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**CAPITAL REGIONAL DISTRICT BOARD sitting as
COMMITTEE OF THE WHOLE**
Notice of a Meeting on Wednesday, February 13, 2013 at 12:00 pm
Board Room, 6th Floor, 625 Fisgard Street, Victoria, BC

AGENDA

- 1. APPROVAL OF THE AGENDA**
- 2. PRESENTATIONS/DELEGATIONS**
- 3. FORUM OF COUNCILS ON REGIONAL COOPERATION: SUMMARY OF PARTICIPANT FEEDBACK**
 - 1) *That the summary report of Participant Feedback from the Forum of Councils held November 3, 2012 be received (attached as Appendix A to staff report);*
 - 2) *That staff be directed to undertake the recommendations as outlined in the summary report; and*
 - 3) *That staff be directed to conduct the 2013 Forum of Councils on Regional Transportation and the Regional Sustainability Strategy.*
- 4. NEW BUSINESS**
- 5. ADJOURNMENT**



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**REPORT TO COMMITTEE OF THE WHOLE
MEETING OF WEDNESDAY, FEBRUARY 13, 2013**

SUBJECT FORUM OF COUNCILS ON REGIONAL COOPERATION: SUMMARY OF PARTICIPANT FEEDBACK

ISSUE

To consider the participant feedback from the Forum of Councils held in November 2012, on Regional Cooperation.

BACKGROUND

The Forum of Councils, held on November 3, 2012, focused on the Board's strategic priority Regional Cooperation. The half-day session was attended by 64 participants including locally elected officials, 1 Member of the Legislative Assembly and 3 municipal Chief Administrative Officers.

The session provided a forum for dialogue and idea exchange on how to achieve Regional Cooperation on the Board's 2012-2014 strategic priorities. The forum agenda began with a discussion of how regional cooperation has been both successful and unsuccessful in the past. Participants then chose 4 of 9 facilitated conversations to discuss how Regional Cooperation could advance the Board's strategic priorities and objectives.

The event was well-received, with the main theme heard from participants on what they liked best about the Forum being the opportunity for discussion with colleagues, and circulating to different tables for the opportunity to hear many different points of view.

A report summarizing the key observations from the Forum, summary notes from each table conversation and verbatim comments contributed by participants in workbooks is attached as Appendix A. Based on the key observations, a series of 11 recommendations are brought forward for the Board's consideration, starting on page 4 of the summary report.

ALTERNATIVES

That the Committee of the Whole:

1. (a) receive the summary report of Participant Feedback from the Forum of Councils held November 3, 2012 (attached as Appendix A);
- (b) direct staff to undertake the recommendations as outlined in the summary report; and
- (c) direct staff to conduct the 2013 Forum of Councils on Regional Transportation and the Regional Sustainability Strategy.

2. (a) receive the summary report of Participant Feedback from the Forum of Councils held November 3, 2012 (attached as Appendix A);
- (b) direct staff to undertake recommendations received by the Committee of the Whole meeting of February 13, 2013; and
- (c) direct staff to conduct the next Forum of Councils as directed by the Committee of the Whole.

ECONOMIC IMPLICATIONS

Recommendations brought forward from the Forum of Councils on Regional Cooperation can be undertaken within existing core program budgets; no additional funds are required.

CONCLUSION

The Forum of Councils on Regional Cooperation held in November 2012 resulted in a number of recommendations to support the Board achieving the corporate goals and sub-goals to be accomplished under the Board's strategic Plan.

The next Forum of Councils planned for 2013 will be focused on Regional Transportation and the Regional Sustainability Strategy.

RECOMMENDATION

That the Committee of the Whole:

1. receive the summary report of Participant Feedback from the Forum of Councils held November 3, 2012 (attached as Appendix A);
2. direct staff to undertake the recommendations as outlined in the summary report; and
3. direct staff to conduct the 2013 Forum of Councils on Regional Transportation and the Regional Sustainability Strategy.


Larisa Hutcheson, P.Eng.
General Manager, Environmental Sustainability


Robert Lapham, MCIP
Chief Administrative Officer
Concurrence

LH:cl

Attachment: 1

CRD Strategic Plan 2012-2014 Regional Cooperation

Forum of Councils | November 3, 2012
Summary of Participant Feedback

Introduction

This report provides a summary of the discussion to solicit input on the *Regional Cooperation* Priority, as identified in the Capital Regional District's (CRD) 2012 – 2014 Strategic Plan, at the Forum of Councils on November 3, 2012. Included are discussion points raised during table conversations, feedback collected via participant workbooks, evaluation forms and a plenary discussion.

The half-day session was attended by 64 participants including locally-elected representatives, 1 local Member of the Legislative Assembly and 3 municipal Chief Administrative Officers, as well as the CRD Corporate Leadership Team. The session was facilitated by Tracey Lee Lorenson, Paragon Strategic Services Inc. The session provided a forum for dialogue and idea exchange on how to achieve Regional Cooperation on the Board's 6 strategic priorities. The Forum agenda began with a discussion of how regional cooperation has been both successful and unsuccessful in the past. Participants then chose 4 of 9 facilitated conversations to discuss how Regional Cooperation could advance the Board's strategic priorities and objectives. The input received is intended to provide the framework for future Board discussions on further developing and applying the Board's Corporate Goals.

This report has been made available to all those who were invited to attend the Forum and will be made available for the Board's consideration on February 13, 2013.

For further information about this report, please contact:

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Forum Overview

To set the context of the conversation for the day, participants were provided a brief overview of the Board's 6 strategic priorities for 2012-2014: Regional Cooperation, Regional Transportation and Planning, Regional Housing, Regional Environmental Stewardship, Health Region and Regional Infrastructure. The Board's priorities, linked by Regional Cooperation, shape and guide the CRD's service delivery to the region. The recap to participants summarized the CRD's commitment to pursuing a more sustainable region by taking a long-term view and considering the social, economic and environmental costs and benefits of all its decisions.

Participants at the Forum of Councils chose 4 of 9 subjects to engage in a roundtable discussion. The conversation topics were derived from the essence of the Corporate Goals and sub goals outlined in the *Regional Cooperation* Strategic Priority as they link to each strategic priority. Each subject was facilitated by CRD Corporate Leadership Team members and other senior CRD staff.

Key themes that emerged from each table were reported out to the whole assembly. Participants also had an opportunity to write additional comments in workbooks, which also provided an opportunity to provide feedback on those topics they weren't able to participate in.

The following key observations led to recommendations for the Board coming from the Forum of Councils and leading into future forums for 2013. All comments recorded by facilitators and in the workbooks have been included in this report to provide a transparent recording of comments heard on the day.

Key Observations

Overall, the common threads from the day's feedback supported the Regional Cooperation *Outcome Statement* and touched on each of its defining points.

Regional Cooperation Outcome Statement:

In response to the need for greater confidence in regional governance on matters of regional interest, we will increase our level of effective and transparent regional cooperation. This means:

- *Arriving at a common understanding of, and respect for, unique local and shared regional interests*
- *Increasing the level of engagement with First Nations communities*
- *Principle-based decision making*
- *Better communication and relationships with citizens, other agencies and governments*

- *Enabling mutually beneficial regional outcomes*
- *Achieving greater confidence in regional governance*

Key themes and observations from the day are highlighted within the framework of the outcome statement as follows:

Arriving at a common understanding of, and respect for, unique local and shared regional interests

- Respect and consideration for small, or all, communities within the Federation was raised as needing improvement.
- The importance of a “subregional approach” (i.e., West Shore, Peninsula and Core Area) emerged in several conversations. For example, the Regional District could facilitate subregional discussions or host subregional Forums on matters of regional interest.

Increasing the level of engagement with First Nations communities

- A strong desire was expressed by participants to proactively build and foster relationships with First Nations.

Principle-based decision making

- To improve Regional decision making, the CRD committee structure should be evaluated to achieve better connectivity between issues.
- Many participants thought that a climate lens should also be applied to all Board decisions.
- The concept of “equitable” versus “weighted” voting was raised by a number of participants at the session.

