



Notice of Meeting and Meeting Agenda Capital Regional District Board

Monday, April 27, 2015

9:30 AM

6th Floor Boardroom

Special Meeting (Strategic Plan Process)

1. APPROVAL OF THE AGENDA

2. PRESENTATIONS/DELEGATIONS

3. CRD BOARD STRATEGIC PLANNING PROCESS

- 3.1. **15-402** Board Strategic Plan Process - Final Exercise Agenda and Background Information

Attachments: [Board Strategic Plan Final Exercise Agenda](#)
[Appendix A - Potential Priorities](#)
[Appendix B - Possibilities Assessment](#)

4. ADJOURNMENT

Board Strategic Plan Process – Final Exercise

April 27th 2015 9:30am – 12:00pm

CRD Boardroom, 625 Fisgard Street

Agenda

- 1. Welcome from the Chair & Purpose of Exercise from the CAO 9:30 – 9:40am**
- 2. Recap on Process with Gordon McIntosh 9:40 – 9:45am**
- 3. Exercise: Establishing Board Priorities 9:45 – 11:55am**

The attached document entitled “**Possibilities to Priorities**” (Appendix A) will be the basis for this exercise. Please review this document in advance so that you can fully participate. The document provides a roster of potential Board priorities based on the 158 possibilities developed on March 27, 2015. The material is broken down by topic, with each page including:

- Draft Desired Outcome on topic
- Draft Role of the CRD related to topic
- Potential Board Strategic Priorities
- Director identified possibilities for which some action is already underway

Appendix B, also attached, contains the original list of possibilities generated on March 27th 2015 with additional information provided by administration using the 4 “criteria” (mandate, reality, urgency, and role) as well as numerical references to content in Appendix A.

PART A: Review “Desired Outcome” & “Role of CRD”. Directors are encouraged to write down comments, suggestions, or edits related to the draft text on a feedback form provided.

PART B: Understanding & Validation of Potential Priorities. Directors will review the list of *potential board priorities*. A voting card activity will be used to validate and gauge level of support for each item. There will be 2 voting cards:

Green card = I support or I can live with this item being considered in Part C

Red card = I am against this item being considered in Part C

PART C: Voting on Priorities: Using the shortlisted priorities generated in Part B, Directors will receive a set of dots to allow them to vote on recommended Board Priorities.

PART D: Finalize List & Confirm Timing. The Board gets a final chance to review selected priorities and associated timing.

- 4. Next Steps by Board Chair and CAO 11:55am**

Beverages and light snacks will be available throughout the morning.

APPENDIX A:

Possibilities to Priorities

The attached document provides draft language on *desired outcomes* and *Role of CRD* along with a roster of *Potential Priorities* for each of the 12 topics.

Potential priorities were generated by Administration from the 158 “possibilities” developed at Workshop 2 on March 27th (see Appendix B).

Board Members will have a chance to review and vote on a set of priorities in the upcoming exercise on April 27th 2015. It is recommended that you review this document in advance.

Items that are classified in the NOW column have been identified by Administration with an ability to be undertaken within existing 2015 budgets and service plans.

1. Climate Change:

Draft Desired Outcome: Reduced regional greenhouse gas emissions and increased resiliency to climate impacts.

Draft Role of CRD: The CRD will help to reduce greenhouse gas emissions and adapt to climate change by supporting municipalities and through corporate decisions, citizen awareness and agency partnerships.

Potential Board Priorities to Consider:

Now: Current Budget & Service Plans	Next: To be incorporated into 2016/2017 Service Plans & Budgets	Later: Future Considerations 2018+
	1.1. Provide a climate lens for Board decision making.	
	1.2. Accelerate corporate mitigation and adaptation activities.	
1.3. Advocate to senior levels of government for programs and regulations to reduce emissions and/or prepare for climate change.	1.3. Advocate to senior levels of government for programs and regulations to reduce emissions and/or prepare for climate change.	
1.4. Pursue strategic partnerships to help achieve community mitigation and adaptation targets.	1.4. Pursue strategic partnerships to help achieve community mitigation and adaptation targets.	

