the three years of their current term. In each case, desired outcomes and general strategies will be identified to give direction to the staff, Commission, Committee, and partner-based teams that will be responding to the strategic priority.

Logic models have been developed for each priority:

- identifying more specific interventions, initiatives and projects that will be undertaken to achieve the outcomes or results desired – generally involving several departments and/or agencies
- proposing how the CRD will monitor the impact or difference that each of these ‘tactics’ will make – outcome measures to gauge progress towards desired results.

Selection of the following six areas is in no way intended to diminish the importance of the ongoing flow of work and responsibilities identified on page 2 of this plan. By not selecting an existing program or service, the Board is in essence endorsing the work being done and accepting that normal management practice and supervision will continue to ensure effectiveness along with continual, incremental refinement & improvement.



Strategic Priority : Regional Transportation

The combination of peak hour transportation congestion and limited travel options has generated concerns that can only be dealt with collectively. Those outside the southern urban core are concerned that the Capital Region value/goal of “relative ease of travel” has been lost in the TravelChoices apparent emphasis on promoting alternatives to automobile dependency. Those dedicated to modal shift are concerned that the plan to facilitate this shift remains an unfunded concept. Meanwhile, several opportunities call for a review of current transportation plans, provincial options are under consideration for the Malahat, possible provincial interest in devolution of regional bus service, donation of the E&N line, plus the rapid growth in the Western Communities. Commitment to this priority should not be interpreted as a desire to position transportation as a regional function or service; focus is on the need for increased collaborative efforts among partners and the need for some form of transportation planning authority.

Outcomes (defined by Board)	Potential Strategy (proposed by staff, Board endorsed)	Success Indicators
<p>An effective and efficient transportation system consistent with the Regional Vision – livable, vital, green, and economically viable</p>	<ul style="list-style-type: none"> ▪ utilize regional transportation model to identify best options for balancing public transit and road improvements to address congestion challenges and goods movement ▪ strengthen transportation modelling capacity to address links between land use/development and transportation demand ▪ appoint a Select Committee of the Board to revisit the TravelChoices Strategy with the specific task of bringing forward a recommendation on a ‘go forward’ or implementation strategy ▪ review options and negotiate an optimal, affordable and sustainable solution for management of BC Transit bus services ▪ work with the Corridor Foundation to conduct feasibility analysis of public transit and cycle path development on the E&N corridor ▪ Phase II of the Douglas Street Bus Transit Lane initiative using gas tax supported regional fund administered by UBCM 	<ul style="list-style-type: none"> ▪ # of lane-km where vehicle demand is over 80% road capacity ▪ travel time on major routes ▪ frequency of transit service during peak periods ▪ transit ridership, passenger-miles, and passenger-hours of service ▪ total lane-km ▪ vehicle-hours of travel
<p>Reduction of regional traffic flow along local routes in member municipalities</p>	<ul style="list-style-type: none"> ▪ Implement strategies noted above, and conduct a systematic review of diversion and traffic calming options to enhance safety and mitigate congestion and pollution (noise, air) issues on feeder routes and secondary arterials ▪ CRD and member municipalities to work together to introduce selected measures to control short-cutting trips 	<ul style="list-style-type: none"> ▪ average peak hour vehicle volume and change in travel time on key routes ▪ level of public concern about impact of flow-through traffic on local quality of life ▪ amount of short-cutting traffic along local routes