Better communication and relationships with citizens, other agencies and governments

- Lack of communication by the Region was identified as a contributing factor of unsuccessful regional cooperation.
- The concept of public forums/town hall style meetings was raised to provide the public with an opportunity to hear more about Regional District decision making and service delivery.
- The Regional District needs to improve communication on a number of fronts:
 - with municipal councils, particularly those most affected by regional decisions, i.e., the Regional Sustainability Strategy
 - with First Nations, with a strong emphasis on relationship building and communicating early in decision making processes
 - with the public around what the Regional District does and who it serves
 - with MLAs and MPs for a stronger regional voice

Enabling mutually beneficial regional outcomes

- There was a call for regional leadership in several areas including sharing affordable housing models, regional commitment by all municipalities on Regional Housing, and assisting municipalities to respond to the long-term planning residents expect around climate change. Regional leadership was identified as a key element contributing to past successes in regional cooperation.
- Participants see an opportunity for the CRD to work closer with the Vancouver Island Health Authority on several matters. Examples raised include: working on increasing investment in health care facilities based on local needs, obtaining more doctors for the region, improving food security, and creating regional centres that communities feel connected to.
- In regards to the Regional Sustainability Strategy, some thought that a simplified amendment process was necessary.

Achieving greater confidence in regional governance

- The right degree of regional authority balanced against local authority was raised, particularly in regards to transportation and regional planning.
- Orientations for new Boards and Councils was raised as a key initiative to educate decision makers on the role and function of the Regional District.

Conclusions and Recommendations

Connecting the participant feedback received during the table conversations with the data collected via participant workbooks, evaluation forms and the plenary discussion on Regional Cooperation, resulted in the emergence of the common goal of creating better linkages and improved communications between the 13 municipalities, 3 electoral areas, First Nations and residents that comprise the Capital Regional District. Consensus building and relationship building through multijurisdictional and multi-level government public forums was a strong theme woven throughout the gathered feedback.

The CRD's Strategic Plan lays out corporate goals and subgoals to be accomplished in order to achieve the stated outcomes for each priority area. The Forum of Councils on Regional Cooperation was meant to incite focused conversation on "What will it take to achieve these goals?" The following recommendations are put forward for the Board's consideration to advance Regional Cooperation.

1. In partnership with municipalities and electoral areas, host "sub-regional" dialogue opportunities for both elected officials and the community on strategic regional matters. Such opportunities would be in addition to bi-annual region-wide Forum of Councils.

2. Improve communications on CRD Board decisions and service delivery by partnering with municipalities and other agencies on opportunities to increase awareness, inform, educate and obtain feedback from the public.
3. Implement new tools to improve the communication of CRD decisions to municipal councils and the broader community such as a regular Chair's Update, an electronic newsletter highlighting CRD initiatives, progress on goals and information and facts about CRD programs and services.
4. Improve external communications and public engagement opportunities through the launch of the new CRD website, including opportunities to engage through social media, multimedia and interactive tools.
5. Initiate a more proactive approach on the part of the CRD to working with municipalities, including timely council presentations, staff-to-staff discussions and providing information to support Directors in reporting out to their Councils.
6. Initiate a proactive approach by the Board to build and foster relationships with First Nations, building on the outreach meetings between the Board Chair and First Nations held in 2012 initiating the Regional Sustainability Strategy.
7. Establish an effective and coordinated internal strategy at staff level to build relationships and engage with First Nations on service delivery.
8. Develop and apply "Principles of Collaboration" for the Board to assess and address matters of regional interest.
9. Introduce a more effective Committee of the Whole to improve governance by integrating, and preventing overlap, of certain regional functions and activities. This recommendation is underway through a select committee of former Board Chairs tasked with identifying matters of shared regional interest.
10. Provide an orientation on regional districts and CRD services to municipal councils early in each term of office. The orientation would be offered to all elected officials with an intended audience of new councillors and senior municipal staff.
11. Engage with the Board on what priorities should be addressed at future Forum of Councils starting with both Regional Transportation and the Regional Sustainability Strategy in 2013.

Summary Points from Table Conversations

Forum participants chose 4 of 9 table conversations, each facilitated by senior CRD staff. Outlined below are the key themes recorded by facilitators and reported out to the whole assembly at the end of the session.

Table 1: How can the CRD Board strengthen relationships and increase confidence in leadership and decision making?

- Improve communication and consult with communities most affected
- Better communication with the public
- Meaningful consultation at front end with local communities with intent to resolve
- Education – roles, decision making – committees and public
- Board has to respond better to representing ALL of the federation

Table 2: How can the CRD Board develop stronger relationships with First Nations?

- Build trust
- Work with municipalities to build relationships with First Nations to ensure those relationships already established are not fractured
- Meet for the sake of meeting to learn about the First Nation and not only when an issue is to be discussed
- Look to Province to assist with engagement - either through making connections or by providing grant funding (e.g., Community to Community Forum)
- Ensure communication is early and ongoing – how do we facilitate this to ensure it occurs organically versus by invitation only
- Provide cultural sensitivity training for Councils / Board / Staff
- Look at other Regional District models around Board participation
- Creation of CRD First Nations Committee BUT don't overlap with Te'mexw Treaty Advisory Committee (TTAC)

Table 3: How can the CRD Board achieve better understanding of, and confidence in, service delivery?

- Benefits of amalgamation without amalgamation
- "Equal" versus weighted vote
- Facilitate subregional discussions
- Communication from CRD to councils
- Communicate to MLAs/MPs – for a stronger voice
- Shared services – CRD has expertise, different financial models

- Orientation is required for Board and new Councils around what the Regional District does

Table 4: Regional Transportation

- Right degree of regional authority balanced against local
- Determine priorities for whole region – all modes (e.g., Gateways, pedestrians)
- Regional property levies – leveraged
- Common awareness of needs/requirements and consequences – triple bottom line
- Importance of integrating transportation and land use
- Improving transportation impacts on climate change

Table 5: Regional Planning

- Need for flexibility and responsiveness to changing needs and circumstances
- Minor amendment process
- Respect for individual municipality priorities
 - Look for win/win
 - Trade offs
- Better communication Regional Sustainability Strategy (RSS) – before/during and after – direct with councils
- Link to transportation – infrastructure and services – land use and economic development
- RSS to support local efforts in achieving complete communities
- Visionary – long term future oriented

Table 6: Regional Housing

- Engaging communities/funding convert units
- A regional vision and strategy is required
- Awareness of what you do in boundaries affects others
- Shared definition of affordable housing is missing
- Integrating how communities look at land use
- Affordable housing spectrum
- Regional leadership - more sharing of working models
- Increased accommodation for other influences on housing
- Recognize flexibility is required – Regional Growth Strategy (RGS) 10 years old – not flexible enough
- Increased communications

Table 7: Healthy Region

- Discussing about local food
- Prevention – lifestyle, recreation, food
 - Long-term benefits – impact on other services, e.g., pool
- Work with Vancouver Island Health Authority (VIHA) on local processing/production

- Better use of Agricultural Land Reserve (ALR)
- Agricultural plan for region
- Work with municipalities to support local food – chickens, gardens, schools
- Better sharing with community services – can we utilize them – e.g., Forum of service providers
- Look for gaps/overlaps
- Health savings – future benefits – invest now and have future savings
- Improve affordability
- Healthy region lowers costs in the future

Table 8: Regional Infrastructure

- The region needs to have a coordinated approach to emergency response and recovery
- Business continuity needs to be considered during recovery periods
- How are we going to manage the damage
- Increase coordination (plans, response efforts) across the region
- Learn from other events and agencies
- Need a coordinated approach to long-term assets – infrastructure replacements
- Affordability needs to be considered with the infrastructure plans
- Other funding sources need to be considered
- How are costs allocated – equitable (population? assessed value?) funding model for infrastructure
- Buildings/parks as well as pipes are infrastructure that require operation and improvements
- Compensate municipalities that host Regional District buildings/facilities
- Continued funding of water/waste infrastructure is necessary

Table 9: Regional Environmental Stewardship

- Watershed management is a key priority that needs inter-municipal participation
- Climate lens for all board decisions (sustainability)
- CRD committee structure – better connectivity between issues
- Role for the region to support municipalities to respond to the long-term planning residents expect around climate change
- Opportunity for sub-regional initiatives around integrated watershed management – either through CRD or not
- Regional role for: advocacy to higher levels of government around environmental concerns such as movement of contaminated soils, support for regional role in developing model bylaws / approaches that municipalities can choose to adopt or not (responding to sea-level rise) and developing new services – take a look at feasibility fund

Note: Complete notes from table conversation for each subject are presented in Appendix A.