Director identified possibilities (March 27) for which some action is already underway:

- *Promotional efforts at CRD events*
- *GHG monitoring framework in place to collect data*
- *Develop and implement regional mitigation & adaptation policies*
- *Public education & programming*
- *Energy management planning is done for CRD buildings & facilities*
- *Energy management programs for community buildings (private & non-profit)*

2. Integrated Waste Management:

Draft Desired Outcome: Triple bottom line solutions to managing liquid and solid waste in the region.

Draft Role of the CRD: The CRD will develop a system that provides an innovative and optimized approach to managing solid and liquid waste as resources.

Potential Board Priorities to Consider:

Now: Current Budget & Service Plans	Next: To be incorporated into 2016/2017 Service Plans & Budgets	Later: Future Considerations 2018+
2.1. Acquire additional expertise on technologies and solutions (including centralized/decentralized approaches and gasification) to liquid and solid waste treatment.		
2.2. Investigate island-wide solutions to liquid and solid waste.	2.2. Investigate island-wide solutions to liquid and solid waste.	
2.3. Establish a systematic process of evaluation for all liquid waste and solid waste decisions.		
2.4. Investigate combined liquid and solid waste management plans	2.4. Investigate combined liquid and solid waste management plans	

Director identified possibilities (March 27) for which some action is already underway:

- *Acquiring additional information for Board*
- *Use clear language that positively-frames opportunity (eg: not sewage but resource recovery)*
- *Generate revenue off products*
- *Pursue island wide solutions*
- *Review of what are other regions doing*

3. Active & Multi-Modal Transportation:

Draft Desired Outcome: Better coordinated transportation systems with reduced greenhouse gas emissions and traffic congestion.

Draft Role of the CRD: The CRD will collaborate with partners to advance regional transportation priorities.

Potential Board Priorities to Consider:

Now: Current Budget & Service Plans	Next: To be incorporated into 2016/2017 Service Plans & Budgets	Later: Future Considerations 2018+
3.1 Advocate for regional transit priorities to the Victoria Regional Transit Commission	3.1 Advocate for regional transit priorities to the Victoria Regional Transit Commission	
3.2 Pursue CRD Transportation Service role (includes public transit and regional trails).		
	3.3 Further Investigate Southern Gulf Island water based passenger services.	
	3.4 Enable the CRD, local governments and other agencies to advance active transportation infrastructure and programming (including active & safe routes to school).	

Director identified possibilities (March 27) for which some action is already underway:

- *Look at designing and managing regional trails for the future – recognize these as transportation corridors (Regional Trails Management Plan)*

4. Agricultural Land & Food Security

Draft Desired Outcome: Enhanced conditions to support agricultural production and farm viability.

Draft Role of CRD: The CRD will work with partners to support the protection of agricultural land and promote increased food security for the region.

Potential Board Priorities to Consider:

Now: Current Budget & Service Plans	Next: To be incorporated into 2016/2017 Service Plans & Budgets	Later: Future Considerations 2018+
	4.1 Work with partners to find a solution to lack of abattoir in the region or on the island.	
	4.2 Develop a regional agricultural land banking solution.	
		4.3 Establish educational programming, additional incentives and new policies to promote and encourage farming in the region.
4.4 Enable others and advocate for supportive agricultural programs and policies by Province and Federal Governments	4.4 Enable others and advocate for supportive agricultural programs and policies by Province and Federal Governments	
		4.5 Develop policies to support Agri-Tourism

Director identified possibilities (March 27) for which some action is already underway:

- *Develop an overall agricultural plan for region*
- *Communicate how rural communities support urban communities*
- *Articulate our vulnerabilities regarding food security because we are on an island*
- *Develop housing solutions to support agricultural professionals*

5. Aging Population & Changing Demographics

Draft Desired Outcome: Enhanced partnerships and infrastructure that supports an aging population.

Draft Role of CRD: The CRD will support an age-friendly region through programs and services that promote healthy, active lifestyles.