Outcomes <i>(defined by Board)</i> <i>(Transportation)</i>	Potential Strategy <i>(proposed by staff, Board endorsed)</i>	Success Indicators
Increased % of trips by walking, cycling, transit, or ridesharing	<ul style="list-style-type: none"> ▪ develop an implementation plan and funding strategy for facilitation of modal shifts prescribed in TravelChoices ▪ work with Corridor Foundation to explore potential of the E&N line for both public transit and trail development 	<ul style="list-style-type: none"> ▪ % of journey-to-work by mode ▪ % 24 hour travel demand by mode choice ▪ % peak period demand by mode choice ▪ % travel demand by mode to, from and within the Central Business District ▪ public awareness of modal shift policies and program
Peak hour demand reduction and improved congestion management	<ul style="list-style-type: none"> ▪ develop an implementation strategy for the transportation demand management (TDM) recommendations of TravelChoices ▪ work with major employers to develop TDM programs/initiatives 	<ul style="list-style-type: none"> ▪ levels of network congestion ▪ estimated annual cost of congestion ▪ % travel demand during peak periods ▪ duration of peak period vs. historic trend
Increased collaboration for transportation planning	<ul style="list-style-type: none"> ▪ appoint an interim Transportation Technical Committee of individual municipalities, BC Transit, Ministry of Transportation, BC Ferries, Airport Authority and CRD to identify strategic investments in model/plan development, data collection, and network improvement ▪ work with the Province to review options for an improved solution to the coordination of regional transportation planning and decision making – using an open, transparent process ▪ strengthen ability and resolve of CRD members to advocate with a common voice (e.g. for increased provincial funding) 	<ul style="list-style-type: none"> ▪ adopted Travel Choices Implementation and Investment Plan (TIIP) ▪ levels of provincial and federal funding for regional transportation ▪ level of shared investment in transportation planning ▪ # transportation projects coordinated and funded by two or more agencies

The issue of appropriate levels of liquid waste treatment in the core urban areas has been present for many years. In the summer of 2006 the CRD was directed by the Province to amend the Liquid Waste Management Plan (LWMP) by June 2007 with a clear timeline for moving to treatment in the core communities. The review by an expert panel was also received by the Board which recognized the need for a number of changes to our current practices. The Board has moved quickly to respond to these events with the Core Area Steering Committee guiding the LWMP amendment process employing a Triple Bottom Line evaluation process.

The withdrawal of health monitoring of septic system applications and the growing concern of the cumulative effect of poorly maintained septic systems on drinking water and the environment adds to the overall concern for the need for improving liquid waste/sewage treatment initiatives.

Outcomes <i>(defined by Board)</i>	Potential Strategy <i>(proposed by staff, Board endorsed)</i>	Success Indicators
A balanced approach to liquid waste control	<ul style="list-style-type: none"> ▪ continue emphasis on source control, enhanced marine monitoring, stormwater runoff management, inflow/infiltration management, and mitigation of negative impacts on harbours ▪ implement the new Regional Source Control Program 5-Year Plan 	<ul style="list-style-type: none"> ▪ reduced effluent contaminant loads ▪ high percentage of businesses with proper waste treatment ▪ high quality of biosolids from treatment plants – Class A standard ▪ reduced level of inflow and infiltration ▪ reduced frequency of overflows ▪ clean, healthy harbours and marine environments (reduce contamination and enhance habitat) ▪ reduced stormwater contamination
Safe and healthy operation of on-site septic systems	<ul style="list-style-type: none"> ▪ work with partners to develop a consistent, region-wide onsite/septic public education, monitoring and enforcement program ▪ identify options that support installation of sewers to address failed septic systems without incurring the risk of densification or development inconsistent with local OCP policies and the RGS ▪ investigate alternate innovative approaches to failed septic systems 	<ul style="list-style-type: none"> ▪ reduced # of failed septic systems ▪ reduced # of water bodies contaminated by onsite systems ▪ reduced aquifer vulnerability to contamination from human sources
Exemplary liquid waste control at all CRD facilities	<ul style="list-style-type: none"> ▪ address leachate treatment at Hartland landfill ▪ investigate and act on innovative resource recovery options ▪ inventory and increased monitoring of liquid waste controls at recreation, parks, and public works locations 	<ul style="list-style-type: none"> ▪ full compliance with the sewer use bylaw ▪ leachate quality at Hartland landfill in compliance with the sewer use bylaw ▪ full compliance with the model stormwater bylaw ▪ full compliance with Ministry of Environment operational certificates and permits