Summary Points from Workbook Notes

Participants at the Forum of Councils were provided workbooks to capture their ideas and feedback on the 9 topics offered at each roundtable discussion. The workbooks were designed as a discussion guide to allow participants the opportunity to offer comment on table topics they did not attend as well as to expand on the conversations they participated in. Prefaced by a section focusing on learning from the past, the structure of the workbooks mirrored each of the table topics with space allotted for other considerations and further comments. Forty of the 64 Forum participants handed in their workbooks for data capture, and feedback collected has been summarized below with main themes highlighted.

Section A | Learning from Our Past

The workbooks first addressed previous successes and challenges relating to Regional Cooperation. Participants were invited to document their opinions within the workbook in order to stimulate further conversation and feedback.

How has Regional Cooperation been successful in the past?

- Bowker Creek
- Business licenses
- Environmental education
- Fireworks bylaw
- Fire dispatch and shared fire services
- Housing Trust Fund
- Landfill and Recycling
- Library
- Panorama Recreation Centre
- Parks
- Regional Water

What were the elements that made success happen?

- Responding to a crisis
- Shared benefits and consequences
- Champions and leadership
- Open dialogue
- Fairness and equitable formulas
- Recognizing and respecting concerns of municipalities

What are some examples of Regional Cooperation that were unsuccessful?

- Arts service
- CREST
- Expansion of water service
- Policing
- Regional Planning/Regional Growth Strategy
- Sewage treatment
- Transportation

What were the contributing factors?

- Lack of clear roles
- CRD's lack of flexibility to respond to emerging issues, i.e., service driven
- Lack of leadership
- Lack of consequences
- Overall dispute resolution process
- Communication
- Funding mechanisms and financial barriers

Section B | Connecting Our Priorities

The next section of the workbook echoed the 9 table conversation topics, and provided an opportunity to allow participants to consider the goals for each priority and think about how to achieve Regional Cooperation and why it is important to that particular table topic. The common thread throughout all 9 table topics is connectivity. Connecting through communication, education, forums and partnerships to create better linkages between the 13 municipalities and 3 electoral areas, thereby promoting and advancing Regional Cooperation is both the overarching challenge and the solution offered by the forum participants.

How can the CRD Board: Strengthen relationships and increase confidence in leadership and decision making?

- Smaller communities need more consideration
- Change voting structure
- Communication in many forms: forums with public, reporting out to councils, MLAs, MPs, Local government involvement in decision making
- Education with councils and residents
- Public forums put on by CRD staff and CRD Board on topical issues and recent decisions
- Youth buy-in is critical

How can the CRD Board: Develop stronger relationships with First Nations?

- Look to Alberni-Clayoquot Regional District model of First Nation Board participation
- Communication with First Nations needs to be improved: open dialogue, local connections, relationship building, phone calls, council to council forums, chief/mayor meetings, share agendas
- Include First Nations representatives as part of the CRD Board
- Sincere invitations to participate in processes, invitations extended early in process
- Establish a First Nations committee with clearly defined scope vis a vis TTAC
- Work together on issues of mutual concern

How can the CRD Board: Achieve better understanding of, and confidence in, service delivery?

- Let residents and elected officials know what the CRD does, make it easy
- Hold more Forums
- Host Town Hall style meetings with the public
- Equitable voting
- Webcast CRD Board meetings
- Need more education about how the CRD operates i.e., CRD 101 hosted by senior directors or CRD staff, orientation packages for new councils

What will it take to get to Regional Cooperation on Regional Transportation?

- A regional plan
- Broad consensus and inter-governmental cooperation
- Divide the CRD into 3 sub-regions: West Shore, Peninsula and Core
- New regional governance model
- Leave governance model as is, Regional Transportation Commission – no!

Why is it important?

- Mitigates climate change impacts
- Meet public needs (not just affluent and elderly)
- Addresses traffic congestion, volume
- Cost-benefit over the long term
- Enhances public health and safety

What will it take to get to Regional Cooperation on Regional Planning?

- Make RGS more democratic
- Simple amendment process
- No more CRD dictation over local land use issues
- Regional efforts to coordinate growth plans
- Regional planning and regional transportation providing the foundation for regional structure and functionality
- Congestion is a result of past poor regional planning

Why is it important?

- Advance goals of regional sustainability
- Curtail sprawl that impacts planning, land use and transportation

What will it take to get to Regional Cooperation on Regional Housing?

- Regional leadership and commitment by all municipalities, shared responsibility
- Showcase innovation
- Address affordable housing vis a vis Regional Growth Strategy
- Tax breaks/density bonuses
- CRD must be more flexible

Why is it important?

- Creates inequality and hardship for certain groups
- Impacts economic development

What will it take to get to Regional Cooperation on Healthy Region?

- Increase support for regional food systems: Better lifestyle + food = better health, better use of agricultural lands, Regional Agricultural Area Plan, pay farmers for use of land
- Work closer with VIHA: food security, community gardens, more doctors, regional centres that communities feel connected to, increased investment in health care facilities based on local needs
- Education: gardening, nutrition
- Broaden participation in the Arts
- Identify “healthy communities” goals/priorities for the region: i.e., friendly communities and 8 determinants of health, what’s needed to support seniors and healthy aging, supportive housing, home support

Why is it important?

- Advances goals of sustainability
- Attracts new migration to the region
- Contributes to overall community well-being
- It is the right thing to do

What will it take to get to Regional Cooperation on Regional Infrastructure?

- There is not enough money to pay for infrastructure deficit, shared planning and equitable funding
- Disaster resiliency and earthquake response
- Include triple bottom line in investment decisions

Why is it important?

- Contributes to community health
- Environmental protection/sustainability
- Fundamental to land use planning and growth

What will it take to get to Regional Cooperation on Environmental Stewardship?

- Embed climate change and sustainability into every CRD decision
- Protection of watersheds
- Need to show cost/benefit for economic development/climate change
- CRD to develop more model bylaws
- Plan for sea-level rise on regional basis

Why is it important?

- Climate change mitigation
- Impacts economic development/investment
- Protection of public health
- Protection of watersheds for fish & wildlife survival
- No further encroachment into rural municipalities with urban sprawl

Note: Complete verbatim comments from all workbooks are presented in Appendix B.

Appendix A

Complete Flipchart Notes for Each of Nine Table Conversations

Table 1: Regional Cooperation: Strengthen relationships and increase confidence in leadership and decision making

- Public use of regional park in Sooke
- Show mutual respect for individual municipalities
- Respect from all members toward each municipality (especially the smaller ones) as concerns and issues are brought forward
- Perception
- Better understanding of CRD structure and legislation
- Improve the communication and consultation with the communities that are most affected at the outset
- Get better communication to the public on what CRD does and how we do it
- Make sure our cost-sharing models are equitable and understandable
- Making quicker decisions and get on with it
- The Board has to be more responsive to changes in the community values
- Do meaningful consultation at the front end that responds to the issues of the community with the intent to resolve the issue
- Filter all decisions through the triple bottom line
- Respond to the imbalance of the weighted vote system by giving more votes to communities that are directly affected
- Improve understanding of Board decision making
- Education, education, education on roles, decision making process and legislation
- Educating (politicians and public) on the role of the CRD over and above governing legislation, meaning the structure and decision-making processes in doing business
- Sub regional tables to help understanding
- The Board has to respond better to representing all of the “federation”
- Need better understanding at the Board level of local community concerns before a decision is made
- We have to work to a win-win compromise on more issues
- Communication and understanding of CRD issues is critical – re-institute the regular newsletter
- Retain the true value of the regional perspective on critical issues