Potential Board Priorities to Consider:

Now: Current Budget & Service Plans	Next: To be incorporated into 2016/2017 Service Plans & Budgets	Later: Future Considerations 2018+
5.1 Complete the Community Health & Well Being Plan and determine appropriate roles for CRD		
	5.2 Advocate to senior levels of government for age-friendly programs and policies	5.2 Advocate to senior levels of government for age-friendly programs and policies

Director identified possibilities (March 27) for which some action is already underway:

- *Tap into active retirees – promote and engage residents in volunteer programs*
- *Continue CRD programming to attract/support seniors to live healthy lifestyles*
- *Enable other non-profit organizations and public sector groups to play a role*

6. First Nations

Draft Desired Outcome: Enhanced relationships and effective service delivery between CRD and First Nations.

Draft Role of CRD: The CRD will engage with First Nations in activities and services in areas of common interest.

Potential Board Priorities to Consider:

Now: Current Budget & Service Plans	Next: To be incorporated into 2016/2017 Service Plans & Budgets	Later: Future Considerations 2018+
6.1. Organize Board training and education on First Nations' traditions, culture, history, and approaches.		
6.2. Explore feasibility of establishing a First Nations hunting protocol in CRD lands.	6.2. Explore feasibility of establishing a First Nations hunting protocol in CRD lands.	
		6.3. Investigate ways to best support First Nations economic development activities.

Director identified possibilities (March 27) for which some action is already underway:

- *Investigate best practices across Canada (e.g. Saskatchewan)*
- *Deliver new services to respond to different First Nations' needs*

7. Governance:

Draft Desired Outcome: Effective regional governance structure and increased participation.

Draft Role of the CRD: The CRD will pursue policy, practices and process changes to best meet its broad mandate (including role as the Local Government for electoral areas), strategic challenges and service needs of the region.

Potential Board Priorities to Consider:

Now: Current Budget & Service Plans	Next: To be incorporated into 2016/2017 Service Plans & Budgets	Later: Future Considerations 2018+
7.1. Determine the role of the CRD in amalgamation conversations.		
	7.2. Establish a governance model which complements the Regional Sustainability Strategy framework and encourages regular Board education and inter-jurisdictional collaboration.	
7.3. Establish a Board self-evaluation process.		
7.4. Complete the work of the Special Task Force on First Nations engagement.	7.4. Complete the work of the Special Task Force on First Nations engagement.	
7.5. Support regional and sub-regional dialogues between the general public, municipalities, First Nations and the CRD.	7.5. Support regional and sub-regional dialogues between the general public, municipalities, First Nations and the CRD.	7.5. Support regional and sub-regional dialogues between the general public, municipalities, First Nations and the CRD.

Director identified possibilities (March 27) for which some action is already underway:

- *Establish policies and procedures that allow directors to fully educated/informed*
- *Collaborate with partners and bodies (e.g. islands trust)*
- *Develop forums to engage the public*

8. Public Communications

Draft Desired Outcome: Increased public understanding of and engagement with CRD programs and policies.

Draft Role of CRD: The CRD will regularly inform and engage the public, stakeholders and other governments to gain ideas and feedback and build support.

Potential Board Priorities to Consider:

Now: Current Budget & Service Plans	Next: To be incorporated into 2016/2017 Service Plans & Budgets	Later: Future Considerations 2018+
8.1. Share stories of collaboration & accomplishments across the organization and region	8.1. Share stories of collaboration & accomplishments across the organization and region	
	8.2. Establish regular two way communication opportunities with the Agency and the Board using innovative approaches and technologies	
	8.3. Set targets and measure effectiveness of CRD engagement	
8.4. Deploy comprehensive communication strategies associated with major CRD Board decisions and bylaw changes	8.4. Deploy comprehensive communication strategies associated with major CRD Board decisions and bylaw changes	

Director identified possibilities (March 27) for which some action is already underway:

- *Use CRD facilities whenever possible*
- *Determine appropriate metrics to use/measure effectiveness of communications*
- *Ensure that data and information is connected to decision making*

9. Housing

Draft Desired Outcome: An increased supply of attainable and affordable housing which meets the diverse needs of people in the region.

Draft Role of CRD: The CRD will act as a resource for developing and implementing strategies which demonstrate leadership, build partnerships, and provide support in order to increase the supply of affordable housing.