Outcomes <i>(Liquid Waste)</i>	Potential Strategy <i>(proposed by staff, Board endorsed)</i>	Success Indicators
Improved Core Area effluent quality	<ul style="list-style-type: none"> ▪ <i>bring forward an ‘ Options and Strategy Report’ including time lines for critical decisions, for the October 2006 Board meeting</i> ▪ <i>critical review of the SETAC report and findings and identification of options for moving forward within three months of report release</i> ▪ <i>review emerging technologies/ methodologies and approaches to sewage treatment – to identify options that deliver optimal performance and cost effectiveness within the CRD commitment to ‘the triple bottom line’ (social, economic and environmental)</i> ▪ <i>review and reaffirmation of the number and location of sites required in the LWMP; and take steps to protect land acquisition for defined options</i> ▪ <i>determine costs of viable treatment options and confirm financial support from senior levels of government for priority initiatives</i> ▪ <i>investigate both management/governance and procurement options</i> ▪ <i>integration of technical studies and public input to develop staff recommendations for the Core Area Committee of the Board (steering committee for the overall project)</i> 	<ul style="list-style-type: none"> ▪ <i>LWMP Amendments submitted to Minister of the Environment by June 30, 2007 – progress report submitted by December 31, 2006</i> ▪ <i>treatment plant sites selected and acquired</i> ▪ <i>financing agreements in place with senior levels of government</i> ▪ <i>management/governance and procurement approaches approved</i> ▪ <i>5 year audits demonstrate high compliance with LWMP commitments</i>
Public understanding of sewage issues and LWMP positions	<ul style="list-style-type: none"> ▪ <i>full publication and facilitated discussion of SETAC findings</i> ▪ <i>develop a strong public education program and communications strategy to communicate options, related cost/benefit information, and Board/Provincial policies</i> ▪ <i>celebration of source control successes</i> 	<ul style="list-style-type: none"> ▪ <i>level of public understanding of LWMP position on core area sewage treatment</i> ▪ <i>level of public support for overall LWMP policy, programs and position</i> ▪ <i>acceptable levels of public support for selected treatment and sludge processing sites</i> ▪ <i>public support and participation in effective onsite management</i>

Astute observers and the many organizations involved in emergency response and disaster preparedness in the region know that current plans and systems are likely inadequate should a major or region-wide emergency situation or disaster occur. Specific concerns relate to:

- the challenges of coordinating emergency response and disaster preparedness plans given the large number of jurisdictions and agencies serving a relatively small total population and geographical area
- CREST performance
- limited local capability for hazardous materials response
- multiple emergency dispatch systems and solutions; establishing a clear point of control
- a need to rationalize various mutual aid and other collaborative agreements
- increasing public and professional concern about potential major disasters (earthquake, tsunami, flooding, health epidemics, uncontrollable fires, hazardous material incidents, plane crashes, terrorism, prolonged electrical power blackouts, marine oil spills, blizzards/wind storms).

Outcomes (defined by Board)	Potential Strategy (proposed by staff, Board endorsed)	Success Indicators
<p>Reliable emergency communications</p>	<ul style="list-style-type: none"> ▪ enhance and coordinate communications among emergency services providers to ensure effective management of the regional 911 service (e.g. emerging technology, VOIP, cell phone locator technology, effective EA service) ▪ develop a financial and ongoing development plan to ensure viability and continuing high standard of service for 911 (e.g. equipment enhancement) ▪ represent electoral area perspectives and support the review of emergency dispatch systems in the region with a view to optimizing both performance and public investment ▪ support completion and implementation of CREST Independent Review of Operations (note that interim recommendations addressed operational, financial and governance aspects) 	<ul style="list-style-type: none"> ▪ public safety agency satisfaction with emergency communications ▪ initial E9-1-1 calls answered within 10 seconds 90% of the time ▪ speed and accuracy of transfer of E9-1-1 calls
<p>Reduced risk to residents, property and the environment in the event of a significant emergency or disaster</p> <p>and</p> <p>timely restoration and continuation of services</p>	<ul style="list-style-type: none"> ▪ review and learn from experience of other jurisdictions ▪ development/adoption of a regional disaster management model through Regional Emergency Coordinators Commission ▪ development of a long term communication strategy to educate the public on the plan ▪ investment in implementation of CRD Corporate Emergency Plan to ensure recovery/continuity of critical services and effective coordination of the emergency response activities of CRD departments and electoral areas (e.g. equip CRD Emergency Operating Centres; conduct training and preparedness exercises) ▪ CRD leadership to update and augment EA emergency plans – and build public awareness 	<ul style="list-style-type: none"> ▪ # and success of exercises ▪ capacity measures (e.g. people trained/available, equipment, supplies, centres equipped) ▪ #/% of homes, businesses and neighbourhoods having preparedness plans ▪ Improved score on each section of the PEP Community Emergency Program Review ▪ Emergency Plans in place and compliant with the provisions of the EPA