Table 2: Regional Cooperation: Develop stronger relationships with First Nations

- We invite FN to the table – they don't come – why?
- Way we invite?
- Think we don't care?
- FN have difficulty addressing their own needs – can't take on regional issues
- We don't deal with socio-economic issues
- Alberni-Clayoquot FN sit at regional table – what is the model?
- Feds & province should tell FN to engage with us in a way that culturally resonates with them – failing to engage FN
- Provincial funding for Council to Council Forum – varying degrees of success
- MOUs for fire departments, road repair
- Look at Alberni-Clayoquot model
- Have elected rep from each area – Peninsula, Core, etc. formally at CRD table
- Each municipality to send agenda and minutes to FN
- Develop personal relationships
- Participate/presence in various FN ceremonies not just formal ceremonies
- Respectful thing to do
- Early and ongoing communication – build trust
- Because we share the same region
- Recognize the values we share and the differences
- Build understanding
- Is current CRD consultation really engagement?
- Encourage dialogues that share meaning and understanding
- Recognize FN is a part of all that we do and include in ceremonies – blessing
- Need serious discussion on financial side – how will fund sewer & water?
- Need to get FN to table to have discussions & develop common understanding
- Lack of understanding re differences show we can all work together
- Once build understanding & trust groups can come to table to discuss regional issues
- Cultural sensitivity training for elected officials and staff
- Invest time in relationship – meet for coffee not just when there is an issue
- Be patient – relationships will take time to develop
- Send elected official to meetings – shows respect
- Create FN relations committee – not overlap with TTAC
- Hold dinners/meetings 2 x / year
- More accepting/understanding of FN culture
- Find creative solutions to facilitate meetings
- Participate in FN events/ceremonies to develop relationships
- Leader to leader – Chief & Mayor

- Younger FN members taking on leadership roles
- Acknowledge history
- We should have this conversation with FN
- Invite FN to table first – how would they like to see a FN Relations Committee?
- C2C Forum – provincial funding – discuss issues that are non-treaty
- Understand each other’s challenges
- How do we engage without interfering with treaty negotiations
- CRD FN Relations Committee – help administer various agreements in place
- Coordination of servicing agreements – sharing of best practices
- Acknowledge the FN as partners
- Relationship sharing and building
- Engage – invite them to dinner
- FN does not trust government – show process to earn their trust
- Constant change in leadership – FN every 2 years, L.G every 3 years
- Government to “walk the talk”
- FNs don’t always engage amongst each other
- Keep asking/inviting – make a phone call
- Look at Alberni-Clayoquot example – FN sit at table
- Kitimat-Stikine Rd – Nisga’a @ table
- Municipalities have a role first before FN to establish relationships
- Work with municipalities to develop relationships so do not fracture relationship municipality has with FN – RDs to encourage & support municipalities
- Get municipalities on board & develop plan about how to engage with FN
- Find out what FN concerns are or what they think focus of CRD FN relations committee should be
- Build relationships without anything at stake or on the table
- Meet for the sake of meeting to build relationship
- Invite them to observe so they can see how we work

What Worked?

- Regional Growth Strategy – prevented development around golf course - Langford
- Urban containment boundary
- RGS – worked – both challenges were upheld
- Regional Parks – funding has been non-controversial
- Municipalities gave up are of self-interest
- Water
- SW – Hartland
- Crest – Hazmat
 - Emergency Response
- Strength of TTAC – equal into we all pay into

- Will get rid of \$ put towards consultant

Challenges

- Arts
- Ongoing efforts needed to consult with FN
 - because of competing interests
- Need more discussions around a regional talk re: FN
- Transportation – no one willing to pay into LRT
- ICF funding request – how does it work with other regional districts
- Communication
- Emotional issues – library
- Shared benefits & consequences

Table 3: Regional Cooperation: Achieve better understanding of, and confidence in, service delivery

- Benefits of amalgamation without amalgamation
- Some sub regional engagement before CRD decisions?
- Bundling of interests
- Dispute resolution
- Equal voting on some issues
- Not clear understanding of CRD Board role/role explaining to public
- Report out to councils on CRD decisions
- Key CRD decisions to councils
- Newsletter topics discussions/to councils to assist mayors
- Shared needs to MLAs and MPs
- Common understanding of common needs
- Capture successful initiatives learn from them check with residents
- Good neighbour protect build on that
- Shared service models keeper
- Communicate to business entities
- West Shore
- New board orientation mentoring
- Budget list of shared services
- Extension view of CRD
- Public helps shared successes
- CRD to councils
- Smaller community does the model work funding governance
- Different service level models

Table 4: Regional Transportation

- RHTF leverage 15:1
- Expansion showed increased buy-in – coop.
- Water supply coop funding of infrastructure
- Parks
- Blue box
- Landfill
- Library
- Rec centres
- Leverage
- Infrastructure
 - Not working
 - Need to see priorities addressed
 - Policing – crime impacts whole region
- Direct elect
- Transit
- Regional planning
- Deer control
- Emergency preparedness
- Understand what people want / better feedback real info
- Improved governance structure – confidence
- Common agreed on regional priorities
- Talk about all elements
 - pooled funding process to agree on priorities to fund
- Agreed to regional goals
- Stronger connection to land use and where people need to go
- Way to identify regional priorities
 - Big picture
- Right and total representation
- Way to test land use decisions against transportation impacts/requirements
- Open meeting to set key goals and objectives
- Community to community
- Mandate authority and get on with it
- Explore commission models
 - Start with what you can do well
 - Find a way for everyone to take ownership
- Funding and priority setting
- Tax to positive outcomes carbon, etc.

- Integrate transit & transportation all models
- Identify shared benefits, consequences
- Too focused on one issue – communicate all priorities need to be addressed
- Ways to allocate resource to address different needs
- Address governance issue
- Triple bottom line - lens
- Start with low hang fruit
- Ensure local priorities / interests are recognized
- Equity
- Give weight to all modes
- Need to consider future land use, demographics
- Common awareness of need and requirements
- Hierarchy of investment
- Better communication
- Ease of use
- Determine right degree of regional authority
- Funding levers
- Single biggest way to affect climate action
- Consider other transportation interests - airport – gateways
- Triple bottom line
- Benefits

Table 5: Regional Planning

- Flexibility – particularly for smaller municipalities
- Win-win proposition – don't bring down the hammer of regional policy
- Plans need to change with the times
- Consensus is needed
- Better communication on RP – what it takes to change the RGS/RSS – not commonly understood
- Too much flexibility – resulted in loss of agricultural land
- Use minor amendment process
- Bigger issues stem from underlying economic tensions between municipalities with and without growth opportunities
- RGS/RSS is a higher vision that municipalities sign on to – trade-offs result
- Root cause – mistrust that RGS respects individual municipalities – resulting from lack of communication
- RSS protects against “flavour of the day plans” by newly elected Councils – RSS not a 3 year plan
- RSS – focus on mutual respect and win-win – recognizing that sometimes a municipality may win less

- RSS – think long-term
- Really focus on ongoing communication and engagement on RSS post adoption
- Build in flexibility through minor amendment process
- Very consultative, nimble – large focal point for municipalities to agree on in advance
- Very important to coordinate transit & land use
- RSS process needs to consider full cost accounting to realize real costs of development
- Considerations (\$) of equity in preserving agricultural land relative to development – underlying taxation issue
- Increase densification in appropriate areas (i.e., laneway housing)
- Need policies to maximize agricultural land use potential for production
- Be respectful of individual municipal land use decisions
- Land swapping in ALR – needs to be in RGS review
- Strive to support local policies for complete communities
- Inter-municipal cooperation on infrastructure (i.e., McKenzie interchange, E&N Rail potential)
- Identify Regional Transit corridors
- Improved transit services would better protect farming/rural lands – all modes
- Better agreement on transit priorities will help with land use planning
- More inter-municipal planning projects across mutual boundaries (e.g., Victoria and Saanich)
- Provide context of regional planning issues – develop common understanding
- Controversy – different growth aspirations between Core and West Shore communities as well as ‘no growth areas’ need to be respected
- Compensation (tax base) for municipalities with good farm land to preserve it, but not at expense of affordable public services
- Question of settlement boundaries – where to put growth
- How to facilitate conversations between municipalities with different expectations? Why would municipalities without taxation or service issues want to take on municipalities with those issues?
- Need flexibility to change direction over time
- Enforceability on key policies (i.e., preservation of agricultural land)
- Fill loopholes in RGS
- Use minor amendment process for some elements of RSS
- “Compensation” also applies to other services and issues – FNs
- Amalgamation may be the solution to broader taxation/fees revenue vs. cost of public services (i.e., policing, sewage) (e.g., 13 municipalities to 3 municipalities)
- RSS has to be more flexible to changing conditions (i.e., minor amendment process)
- Lack of local primary industry opportunities – forest land turned into park, need more employment opportunities
- Address affordability – need to update and expand RHAS