Potential Board Priorities to Consider:

Now: Current Budget & Service Plans	Next: To be incorporated into 2016/2017 Service Plans & Budgets	Later: Future Considerations 2018+
9.1 Complete the Capital Region Housing Corporation Long Term Financial & Asset Management Plan		
	9.2 Leverage equity in all CRD assets (CRD, CRHC, CRHD) to develop creative solutions to providing new housing	
9.3 Increase the size of the regional housing trust fund and encourage participation by all municipalities and from electoral areas and First Nations.	9.3 Increase the size of the regional housing trust fund and encourage participation by all municipalities and from electoral areas and First Nations.	
	9.4 Support regional housing goals by sharing emerging practices and encouraging creative solutions within the Capital Region Housing Corporation, municipalities and other partners.	
9.5 Develop a standardized regional definition of “affordable” and “attainable”		
		9.6 Establish the CRD as the over-arching planning and coordinating body

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Director identified possibilities (March 27) for which some action is already underway:

- *Review infrastructure deficit in existing CRD housing developments (deferred maintenance)*
- *Enable non-profit, private sector and other government agencies (eg: Islands Trust) to contribute to housing goals*
- *Develop two-way engagement with property owners and managers to develop solutions*

10. Regional Land Use Planning

Draft Desired Outcome: Long term land use patterns that support sustainable development and protect rural integrity.

Draft Role of CRD: The CRD will adopt and implement a regional growth strategy (Regional Sustainability Strategy) and electoral area land use plans.

Potential Board Priorities to Consider:

Now: Current Budget & Service Plans	Next: To be incorporated into 2016/2017 Service Plans & Budgets	Later: Future Considerations 2018+
10.1 Complete the Regional Sustainability Strategy		
	10.2 Implement the Regional Sustainability Strategy	

Director identified possibilities (March 27) for which some action is already underway:

- *Consider providing additional time to local governments to participate in RSS review phase*
- *Identify enforcement mechanisms*
- *Review RSS goals – are they realistic to achieve by 2038?*
- *Prioritize the RSS goals – which are critical to accomplish vs which are nice to accomplish?*

11. Regional Economic Development

Draft Desired Outcome: To attract and retain investments which benefit the regional economy.

Draft Role of CRD: The CRD will promote and highlight economic impacts of regional investments and services.

Potential Board Priorities to Consider:

Now: Current Budget & Service Plans	Next: To be incorporated into 2016/2017 Service Plans & Budgets	Later: Future Considerations 2018+
	11.1 Explore a regional funding mechanism to support existing agencies like the Greater Victoria Economic Development Agency	
		11.2 Investigate CRD as a coordinating body for regional economic development
11.3 Advocate to senior levels of Government to support major multi-modal transportation projects which encourage economic development	11.3 Advocate to senior levels of Government to support major multi-modal transportation projects which encourage economic development	

Director identified possibilities (March 27) for which some action is already underway:

- Continue CRD role in SSI/SGI Electoral Areas to assist with economic development
- Promote the CRD Arts Program as a model for encouraging economic development

12. Biodiversity & Ecosystem Health:

Draft Desired Outcome: Increased health and function of regional ecosystems for people and wildlife.

Draft CRD Role: The CRD will pursue opportunities to protect urban and rural natural areas while providing management and stewardship of sensitive ecosystems within its portfolio of parks and other land holdings.

Potential Board Priorities to Consider:

Now: Current Budget & Service Plans	Next: To be incorporated into 2016/2017 Service Plans & Budgets	Later: Future Considerations 2018+
	12.1. Showcase best practices for managing invasive species on CRD lands	
12.2. Determine future CRD role in regional wildlife management (fallow deer, bullfrogs, geese, etc)		
12.3. Work with partners to open the Sea to Sea Park.	12.3. Work with partners to open the Sea to Sea Park.	
	12.4. Strategically acquire protected areas which contribute to climate mitigation and adaptation goals.	12.4. Strategically acquire protected areas which contribute to climate mitigation and adaptation goals.
12.5. Advocate to Province and Federal Governments to maintain and fulfill their roles to protect biodiversity	12.5. Advocate to Province and Federal Governments to maintain and fulfill their roles to protect biodiversity	12.5. Advocate to Province and Federal Governments to maintain and fulfill their roles to protect biodiversity