Outcomes <i>(Emergency/ Disaster)</i>	Potential Strategy <i>(proposed by staff, Board endorsed)</i>	Success Indicators
Improved confidence of CRD residents regarding area-wide emergency preparedness	<ul style="list-style-type: none"> ▪ <i>development of a long term communication strategy to educate the public on the regional disaster management model/plan</i> 	<ul style="list-style-type: none"> ▪ <i>approved plans in place and accepted by appropriate authorities</i> ▪ <i>increased percentage of public confidence in emergency preparedness</i>
Increased trust between emergency response departments and agencies through greater collaboration and standardization	<ul style="list-style-type: none"> ▪ <i>CRD participation in development of optimal response to hazardous material risks (with emphasis on response in EAs)</i> ▪ <i>coordination of mapping and inventory of hazardous materials equipment, skills, fixed hazardous risk locations as a service to all municipalities (GIS based)</i> ▪ <i>identify opportunities for increased collaboration (e.g. public education, land search and rescue, training, centres, equipment containers, rationalization of mutual response agreement, rationalization of local government/responder agreements)</i> 	<ul style="list-style-type: none"> ▪ <i>clearly defined roles and responsibilities for the CRD and member municipalities during major disasters – through the regional disaster management model/plan</i> ▪ <i>increased local government support for appropriate collaborative investment in emergency and disaster preparedness</i> ▪ <i>\$ saved through collaborative initiatives while enhancing performance</i> ▪ <i>Indicators of standardized approaches by all public service agencies and municipalities to improve efficiency</i>

The CRD and its member municipalities have demonstrated their commitment to growth management through the adopted Regional Growth Strategy (RGS), which has been in place for two years. Member municipalities are in the process of linking their local plans to approved regional goals through adoption of Regional Context Statements as each OCP is updated. As more specific plans are developed for each priority RGS goal - (e.g. TravelChoices, Regional Economic Development Opportunity Blueprint), stakeholders will gain a greater appreciation for the intent and potential impact of the overall Strategy itself. Once a Regional Growth Strategy is in place, the provincial government requires that progress towards each goal be monitored and that a review of the overall strategy be undertaken at 5-year intervals.

Outcomes <i>(defined by Board)</i>	Potential Strategy <i>(proposed by staff, Board endorsed)</i>	Success Indicators
<p>Regional growth management policy framework completed and in place</p>	<ul style="list-style-type: none"> ▪ review and approval of remaining four Regional Context Statements in OCPs (Sooke, Esquimalt, Metchosin, North Saanich) ▪ approval of Regional Housing Affordability Strategy ▪ prepare interim RGS Bylaw amendments (UCB changes, economic sustainability policy, regional housing policy, updated transportation policy) ▪ review dispute resolution process and adopt amending bylaw ▪ approval of Electoral Area OCPs consistent with RGS 	<ul style="list-style-type: none"> ▪ share of new dwelling units inside the RUCSPA ▪ size of serviced land area outside RUCSPA ▪ dwelling density of urban areas ▪ share of population and dwelling unit growth located in major areas ▪ no net reduction in area of the ALR
<p>Growth management focus strengthened through the required 5-year review (RGS)</p>	<ul style="list-style-type: none"> ▪ prepare 'State of the Region' report; use this vehicle to deliver the review required by Province, along with an expanded version of the required monitoring activity ▪ update background technical studies to inform the update process (e.g. updated demographic projections, assessment of development capacity and demand, economic forecast, environmental issues, regional service demand assumptions) ▪ further analyze and report on any issues identified in State of Region Report – facilitate Board discussion and amendment of any related bylaws (if required) ▪ compile any issues identified in the process of reviewing Regional Context Statements and systematically address same during this 5-Year Review ▪ integrate all of above into required review process in 2007 	<ul style="list-style-type: none"> ▪ Board and Council resolutions supporting project charter (setting out issues/objectives) for RGS update ▪ renewed RGS with stronger consensus on vision and policies ▪ renewed strategic priorities for corporate strategic plan