- Planning needs to be better coordinated (i.e., Blue Bridge & Craigflower Bridge not shut down at the same time)
- Difficult issues – where growth should occur – “winning” municipalities need to tax share with municipalities with less opportunity
- Province needs to pony up on transit solutions
- ALR land & farmland taxation credits – underlying tax issue

Regional Planning - Successes

- Parks, Galloping Goose Trail, Rail Trail and West Songhees
- Cooperation on business licensing – helps with economic development
- Crest
- Harbours and Waterways Initiatives (i.e., clean-up of Gorge)
- Emergency response (e.g., fire response – inter-municipal policing)

Regional Planning – Unsuccessful

- Sewage treatment – why? Communication
- Transportation – why? Competing modal priorities
- Dispute resolution in Regional Planning – why? Doesn’t respect municipal autonomy
- Overall dispute resolution – funding mechanism should recognize level of use
- Regional Arts strategy – lacks full membership

Table 6: Regional Housing

- Issue: RGS not “applicable” in the way it was understood 10 years ago
- North Saanich as an example
 - Industrial base – need housing for workforce
 - Look beyond existing RGS?
 - Comparatively + cost to Langford
 - How does this relate back to Planning?

Differences:

- Victoria – lost industry so different definition of affordable housing than North Saanich
- Sooke – should be based on senior needs?
- West Shore – 75% home ownership vs. 25% Victoria – also affects definition... maybe we need to better define the spectrum... how can the municipalities work together to address their individual options and limitations?

Important:

- Who can afford to buy where we are?
- Key to economic growth
- Social balance
- Local politicians – need to better know your public
- Challenge – Senior electives, closed approach

- Awareness of what you do in your boundaries – affects others
- Limited by transportation as well
- Disproportionate land
- ALR works some places, not others
- Flexibility
- Be reasonable
- OCPs need to reflect community
- Build awareness
- Sooke – community growth areas – other lands – ALR, parks, etc.
- We have RHTF – very successful
- All municipalities & EAs: need Colwood & Langford need to join – leverage 15 to 1
- Each municipality has a “housing” duty
- Need to “integrate” the communities around housing
 - i.e., traits of land balance/in balance – different way of addressing
 - H – i.e., use existing facilities in a new way
- Integrate housing/normalize housing – complete communities
- Land values driving development now – need creative ways & integrate with major transit corridors
- Show/demonstrate leadership in NIMBY situations: political will around difficult decision for greater good
- Openness to change in acceptable housing
- Governance – can we change capital gains structure? (at provincial level?)
- Need to disperse the solution, may end up with dense area
- Rural/urban cooperation between municipalities (i.e., Sidney & North Saanich)
- Recognizing different levels of affordable housing
- Set up “Regional Vision” for affordable housing
- Increase defining spectrum i.e., workforce housing vs. affordable housing
- Down-zoning?
- Other influences on housing issue – wages, accessibility, transit, work/life balance
- Municipality to municipality discussions? – proximity
- How do municipalities deal with being “built out”?
 - Smaller units/density within downtown (Sidney)?
 - Amending OCP
 - Zone-up
 - Identify density provisions for developers (i.e., attainable housing, workforce housing)
 - Rental/apts?
- Housing Trust

- Align transit
- Affordable housing is it a “dirty” word – prefer to give \$ than inclusion
- Regional Opportunity – start of term “dog & pony” – this term we need xx units – how many will your municipality contribute?
- Define affordable
- Provide regional? tax credit to developers or “bonus” for inclusion
- Rental up – low income – workforce – attainable
- Regional strategy on rentals
- Amend “density” as it relates to rentals – multi-family secondary suites
- Market rentable housing
- Inform, communicate – how do we get the word out there?
- Models: CRD sharing what’s being done; centralized information medium (i.e., fee simple housing)
- Expand HTF concept = more horsepower
- Residents want it the way it is – ongoing reality – where do you want to go! Communicate that.

Table 7: Healthy Region

What has worked:

- Parks
 - Common desire
 - Referendums
 - Non political
- Animal Control (dogs/cats)
 - o Negotiated contract
- GV Public Library
- Emergency Mutual Aid
- Water Supply
- Common Need
- OCP Collaboration
- Different outcomes
- Shared process
- Shared benefits and consequences works best
- E.g., West Shore Parks & Recreation
- Key to success – being heard
- Shared expertise
- Group problem solving
- Recognition of individuals & recognizing common purpose

What hasn't worked:

- No revision as time passed
 - CREST ?
- Lack of recognition for hosting municipalities/Electoral areas – e.g., \$\$
- Policing – regional
- Firefighting consolidation (volunteers and employees)
- Kitchen scraps should be regional
- Healthy Region
- Not well understood
- Age friendly #1
- Ageing communities
 - Less volunteers (fire depts.)
 - No \$ for beds, need more home support
- Our geography is good

Food

- Island - increased freight - increased cost \$\$
- Healthy eating more difficult for singles
- More community support for connectedness
- Need to keep young people here
- The more healthy living equals less \$, less medical problems with age
- Use ALR land more efficiently - connect people
- More recreation for mobility challenged people
- Promote local food
- Poverty – Families
- Local incentive to distribute doctors around & attract more doctors
 - Other medical proactive
- Less flowers, more vegetables
- Remember green space
- Broader participation in Arts
- CRD to help municipalities come up with business case for improved communities
- Improve shared cost & benefit for hospital
- School veggie gardens/programs, community gardens
- More biking/hiking trails to services
- CRD to identify gaps in care for doctors and other medical professions
- Rehab facilities – drugs & brain injury, alcohol, mental health
- Agricultural area plan for CRD (like Parks)
- Regional information on agriculture
- Food processing – more local

- Lobby Province on processing
- Expand Arts & Culture definition to include culture diversity
- Improved communication on CRD roles & services
- Map of community resources
- Support libraries – leverage re: health, literacy, etc.
- Community social planning council
- Is there opportunity to connect?
- Forum of major community service providers – held by the CRD? Rationalize
- Improve service distribution
- Preventative health reduces medical, crime, etc., - recognize this
- See Ontario Local Food Act for suggestions for improvement to support local

Table 8: Regional Infrastructure

- Affordability – financial resources required for sustainability
 - Addressing accumulating debt while addressing infrastructure deficit
- Weighting influences costs as well as assessed values for taxation
- Capital costs vs. operating costs, i.e., new infrastructure requires operation dollars
- Equity of shared responsibility (buildings and facilities)
 - i.e., municipal/CRD building infrastructure located across all municipalities
 - i.e., tax exemption or compensation for “hosting”
 - university
 - hospitals
 - landfill
- Emergency preparedness
 - CREST
 - acceptable funding method
 - agreed benefit
 - EOC – Regional role
 - Emergency Prep plan/recovery, business continuation
 - Stronger understanding of needs for resources (labour/materials/equipment) during infrastructure emergencies and how each municipality can contribute
 - Use of social media to advise of emergency events
 - Utilize licensed radio for communication during emergency events across municipalities and CRD
 - Communication/education will be necessary for a successful program
- Infrastructure funding:
 - Alternative revenue sources from senior government or within utility
- Challenge to meet senior government regulations - costs to do so as regulations change (water and wastewater)

- Right to access water – planning documents should not be a limitation
 - Use regional context statement to provide direction
- Disasters – oil spill response/clean-up efforts/responsibility
 - Regional coordination – disaster response/recovery
- Infrastructure deficits need to be addressed
- Funding commitments from Senior Government to address affordability issues with infrastructure replacement
- What is regional infrastructure (i.e., should bridges/arterial roads be considered regional)
- Emergency Preparedness Planning – recovery phase planning required
- Continued investment required and revenue to support infrastructure replacement programs
- Infrastructure deficit –
 - Affordability needs to be considered
 - Capital & operating funding
 - Sr. Gov't assistance required

Table 9: Environmental Stewardship

Has climate change made its way into decision making? – not yet

What has fallen off?

- Economy is the focus
- Perhaps not an acute need

How do we think about climate change from an economic perspective?