Director identified possibilities (March 27) for which some action is already underway:

- *Continue to deliver public education programs*
- *Involve and engage youth in CRD parks*
- *Continue to host volunteer opportunities to engage residents in ecosystem protection*

- *Continue to focus on overall ecological health of region – include urban and rural areas alike (eg: Bluewater Project)*
- *Undertake an ecological inventory of region for systems at risk*

APPENDIX B:

POSSIBILITIES CHARTS REVIEWED & POPULATED BY CRD ADMINISTRATION

Process Recap: In January 2015, the Board identified 108 issues and opportunities within 12 topics to explore as a part of the strategic planning process. In March 2015, Board members unpacked each topic to identify *desired outcomes* and identified *158 possibilities* for the CRD to consider.

This document: In an attempt to assist the Board with narrowing down the list of possibilities, CRD Administration has reviewed the content using the 4 criteria provided by facilitator Gordon McIntosh to establish a roster of potential board-scale strategic priorities. This document provides the record of how possibilities were reviewed and content for the short list was generated. Text highlighted in **green** indicates words added by administration.

STRATEGIC POSSIBILITIES TO PRIORITIES (Now) & DIRECTIONS (Next & Later)

Codes: STATUS: N=New; IP=In-progress; CRD MANDATE: AD=Advocacy; SD=Service Delivery; EO=Enable Others; SL=Strategic Leadership
REALITY: Y= Yes; M = Maybe; N= No;; URGENCY: U=Urgent; VI=Very Important; & I=Important; ROLE: B=Board; AD=Administration; STATUS: N=Now; NE=Next & L= Later

POSSIBILITY GENERATED ON MARCH 27, 2015	Status	Mandate					Reality					Urgency			Role		Status	Notes
	IP/N	SL	SD	AD	EO	Y	M	N	U	VI	I	BD	AD	N	NE	L		
1. CLIMATE CHANGE																		
Staff reports include climate implications for both GHG reduction and climate adaptation	N	X				X				X		X	X		X		New process. Within 1.1.	
Promotional efforts at CRD events	IP		X			X					X		X	X			In place; continue.	
GHG monitoring framework in place to collect data	IP		X			X				X			X	X			In place; continue	
Develop and implement regional mitigation & adaptation policies	IP	X	X			X			X			X		X			Regional Sustainability Strategy. Within 10.1 and 10.2	
Political strategy for gaining control of transit																	SEE ACTIVE & MULTI-MODAL TRANSPORTATION SECTION. Within 3.2	
Energy management planning is done for CRD buildings & facilities	N		X			X				X		X	X		X		Room for enhanced effort. 1.2.	
Public education & programming	IP		X		X	X					X		X	X			In place; continue. Within 1.4.	
Energy management programs for community buildings (private & non-profit)	IP		X		X	X				X			X	X			In place; continue. Within 1.3.	
Tool kits for residents and municipalities	N		X		X	X					X		X				Province of BC along with various NGOs have toolkits available.	
Develop model building bylaw to enhance energy/green performance beyond BC Building Code	N	X			X	X					X		X				Many local governments have their own additional green building requirements in addition to BC Building Code. Province of BC also has opt-in programs (eg: solar hot water ready).	
Lobby/advocate for new provincial regulations to reduce emissions or prepare for change	N	X		X		X			X			X		X			New advocacy effort. 1.3.	
Stop trucking kitchen scraps out of region	N	X				X				X		X		X			New policy direction. SEE INTEGRATED WASTE MANAGEMENT SECTION. Within 2.1.	
Show how much money the CRD is/can save with GHG reduction activities	N		X			X					X		X		X		New process and tracking required. Within 1.2.	
Continue partnership with agencies (eg Hydro, Fortis)	IP		X		X	X						X		X	X		In place; continue. 1.4.	
Include a carbon budget for each CRD department	N	X	X			X					X		X		X		New process and tracking required. Within 1.2.	
Integrate a climate lens to all waste management processes (liquid and solid)	IP/N	X	X			X				X		X		X			Some work in progress; room for enhanced policies. Within 1.1.	