Outcomes <i>(Growth Management)</i>	Potential Strategy <i>(proposed by staff, Board endorsed)</i>	Success Indicators
Improved public understanding and support for the role and function of the RGS	<ul style="list-style-type: none"> ▪ <i>develop and implement a RGS public education program</i> ▪ <i>broad distribution and facilitation of public discussion of annual indicator monitoring reports</i> ▪ <i>raise awareness of progress made towards achievement of goals</i> ▪ <i>strengthen public participation processes during 5-Year annual review</i> 	<ul style="list-style-type: none"> ▪ <i>level of public understanding of the major issues and trends facing the region</i> ▪ <i>participation levels in the 5-year review process</i> ▪ <i>increased level of public support for the essential elements of the RGS</i>
Increased affordable housing options available	<ul style="list-style-type: none"> ▪ <i>community review leading to approval or revision of Housing Affordability Strategy and inclusion of regional housing policy in Regional Growth Strategy</i> ▪ <i>expand participation in Regional Housing Trust Fund</i> ▪ <i>establish a regional Homelessness Task Force</i> ▪ <i>support Housing Affordability Partnership in establishment of Housing Resource Centre</i> 	<ul style="list-style-type: none"> ▪ <i>% of households spending 30% or more of gross income on shelter</i> ▪ <i>Total rental housing stock (market and non-market)</i> ▪ <i>Observed/counted number of homeless people in the region</i>

Strategic Priority : **Environmental Protection**

The CRD has committed to environmental stewardship consistently through the ‘Values, Goals and Priorities Project’, the Regional Growth Strategy, and the Regional Green and Blue Space Strategy. Our Parks and Community Services Department provides leadership from land management and outdoor recreation perspectives; Environmental Services addresses challenges associated with waste management; and the Round Table on the Environment monitors and advises on the broader spectrum of environmental issues.

Outcomes <i>(defined by Board)</i>	Potential Strategy <i>(proposed by staff, Board endorsed)</i>	Success Indicators
<p>Protection of environmentally sensitive and significant areas</p>	<ul style="list-style-type: none"> ▪ work with local government partners to refine mapping of environmentally sensitive and significant areas and to develop appropriate protection strategies and procedures (note that two thirds of the region’s sensitive/important ecosystems are outside protected areas – 2006 ‘State of Environment Report’) ▪ continued acquisition of priority regional and community parkland identified in the RGS, Regional Green and Blue Space Strategy, and Regional Parks Plan (with provincial and local government partners, Land Trust) ▪ implement Riparian Area Regs on any CRD lands ▪ encourage the Provincial and Federal governments, in collaboration with the CRD and member municipalities, to prepare a coastal zone management plan for marine areas identified as Blue Space Core Policy Areas (from RGS) ▪ develop a financial management plan that marries recent and future acquisitions with development, protection and maintenance requirements and realities - – to ensure ecological protection and mitigation of any negative impacts associated with public use ▪ promote the Victoria Harbours Atlas (harbours and their watersheds) and the Atlas of Significant Natural Areas as a foundation for land use decisions throughout the region ▪ work with municipal partners to educate the public on non-point source pollution – particularly pesticide use 	<ul style="list-style-type: none"> ▪ % identified Green/Blue Spaces protected as park or ecological reserve ▪ hectares private land protected by conservation covenants ▪ #/% of sensitive ecosystems disturbed
<p>Watersheds protected to ensure quality water supply and a healthy ecosystem</p>	<ul style="list-style-type: none"> ▪ ongoing commitment to watershed management in areas directly affecting CRD water supply ▪ work with the Vancouver Island Health Authority process and with municipalities and the Province towards an integrated watershed planning approach to managing surface water, drainage and groundwater in multi-use, non-catchment watersheds throughout the region ▪ work with member municipalities to increase emphasis on stormwater quality with a focus on source control/management ▪ consider shifting or reallocating existing CRD resources towards watershed monitoring ▪ identify watersheds within Electoral Areas 	<ul style="list-style-type: none"> ▪ water quality in watersheds ▪ healthy lakes, streams and marine systems ▪ % land in each watershed that is a) impermeable, b) natural ▪ reduced number of Stormwater Outfalls with high public health and environmental concerns ▪ #/% of CRD watersheds with approved Watershed Management Plans