- Climate filter on all planning / decision making
- Climate change/ action implications for Board decisions
 - i.e., Harbour Authority decision making process
- CRD silos at Committee level (cross-over of issues)

Retention of forested lands?

- Rural municipalities/policies around potable water/protection of watershed
- Provincial regulations inadequate for inter-municipal watersheds
- Bowker Creek model proactive approach
- Water crosses municipal authority
- Marine – unclear jurisdiction (weak municipal tools)
- Derelict boats
- Coming together at municipal level to advocate higher levels of government (i.e., contaminated soils dumping)
- Climate (sustainability) lens for all Board decisions - strengthen
- Triple Bottom Line approach
- Sustainability checklist

- CRD needs an over-riding goal to incorporate climate change (sustainability) into decision making
- Climate Change is a regional issue (individual approach to climate action charter inappropriate)
- Hierarchy of issues to impact decision making
- Lateral connections
- Full financial implications
 - Example: offset/balancing projects regionally

Place for provincial legislation to standardize

Model bylaws generated at regional district

Flexibility at the CRD

- Transition funding
- More use of our feasibility

Look to municipal leaders in CRD

Proactive action of sea-level rise

Climate change considerations in Board decisions

- Stronger triple bottom line

Sub-regional initiatives can be delivered differently

- By service
- Direct agreement with CRD
- Coordination with CRD

Smaller municipalities may not have capacity for staff expertise (watershed management)

Comparative analysis of municipal emissions

Not enough horsepower info sharing/learning from each other

Economic impacts around climate change both short term/long term

Issue of sea level rise

Appendix B

Complete verbatim workbook notes

Section A | Learning from our Past

How has Regional Cooperation been successful in the past?

- 911 became win/win - timing was ideal - everyone looks like a winner (political win), nothing but coordination, reality of impacts
- Administrative overview - possible auth(?) this level of cooperative endeavors re: gas money(?)
- Bowker Creek (3 references)
- Business licenses (9 references)
- Cannot say Parks totally - but better with inclusion of Rail Trail
- CAO/Mayor combo
- Capital Regional Housing Trust Fund
- Central contracting no repercussions no enforcement
- Colwood & View Royal - Fire department resources
- Common ground - unified approach - Housing strategies, Recreation, Parks
- CRD Animal Control - response to issues i.e., Contract explanation
- CRD is both governance, service
- CRD parks by assessment
- CRD Water
- CREST
- Didn't work - Arts Committee ("showcase leveraging" 2 types of funding formulas, some municipalities \$25.00 a household, small municipalities not paying as much but still get to vote on the budget 100%), CREST (fraught with issues - our alternate cannot vote), Sewage Treatment Plant, CRD Boards not upholding the RGS, invasive species control
- Education & communication
- Env Education - passionate champions at all environment to listen (?) notice of staff
- Environment
- Fireworks bylaw (4 references)
- From a management perspective
- Garbage & recycling
- Gorge Waterway Initiative
- Growth process of "team" strong, norm...
- Hartland Landfill (5 references)

- Has to be fiscally responsible
- Highlands councillor
- History of mutual aid agreement - particularly protective services - maybe more effective @ local level
- Housing Trust (7 references)
- In some cases, CRD has helped by bringing resources to the table - sometimes financial, sometimes involving coordination and facilitation. This has been a huge benefit to community "grass roots" volunteers who otherwise tend to wear down over time
- Intermunicipal Emergency Response
- Issues have to grow and mature
- It has not (been successful), everyone wants just for themselves
- Joint purchasing
- Langford - looked at it from a business perspective
- Libraries (5 references)
- Meeting point of tone down/driven up
- MFA (cheap money!)
- Millstream dumpsite cleanup
- Pan. Rec Commission (3 references)
- Panorama Rec Center
- Parks (10 references) including acquisition fund, trails
- Purchase of watershed lands
- Recycling (3 references)
- Regional growth successful (80% successful - Daly)
- Regional Water
- Respond to acute needs when the why is a compelling example (2 references)
- RGS review - shoddy
- Shared fire dispatch (5 references)
- Solid Waste - fiscal service
- Sustainability initiatives
- There has to be a crisis
- Transit - fiscal, good business case
- Transportation (2 references)
- Unified treatment plant
- Urgency - devises things for a world emergency
- Usually, there have been champions who felt very passionate about the issue (both staff and elected officials and in the community - grass roots). Through their passion and hard work, they have brought the issue to the fore and have successively brought others along.
- Waste Water Plant - Sidney & North Saanich

- Water (8 references)
- water supply Saanich Peninsula no weighted vote
- We had to fight for years to get a new water line. Water services
- We need to log the known catchment area of water board to help with the cost of infrastructure cost
- Where home is (?) a strong financial driver
- With CRD water taking DCC from builders it has doubled cost on housing for water
- WSPR

What were the elements that made success happen?

- Bylaws for servicing need to "be fair"
- Champions & leadership
- Clear financial drivers
- Clear roles
- Cooperation
- CRD can only respond by service
- Emergency
- Emerging issues; such as shortage of water
- Formula is equitable
- Hearing concerns of members and identify solutions - respect for need to maintain mutual benefits
- Lack of clear goals/roles
- Leaders/staff decision/vision
- Lock in's & can't get out
- Not taken over by province
- Open dialogue
- Partnerships
- Passion
- Resources
- Respect for municipalities
- Respond to acute needs
- Shared benefits & consequences (3 references)
- Shared expertise helps

What are some examples of Regional Cooperation that were unsuccessful?

- Arts (3 references)
- At Regional table we still represent our communities - they are who we are responsible to.
- Bailed Victoria out & now not good enough

- CRD (non-elected officials)
- CRD Board not upholding the RGS e.g., Highlands urban containment & servicing boundary adjustment by provincial arbitration. This was politically motivated & thanks to a past CRD Board made up of politicians the future land use, resource use & existing residents have to bear the consequences of the CRD Board not upholding the RGS. Shame on all of those who voted in favour!
- CRD program funding - requisitions to municipalities. Funding formulas e.g., opting out "not really" a future possibility
- CREST (6 references)
- Decision makers don't listen to experts
- Deer - whether that would work
- Director at table - disconnect as council in municipality
- Dispute resolution in Regional Planning (Why? - Doesn't respect municipal autonomy)
- Don't have to reinvent the wheel
- Economic development
- Expanding water services
- Expansion of water throughout our regional growth area
- Financial drivers acute numbers
- For the Sooke region, parkland is a challenge. Access to all our parks to all citizens (i.e., Service roads to lakes)
- Have to fight for money to repair our roads after CRD water digs the road up to repair or upgrade water lines (nothing to do with)
- How do we create the "trust" that is absent? - win/win needed
- In the case of RGS/RSS and regional planning there has been a lack of buy-in to the concept that we need to establish a regional skeleton or framework for regional land use & transportation. Within the framework municipalities should be free to "put flesh on the bones" until a consensus on this "division of powers" problems will continue to arise.
- In the case of transportation, the lack of any sort of appropriate governance structure and commitment to a regional approach.
- Infrastructure
- Kitchen waste
- Lack of clear roles
- Land use
- Move forward cooperatively
- Municipalities with small populations can still have residents (usually newer home owners) whose property values drive up a municipalities requisition amount from the CRD, however a fair number of a municipalities property owners may not be in that higher value BC property assessment
- Need weighted consideration for housing of service
- Newbie 101 - bring new councillors up to speed re: CRD

- No respect for individual uniqueness
- Parks in Sooke's view - restricted access - Sooke used our back yard is controlled by Greater Victoria
- Perfect for each individual municipality needs to be paramount to have a Regional Service succeed
- Planning (RSS)
- Policing (2 references)
- Power struggle at local level can hurt us regionally agendas/motivations = right people at the table
- Present growth strategy does not work for North Saanich, Central Saanich because we are locked in the past and cannot react to present needs without a fight at the regional level
- Process for change of RGS - flawed - I say it's not sufficient strong or clear that is the reason
- Recreation Centers
- Regional growth strategy (9 references)
- Regional transportation - planning (hopefully current efforts may change this)
- Respect interests
- Sewage (5 references)
- Some smaller municipalities do not want to be put in a position of "having to" raise taxes every year due to agencies such as the CRD
- Sooke Parks do not allow access to all people young & old
- The Core Area Liquid Waste project has been largely planned in isolation from the RGS and other regional planning and goals. This, in spite of the fact that is a huge budget item that will affect the ability of the region to respond to a large number of arguably more important issues
- The Provincial ALR Board does not provide the service that was intended; therefore inequitable formulas, as they can be unfair for smaller municipalities that have a small and usually only "residential" tax base.
- Things that are not or may not work well include:
 - Transit
 - Transportation (5 references)
 - Unsung CRD - more gets done @ the table than the taxpayers know
 - Urban development
 - Usually Victoria - hold deal breakers
 - What are "non-property owners" paying?
 - WSPR - took over from CRD

What were the contributing factors?