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POSSIBILITY GENERATED ON MARCH 27, 2015	Status	Mandate				Reality			Urgency			Role		Status			Notes	
	IP/N	SL	SD	AD	EO	Y	M	N	U	VI	I	BD	AD	N	NE	L		
3. Active & Multi-Modal Transportation																		
Establish dedicated lanes for buses so that they are not caught in traffic	N			X	X				X			X						New advocacy effort. Responsibility of Municipalities and/or Ministry of Transportation and Infrastructure. 3.1
Further Investigate Gulf-island ferry transit services & strategy	N	X	X	X	X		X		X			X	X	X				New initiative; service implications. Within 3.3
Advocate for New bike racks on buses with more capacity	N			X	X				X			X		X				New advocacy effort. Currently responsibility of BC Transit - Victoria Regional Transit Commission. Within 3.1
Advocate to Allow bikes to be put on bus downtown zone	N			X	X				X			X		X				New advocacy effort. Currently responsibility of BC Transit - Victoria Regional Transit Commission Within 3.1
Advocate to enhance Marketing strategies & promotions for transit	N			X	X				X			X		X				New advocacy effort. Currently responsibility of BC Transit - Victoria Regional Transit Commission Within 3.1
Ensure adequate transit infrastructure in rural areas (e.g. lights at bus stops)	N			X	X				X			X		X				New advocacy effort. Currently responsibility of BC Transit - Victoria Regional Transit Commission Within 3.1
Sort out regional transportation service, including authority	IP	X	X		X			X				X	X	X				Service Feasibility study completed. Within 3.2
Continue support for electric vehicles & other technologies	IP			X	X	X			X				X	X				Province of BC has continued incentive program for vehicles and charging stations. SEE CLIMATE CHANGE SECTION. Within 1.4
Support active and safe routes for school programs	N	X			X	X		X				X	X	X				New initiative requires resources. Within 3.3
Develop clear land use patterns that enable effective transportation	IP	X			X	X		X				X		X				Policies in Regional Sustainability Strategy. Within 10.1 and 10.2
Transportation authority with funding from province																		REPEAT - COMBINE with SERVICE ONE ABOVE

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POSSIBILITY	Status	Mandate				Reality			Urgency			Role		Status			Notes
	IP/N	SL	SD	AD	EO	Y	M	N	U	VI	I	BD	AD	N	NE	L	
6. First Nations																	
Develop a realistic, customized decision making framework that includes first nations	IP	x				x				x		x	x	x			SEE GOVERNANCE SECTION Within G4
Investigate best practices across Canada (e.g. Saskatchewan)	IP		x			x				x			x	x			In progress.
Deliver new services to respond to different First Nations' needs	IP		X			X				X			X				In progress; service discussions ongoing.
Amend governance protocols to encourage healthy relationships (e.g. speaking time limits)	IP	x					x			x		x			x		Some changes made to Procedures Bylaw. Further recommendations may be identified through Task Force engagement. SEE GOVERNANCE SECTION Within G4.
Investigate ways to support First Nations economic development	N	x						x		x		X			X		New policy. Economic Development is a priority for First Nations, however, this is typically in the domain of the Federal or Provincial governments. FN3.
Host a community to community forum	N		x			x					x	x			x		SEE GOVERNANCE SECTION G5.
Use/honor traditional names of places (e.g. similar to way that sea to sky does with Squamish First Nations)	N		x	x	x		x				x	x	x			x	New approach. As relationships and trust builds, and knowledge is shared, there will be an opportunity to explore this. SEE GOVERNANCE SECTION Within G4.
Respect/relationship, governance, services																	Encompassed in Desired Outcome and CRD Role.
Deliver CRD director "training" regarding tradition/culture/history and approaches	N		x			x				x		x		x			FN1
Explore feasibility of establishing a First Nations hunting protocol in CRD lands	N		x				x		x			x		x			This issue is an identified priority for Douglas and modern treaty nations. The latter have brought this issue up as part of the Local Gov't Chapter as there is little Crown land to address the Province's obligation to make provision to hunt. FN2.