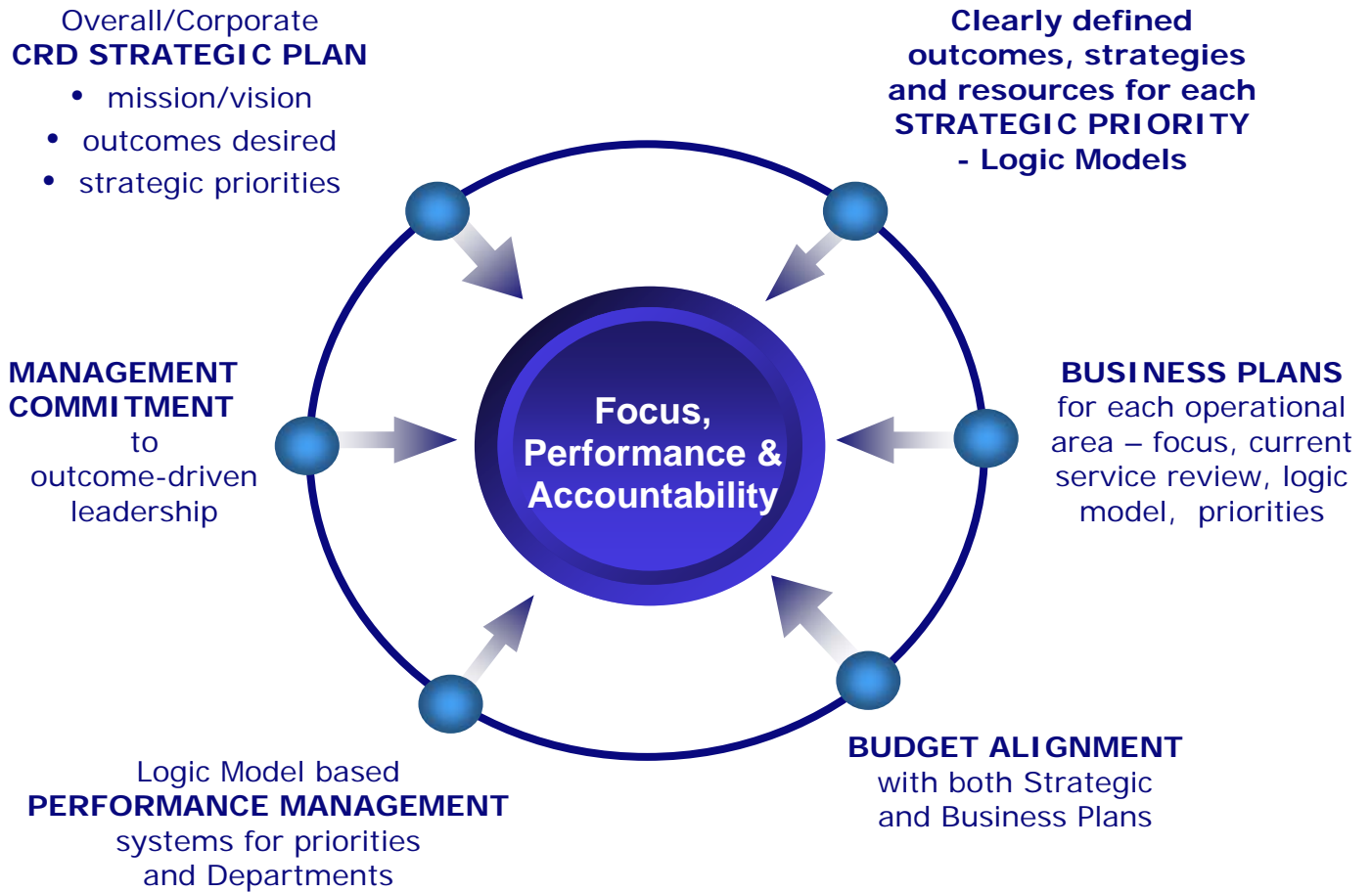
Outcomes <i>(Environment)</i>	Potential Strategy <i>(proposed by staff, Board endorsed)</i>	Success Indicators
Environmentally and economically responsible management of the region's solid waste	<ul style="list-style-type: none"> ▪ increase diversion of solid waste disposed at Hartland landfill to a minimum of 60% by 2010 through new 3R initiatives ▪ establish, in principle, a diversion goal of 85% by 2020 and never having another landfill ▪ reduce amount of hazardous waste being landfilled by 50% by 2006 and 90% or more by 2010 ▪ implementation of Composting Facilities Regulation Bylaw with related efforts to increase composting options ▪ develop a long-term strategy for leachate management at the Hartland landfill, including a trigger process for treatment 	<ul style="list-style-type: none"> ▪ increase diversion at Hartland to 60% by 2010, 85% by 2020 ▪ reduction of hazardous waste disposal of at Hartland by 50% by 2006, 90%. ▪ measures of increased composting in region ▪ Hartland environmental impacts contained on site ▪ ISO 14001 certification achieved for Hartland
Effective stewardship of regional parklands and protected areas	<ul style="list-style-type: none"> ▪ develop a financial management plan that marries recent and future acquisitions with development, protection and maintenance requirements and realities - – to ensure ecological protection and mitigation of any negative impacts associated with public use 	<ul style="list-style-type: none"> ▪ # sites/# hectares of regional parkland acquired annually ▪ km of trails developed annually ▪ hectares of damaged natural environments within Regional Parks are restored and protected. ▪ increased levels of public awareness and engagement with Regional Parks
Reduced Greenhouse Gas (GHG) emissions	<ul style="list-style-type: none"> ▪ review 'Capital Region Community Energy Plan' to identify opportunities for the CRD and/or member municipalities to significantly reduce GHG emissions ▪ review CRD operations and act to reduce emissions (e.g. fleet and building management) ▪ link recommendations of the 'Community Energy Plan' to CRD applications for New Deal funding (federal gas tax funding) ▪ establish partnerships to monitor GHG reduction – initial emphasis on defining current levels or benchmarks ▪ investigate optional roles for the CRD in ongoing management and coordination of GHG initiatives ▪ align organization structure in Environmental Services to focus more priority on the reduction of greenhouse gas emissions 	<ul style="list-style-type: none"> ▪ GHG benchmarks established ▪ GHG reduction objectives established and met ▪ annual estimates of contribution of CRD operations improvements to GHG emission reduction ▪ transportation modal shift measures