- Sub Region tables or boards
- Arts - come as a result on changing from inter-municipal program - again to try & get others in created a two tier contribution formula - with no time to convert to full funders - and small funders - get to vote on budget
- Communication - poorly done causes many things to fail
- Competing interests
- Contributing factors are people that have retired seem to be the bulk of the representation on councils. Younger families are not fairly represented
- Don't rush a new service because hard to change bylaw
- Financial barriers
- Funding mechanism should recognize level of use
- Inconsistent commitment
- Lack of adequate public & stakeholder consultation
- Lack of clear roles - media is a problem because minority gets coverage
- Lack of consequences
- Lack of leadership
- One of the problems CRD has is its inability to respond to issues that clearly have regional impact but are not part of its existing mandate. An example of this would be invasive plant species. Since seeds commonly move around the entire region, it is nonsensical to try to control through individual municipalities. Some cooperation is taking place, but it is largely outside the CRD who should be a leader. Somehow the CRD needs greater flexibility to respond to emerging issues
- Overall dispute resolution
- Political need overriding public need
- Poor dispute resolution process people need to be heard & allowed to dispute
- Regional arts strategy
- Rushing to get all in - CREST - so one vote - one shore - probably didn't. Example that would mean equal financial contribution. So when we all had to contribute \$50,000 the small communities cried it wasn't fair
- Too large of a region 13 unanimous votes. 4-6 municipalities is ideal for Sooke a West Shore model would work
- VS on arts - committee vote yes @ board vote no

Section B | Connecting Our Priorities

What will it take to get to Regional Cooperation on Regional Transportation?

- A regional plan that identifies priorities for the whole region
- A shared vision & goal & within the taxpayer's means
- Affordability
- Agreed to regional goals:
 - All municipalities have a say in moving forward as cars & buses will be the main mode
- All the traffic funnels into downtown every day. This needs to be addressed. Spread out the office space to reach housing needs
- Amalgamation in some form? Asset? (Question? Only) - consensus
- Better system to implement
- Bigger picture & total representation
- Check of financial implications of local residents paying full costs of regional corridor, maintenance, upgrades, policing (Wilkinson)
- Connecting trails for multi model methods
- Convenience
- CRD meetings with each & every municipality within the CRD (Note: Not a meeting with a council) to gather information on trends, needs, wants, road connections, event connections, private business connections, etc.
- Creating smaller regional boards liking neighbouring municipalities to discuss local needs (i.e., A West Shore board or a Peninsula board)
- Divide the CRD into 3 regions - West Shore, Sidney, Victoria
- Example - need to show that a Rapid Transit or Light Transit system that will be funded by the region
 - why not going out to the Peninsula - will be a benefit for all
- First of all, there needs to be a broad consensus on just what parts of the transportation matrix are regional by nature
- Flexibility around designs (upgrades) based on Triple Bottom Line & local communities the corridor runs there
- Funding barriers overcome
- Get the E&N Rail working
- Greater consensus on net climate change impacts
- Has to be balanced, all modes in equation
- Highlight & set targets around commercial vehicles (i.e., couriers or large deliveries)
- Importance - accessibility, affordability, connect people to home & jobs & recreation & schools
- Improved communication/messaging
- Inter-governmental cooperation needed

- Land bank for hospital and housing
- land-use planning tie to transit
- Large part of land use planning & integrated with it for RGS
- Leave the governance as it is I don't believe that we will do a better job
- Look at all modes for regional area
- Make sure local interest are dealt with then deal with regional
- Mapping destinations & their connections
- Need to show how the benefits of improvements in transportation to Western Communities will benefit Saanich; Esquimalt, for example
- New governance model
- No top down approach
- Open meeting to set goals & objectives
- Perception of cost
- Pleasant rides and service that is reliable & often enough to feasibly fit into people's working schedules, and entertainment schedules.
- Proper planning could have helped with the current West Shore congestion problems
- Regional formula to help cost share on regional corridors
- Regional system should have access for persons with any & all disability issues, including sidewalk & access to a transit vehicle
- Regional Transportation Commission- No!
- Safety on & off regional transportation for all risky bus shelters & stops
- An appropriate governance structure needs to be established (probably, it should be embedded at the CRD) and regional authority to carry out its mandate has to be established. This does not mean that the CRD should become the "dictator" of transportation. Ongoing efforts to "reach out" consult, discuss and debate should always be going on. In the end, however, the big transportation discussions should reflect a broad regional sustainability perspective. This can probably be best accomplished by establishing a regional authority that is sensitive to the need to reach out, consult, discuss and further the debate
- Services could reflect these regions. Cost should be shared by these areas. West Shore values are different than those in the other 2 regions
- Set regional targets & goals - performance measures - tied to RSS goals
- Show climate change benefits & health aspects - good information around # of hours in car creates overweight
- The region must push for long term commitment from provincial & federal governments to a sustainable region transportation plan (20-40 years)
- traffic calming
- Transit integrated with larger transportation context

- Truly understand that at times up to 8,000 people come to work in Esquimalt. Most do not live in Esquimalt
- Understanding of major corridors
- Variety of transportation modes pursued
- Way to test land use decisions against transportation impacts/requirements
- We have spent enough on cycling and pedestrian facilities

Why is it important?

- Addresses traffic congestion, volume
- Cost-benefit long-term
- Enhances public health & safety
- Important of course to reduce fuel emissions
- Improve modes
- Increased regional transportation authority
- It is important that we don't forget that these decisions are for all people not just the affluent & elderly
- Map - connect large centers
- Meets emerging public needs
- Mitigates climate change impacts
- Need for planning & integration
- Shared interests
- Together, transportation & land use decisions are the foundation of regional structure. As with building a house, get the foundation wrong and you will have future trouble no matter what you do.
- Transportation goals too weak & segregated modes

What will it take to get Regional Cooperation on Regional Planning and the Regional Sustainability Strategy?

- Back to local & being as sustainable in all aspects of purchasing obviously is important to the local economy, local transportation, reducing fuel consumption, taking care of ourselves & each other. Striving for the region to be more self-sufficient and not dependant on others for our needs. More social more fun!
- Because of development pressures some communities want less CRD overview re RVCSPA, and their own land use planning initiatives which may lead to softening of the individual municipal roles in the RSS. This is characterized as progress. The other side of this perspective is the need to strengthen & increase RSS food security needs in view of changing circumstances resulting from climate change, unpredictability of food supplies and better use of agricultural land.