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POSSIBILITY	Status	Mandate			Reality			Urgency			Role		Status			Notes	
	IP/N	SL	SD	AD	EO	Y	M	N	U	VI	I	BD	AD	N	NE		L
7. Governance																	
Determine CRD role in amalgamation conversations	N	X				X					X	X		X			Board did not consider a Notice of Motion in 2014 to request munis to put a question on the ballot as felt it was not within regional jurisdiction. 7.1.
Establish regional framework for sustainability and governance model to complement it	N	X	X			X				X	X			X			7.2
Establish policies and procedures that allow directors to fully educated/informed	IP	X				X				X	X			X			Board orientation sessions held following elections. Committee orientation sessions held at first meeting. Within 7.2.
Board self-evaluation process	N	X				X				X	X			X			7.3
Provide role clarity for directors vs administration	N	X				X				X	X			X			Within 7.2.
Continue to consider and recognize the communities within the three electoral areas - CRD is their local government authority	IP	X	X		X	X				X	X			X			Within Role of CRD.
Collaborate with partners and bodies (e.g. islands trust)	IP	X				X				X	X			X			Within 7.2.
Increase First Nations/youth/minority voices on the Board	IP/N	X	X			X				X	X			X			Special Task Force on FN Engagement established to determine how FN wish to participate in governance.7.4.
Increase accommodation for delegations to address the board (still reasonable limitations)	IP	X				X					X	X				X	Continual review of meeting procedures. Recent changes made to bylaw to designate FN and government officials as presenters. Within 7.5.
Review effectiveness of Forum of Councils	N	X				X					X	X				X	Within 7.2 and 7.5.
Formalize communication protocols between directors/administration/staff	N	X				X				X	X					X	Within 7.2.
Foster and support dialogue on sub-regional issues	IP	X	X			X				X	X					X	7.5.
Develop forums to engage the public	IP	X	X		X	X				X			X		X		Delegations permitted at Board/committee meetings. Additional software modules through Granicus that make it easier for public to provide comment. Within 7.5.

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POSSIBILITY FROM MARCH 27 WORKSHOP	Status	Mandate				Reality			Urgency			Role		Status			Notes/Reference
	IP/N	SL	SD	AD	EO	Y	M	N	U	VI	I	BD	AD	N	NE	L	
8. Public Communications																	
Share stories of collaboration and accomplishments	IP/N	X	X			Y					X	X	X	X			8.1
Create mechanisms for the public to bring issues/opportunities for CRD	N	X	X				X				X	X	X		X		Within 8.2
Create regular 2-way opportunities	N	X	X				X				X	X	X		X		8.2
Use CRD facilities whenever possible	IP	X				X					X		X				
Determine appropriate metrics to use/measure effectiveness of communications	IP		X			X				X			X	X			Within 8.3
Use innovative technologies to reach “the majority population” when consulting and engaging on big projects	IP/N	X	X				X			X			X		X		Within 8.2 - Budget implications
Set engagement targets for CRD major projects; Report out on accomplishments	N	X	X				X			X			X		X		8.3
Develop a “CRD night” - opportunity to highlight CRD services and regional issues in each community.	N	X	X				X				X				X		Within 8.2
Go to where the people are and share the CRD activities on a regular basis	IP		X			X							X	X	X		Within 8.2
When major decisions are made (e.g. bylaws) the CRD needs to communicate what is happening and who is responsible to implement	IP	X	X			X			X				X	X	X		8.4
Change meeting dates/times to attract more participation (look at how grassroots organizations are doing it)	N	X	X				X				X	X			X		Within 8.2 and 8.4
Ensure that data and information is connected to decision making (timing needs to be coordinated so that Directors receive data at the time that they make a decision)	IP	X	X			X				X			X	X			In progress; continue.