While many departments and operating units have displayed outstanding performance over the years; Board members, local government CAOs, and the CRD management team have all expressed the feeling/belief that overall efficiency and effectiveness of the organization as a whole can be improved significantly. Our new CAO has launched a number of significant initiatives designed to address related challenges. This strategic priority is intended to reinforce these efforts and provide additional Board direction and clarity to these desired outcomes.

Outcomes (defined by Board)	Potential Strategy (proposed by staff, Board endorsed)	Success Indicators
An organization focused on mandate, outcomes and strategic priorities	<ul style="list-style-type: none"> ▪ Board level Strategic Plan (initiated in 2006, updated annually) ▪ develop logic models and budgets for each priority and a related performance monitoring system ▪ business plans for each department linked directly to budget (Department Plans) ▪ Service Profile and Current Service Review of operating units, committees and commissions ▪ review of any CRD body/unit where Board or CAO has a concern with possible 'mission drift' ▪ review & clarify roles/responsibilities Hospital Board, Local Board of Health & Housing Authority 	<ul style="list-style-type: none"> ▪ corporate and departmental plans and priorities linked to budget ▪ Boards, Commissions & Committees aligned with CRD mandate ▪ high Board satisfaction with CRD organizational focus, progress on strategic priorities, and current service management
An efficient, high performance organization	<ul style="list-style-type: none"> ▪ CRD reorganization and rationalization of management levels to ensure effective management control and cost-effective management structure ▪ move to standardization of salary and compensation policies ▪ introduction of a corporate wide performance management system to monitor and evaluate achievement against desired outcomes, appropriate productivity (outputs), efficiency, quality and customer satisfaction ▪ increased accountability with regular performance reporting to Board, member municipalities, customers and other stakeholders ▪ establishment of Inter-Departmental team to focus on business planning and quality improvement (NQI) with a view to improving focus, encouraging benchmarking & cost control across the CRD – a positive approach to traditional comptroller/program review functions ▪ CAO commitment to managing the change in culture summarized in 'From/Towards' analysis and Board-approved Operating Philosophy ▪ development of an integrated human resource plan linking performance reviews, training plans, compensation/recognition, staff and corporate values orientations, succession planning, and a critical analysis process for all position vacancies 	<ul style="list-style-type: none"> ▪ compliance with public sector standards and best practice guidelines (e.g. National Quality Institute/NQI, Public Sector Accounting Board/PSAB, ISO, Infraguide) ▪ benchmarking and other productivity comparisons ▪ municipal and customer satisfaction ratings ▪ department, team and individual performance assessments linked directly to corporate and departmental priorities ▪ Board satisfaction with performance reports

Outcomes <i>(continued)</i>	Potential Strategy	Success Indicators
Strong Partnerships - a collaborative organization	<ul style="list-style-type: none"> ▪ <i>strengthen resolve of the Development and Planning Advisory Committee to proactively develop and coordinate inter-governmental initiatives related to RGS goals</i> ▪ <i>'Forum of Councils' at least once annually</i> ▪ <i>increased opportunities for CRD staff to present and answer questions of Municipal councils on key public program initiatives</i> ▪ <i>bi-monthly CRD Newsletter to municipalities</i> ▪ <i>facilitated opportunities for member municipality Councils, Commissions and Committees to provide feedback to CRD</i> ▪ <i>strengthen staff level coordinating committees (CRD and member municipalities) – e.g. CAOs, engineers, finance officers</i> 	<ul style="list-style-type: none"> ▪ <i>evidence of increased internal and external collaboration</i> ▪ <i>number and quality of mutual support agreements/relationships</i> ▪ <i>high partner satisfaction</i> ▪ <i>Board endorsement of a shared regional vision</i>
A healthy, vibrant workplace	<ul style="list-style-type: none"> ▪ <i>development of an integrated and strategic human resource plan linking strategic recruiting, orientation, performance reviews, compensation/recognition, training, succession planning, and culture development</i> ▪ <i>continued focus on improvement of organizational health and safety performance – a human resource wellness program</i> ▪ <i>team development initiatives focused on developing excellence in staff performance and a positive community image</i> 	<ul style="list-style-type: none"> ▪ <i>organizational health indicators (e.g. morale and employee satisfaction levels)</i> ▪ <i>employee retention/turnover rates</i> ▪ <i>workplace safety performance</i> ▪ <i>union and management satisfaction levels (with cooperation/collaboration)</i>
An organization whose public and staff are proactively informed	<ul style="list-style-type: none"> ▪ <i>development of a corporate strategic communications plan, including identity, stakeholder relations, community outreach, and issues management</i> ▪ <i>departmental communications plans relating to annual outcomes (consistent with and linked to the corporate plan)</i> ▪ <i>internal communications plan supporting information flow to Board, Commissions/Committees, staff, and management</i> 	<ul style="list-style-type: none"> ▪ <i>familiarity and understanding of CRD mandate and services</i> ▪ <i>partner, staff and public satisfaction with information available and opportunities for public participation</i>

Attachment 1: STRATEGIC PLAN as a component of the larger effort towards increased 'FOCUS, PERFORMANCE and ACCOUNTABILITY'



Attachment 2: **OVERVIEW of STRATEGIC PLANNING PROCESS**



- CAO search survey (Board and managers)
- CAO round of interviews with Mayors and local CAOs after appointment
- October 12th review of issues and challenges with Board
- November 10th review of process with CRD General Managers

- Municipal Administrators' workshop (November 29th)
- Management Staff workshop (December 8th)
- Board SP Workshop (March 24/25) – draft SP by March 31st
- CRD Management Team Workshop (April 6th)
- teams assigned to review each strategic priority, refine outcomes, draft strategies (logic models)
- Board review of 2nd Draft (June 14th)
- Forum of Councils review (June 17th)
- Board review of third draft (September 13th) – approved for circulation to stakeholders

- CAO presentations to member municipalities (upon request)
- Circulation to CRD commissions and committees for feedback prior to end of November
- feedback loop as Departmental plans are finalized
- budget analysis and refinement of strategies for each priority area
- final approval in January 2007 – prior to finalization of 2007 budget

Federation

Quote from the 'Regional District Tool Kit' (UBCM, Ministry of Community Services):

"In British Columbia's system of local government, regional districts are not regional governments, or separate, second tier authorities. Regional districts are, instead, federations of the municipalities and electoral areas that exist within their boundaries. With few exceptions (solid waste planning being the most notable), regional districts act only in response to the expressed needs, interests and instructions of their members. They derive both their legitimacy and authority to act from their member jurisdictions."

Leachate

the liquid produced in a landfill from the decomposition of waste within the landfill