CRD

STRATEGIC POSSIBILITIES TO PRIORITIES (Now) & DIRECTIONS (Next & Later)

Codes: STATUS: N=New; IP=In-progress; CRD MANDATE: AD=Advocacy; SD=Service Delivery; EO=Enable Others; SL=Strategic Leadership
REALITY: Y= Yes; M = Maybe; N= No;; **URGENCY:** U=Urgent; VI=Very Important; & I=Important; **ROLE:** B=Board; AD=Administration; **STATUS:** N=Now; NE=Next & L= Later

POSSIBILITY	Status	Mandate					Reality			Urgency			Role			Status	Notes
	IP/N	SL	SD	AD	EO	Y	M	N	U	VI	I	BD	AD	N	NE	L	
9. Housing																	
Review infrastructure deficit in existing CRD housing developments	IP		X			X			X			X	X	X			Capital Region Housing Corporation Long Term Financial & Asset Management Plan. 9.1
Deploy broad strategies to increase affordability overall (eg: transportation)	N	X	X	X	X	X			X			X	X	X			Encompassed in Role of CRD.
Leverage CRD equity to develop creative solutions to new housing developments	N	X					X		X				X		X		9.2
Increase the size of the regional trust fund and expand contributors (encourage all municipalities, electoral areas and First Nations to participate)	N	X	X		X	X			X			X		X			9.3
Focus on re-development targets and strategies connected to long range plans	N	X	X			X			X			X					Municipal authority at local level. Regional targets included in RSS.
Enable non-profit, private sector and other government agencies (eg: Islands Trust) to contribute to housing goals	IP		X			X			X			X	X	X			9.2
CRD to act as the over-arching coordinating body	N	X				X					X	X				X	9.6
Consider the cumulative impact of various regulations/bylaws on affordability	N	X	X		X	X		X			X		X				Within 9.3
Develop two-way engagement with property owners and managers to develop solutions	IP																SEE PUBLIC COMMUNICATIONS. Within 8.2
Create regional definition of "affordable" and "attainable"	N	X				X			X			X					9.5
Support Electoral Area-specific strategies to create/protect affordable housing	IP	X			X	X		X					X				Within 9.4
Encourage developers and municipalities to de-couple parking from unit costs in new developments	N			X	X	X					X		X				Within 9.4
Establish targets for new developments re: minimum affordability units	N	X				X			X			X					Housing targets linked to current gap analysis.
Develop a tool-kit of creative solutions for affordable housing based on local, national and international best practices	N	X			X	X			X				X				

STRATEGIC POSSIBILITIES TO PRIORITIES (Now) & DIRECTIONS (Next & Later)

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POSSIBILITY	Status	Mandate				Reality			Urgency			Role		Status			Notes
	IP/N	SL	SD	AD	EO	Y	M	N	U	VI	I	BD	AD	N	NE	L	
12. Biodiversity & Ecological Health																	
Showcase best practices for managing invasive species on CRD Lands	N		X			X				X		X	X		X		12.1.
Implement RSS to protect biodiversity through urban containment																	SEE REGIONAL LAND USE TOPIC. Within 10.1 and 10.2
Develop a Mayne Island Deer Management Strategy	N	X				X				X	X		X				Requires new service. Within 12.2.
Complete the Sea to Sea Park Project	IP		X			X			X		X		X				12.3.
Continue to deliver public education programs	IP		X			X				X		X	X				In progress; continue efforts.
Involve and engage youth in CRD parks	IP		X			X			X			X	X				In progress; continue efforts.
Continue to host volunteer opportunities to engage residents in ecosystem protection	IP		X			X			X			X	X				In progress; continue efforts.
Continue to focus on overall ecological health of region – include urban and rural areas alike (eg: Bluewater Project)	IP		X			X			X			X	X				In progress; continue efforts.
Mitigate GHGs by protecting greenspaces and address climate change impacts on ecological services and systems	IP	X				X			X		X			X			No substantial new money in parks acquisition until 2016. 12.4.
Protect sub-alpine ecology in JDF with partners such as Provincial government and First Nations	IP	X			X	X				X	X	X	X		X		No substantial new money in parks acquisition until 2016. Within 12.4.
Undertake an ecological inventory of region for systems at risk	IP		X			X			X			X	X				In progress; continue efforts
Deploy invasive species removal programs (eg: Bullfrog and scotch broom)	N	X				X			X		X		X				Partially within 12.2; new service for invasive vegetation removal beyond CRD owned lands
Advocate to Province and Federal Governments to maintain and fulfill their roles to protect biodiversity	IP			X		X			X		X		X				Renewed advocacy efforts. 12.5
Determine future CRD role in regional wildlife management (fallow deer, bullfrogs, geese, etc)	N	X	X			X			X			X	X				12.2