- Better coordination of projects. Craigflower & Johnson Street bridge cannot be done at the same time
- Better planning - if you have areas of development - infrastructure & transportation needs to be proactive vs. reactive
- Better representation for the smaller communities
- By the time we realize what we have accomplished it will be too late to reverse it. To be narrow minded on the issues is what the board has always done well. Change won't be a choice in the end
- Care facilities closer to where people live
- Compensation needs inclusion if RSS is to work
- Concern re: municipalities pushing amending RGS & not supporting RSS
- Create regional jobs - got to show pros and cons & how we get cons to pros!
- Develop to pay - wrong approach
- Do not allow minor amendments to RGS/RSS. Slippery slope to the eventual loss of agricultural/RGS lands
- Don't agree with division of Planning and Transportation at this workshop
- Emphasizing importance of compact densification to preserve rural & agricultural lands - food security - climate change
- Greater enforcement of conditions/principles
- Highlight financial benefits of RSS & cooperating on issues that have an impact
- I'm not sure "what it would take" since 13 municipalities & the electoral areas & others signed on to the RGS. Yet, when politically taken to task the CRD Boards have demonstrated on a particular day, on a particular matter they may choose to not uphold the RGS. Therefore, what really is the point of all this work & costs on various important matters to the region & to municipalities if a CRD Board won't even support its own guiding document that currently being the RGS!
- Make RGS more democratic, no more veto, democratic process, no more stopping local gov't doing what they are entitled to do.
- Municipalities need to look at their own operations rather than to the CRD or other municipalities to pay for their operations
- Need flexibility to showcase that for an amendment of ? (not sure what but it has no "regional" financial impact) simple approval process
- No more Central Saanich, Juan de Fuca fights and CRD dictation over local land use issues.
- Our road congestion is a result of previous poor planning. 20 years ago I'm sure we foresaw and maybe even planned to have the growth in the West Shore yet obviously transportation was poorly planned
- Political change @ election cycle can impact regional planning
- Provincial decisions have affected regional efforts & planning, adding costs to community
- Real efforts to coordinate growth plans

- Regional land use planning along with regional transportation planning provide the "foundation" for regional structure and functionality. As with a building, if you get the foundation wrong, you will have troubles no matter what else you do
- RSS is an important and visionary document that contributes in a positive way to protect green spaces, water & ecological health, agriculture. Curtailing rampant growth reduces sprawl and improves regional chances of sustainability. Do not give in to political maneuvering to change the RSS so that it becomes a useless and gutted document
- Settlement of costs to municipalities that can't subdivide/develop is a scary idea. Who determines who should be compensated. Built out municipalities have the same challenges as rural municipalities
- Show financial implications (i.e., If we need to add # km of water pipe or bigger pump station)
- Stronger voice for regional investments or regional identified issues (i.e., transportation corridors)
- Sustainability of domestic well water for the residents of rural municipalities, for now and far into the future, this is very important
- The big issue on this one is the difficulty in getting consensus on what a sustainable framework or land use should be. As well as a willingness to have the regional framework guide municipal decision making
- There is a big divide from an education standpoint and an age difference in the region. There is very little industry anywhere on Southern Vancouver Island. This leaves government jobs and Navy. Everything else is a spinoff. Sustainable means more than the direction we are taking
- Transit route - more congestion if not placing housing on corridors of transit or by business
- Until this agreement is accomplished and regional authority (see comments in transportation section) is clearly recognized and established, problems will continue to emerge

Why is it important?

- I thought it was important, but the CRD Board clearly demonstrated it was not! Re: Highlands RUCSPA Adjustment. Thanks a lot!
- To advance goals of regional sustainability related to conservation of water and energy resources
- To curtail creeping sprawl that impacts planning, land use and transportation.

What will it take to get Regional Cooperation on Regional Housing?

- Affordable housing - definition
- Affordable housing will never happen in the Greater Victoria area. The land is far too expensive and people will not be willing to subsidize it. All talk at this point in time.
- All municipalities/RDs/need to do their part in supplying housing - not just saying they are doing their part by contributing to Trust Fund

- Are there opportunities through developments to have CRD Housing manage a number of units in a project - housing agreement affordability goals?
- Built out
- Creating awareness
- More incentives
- Facts of land balance/different way
- Get the "larger municipalities" to commit! All of them!
- Have a CRD formula that is fair, equitable & an achievable process that allows for "opting out" if a municipality decides it needs to do so
- Have cooperation then Housing Trust
- Housing affordability issues drilled home
- Housing can be a real problem in a municipality when dealing with CRD and growth strategies at present North Saanich is trying to provide some housing for our work force in the area. Our work force is increasing rapidly and we have supplied no new housing
- Housing Trust
- Info & communication
- It's very important to use common sense rather than some strategy created 10 or 15 years ago.
- Land banking for mixed housing stock
- Land values fluctuating and varied, therefore, recognition by all local governments that housing accessibility is a shared value/responsibility
- Market rentable housing
- Need more cooperation on issues that touch on RGS issues
- Regional Housing Trust Fund
- Regional leadership at all levels
- Row housing
- Secondary suites
- Showcase innovation in housing options
- Showcase residents lives being changed, reducing community costs if housed, creating new people into workforce
- Stakeholders working together on solutions with ALL municipalities at the table
- Tax break or density bonus (2 references)
- We are concerned that the CRD board will refuse us permission to build this housing (CRD refusal to Central Saanich for Coop store)
- We need to change the issues around supporting the ALR Board. Our land is far too expensive because of farm land. Read the Fraser Institute article on the ALR Board. It's an eye opener.

Why is it important?

- Creates inequality and hardship for certain groups
- Excludes certain groups from accessing housing
- Impacts economic development
- They have more revenue than the smaller municipalities. Although I still firmly think this too is a provincial matter of course the issue is still important since it affects & impacts our social well-being

Important Considerations for Regional Housing

- CRD to assist not hinder municipalities on their efforts to improve housing choices; CRD must become more flexible and supportive not combative

What will it take to get to Regional Cooperation on Healthy Region?

- A better understanding of what "health" components we are involved in i.e., Parks, trails, recreation facilities (electrical), health facilities, health of people through education, smoking bylaw, tanning bylaw
- Also works in policing
- Also works provincially in correctional services
- Are there models that should be offered region wide - CRD could find partners? i.e., Community kitchens and nutrition workshops from Diabetes Association for families & new seniors.
- Balance with jobs and the environment. The educated people seem to think they know more about life and health than those who are just blue collar. This poor attitude is the divide in the region. We are an aging population and this will soon become a larger issue
- Better lifestyle + food = better health
- Better use of agricultural lands
- Broaden participation in the Arts
- Business case
- Champions
- CRD is at least 10 years behind in its focus on food production, processing, storage & distribution
- ED on gardening in schools
- Especially in health care
- Every budget needs to include a prevention budget item.
- Forum of major service providers has been done through Victoria Family Court and Youth Justice Committee (Bright Ideas Conferences, I, II & III) but there have been changes (Ministry cuts) and a

map is needed. Vfamcourt@gmail.com.ca? and we could partner on this (councillorday@shaw.ca) as we have many of the contacts needed

- Green space
- Healthy aging
- Healthy pay cheque jobs are critical to a healthy community
- I have concerns with the CRD lobbying (for a private company on private land) to the Province of BC in order to deposit "hazardous waste" in a municipality simply due to the fact that the private land is zoned for a landfill with little if any regard for the potential receiving municipality & its residents & property owners! Did we not learn any lessons from Millstream Meadows process, materials, materials interacting with other waste materials & costs to clean up, which taxpayers are still paying for?
- Identify "health communities" goals, age friendly, opportunities
- Identify "senior population" areas and what's needed in that area to continue to support healthy aging. Focus 8 key issues for age. Friendly communities & 8 determinants of health
- Identify health care priorities for region - supportive housing, home support
- Increase support for regional food systems
- Increased investment in health care facilities should be based on local needs. Higher priority to local needs - hospitals are more speciality hospitals & draw from whole island
- Leadership and commitment
- Lower housing prices
- Need a regional strategy for that - many find it too costly to set up shop in the CRD. What can we do as a region to facilitate
- Need more Dr.'s need them to spread out to all communities
- Need Regional Centres that communities feel connected to
- Partnerships with health authorities
- "Power to Be" brain injury support group that is operating "under the radar" & many others who need to be on a "map of service opportunities" facilitating resident engagement and CRD involvement
- Property owners in rural municipalities whose source of water is aquifer. - the long term availability of domestic well water, the quality of domestic well water, the quantity of domestic well water, the impact of illegal secondary housing on the usage of the domestic well water supply, the long term availability of watersheds, the impact of water usage on watersheds
- Protect rural lands - ALR
- Recognize all available - not duplicate what is already being done
- Relationships with schools & VIHA to support community gardens, services
- School form
- Seen as most important by RSS public consultation
- Sharing services (i.e., schools sharing with rec centers)

- Showcase good models throughout region
- So much already available for healthy community in region
- Stay committed to RGS plans to maintain agricultural land and not allow for lands to be removed for development
- The Province of BC & the CRD working together. I am not certain as to why the CRD is involved with some aspects of health & health facilities when to the best of my knowledge health is a provincial jurisdiction. Therefore, I actually need some history on this evolution of the CRD's involvement on these aspects of health
- These funds may or may not be spent by that organization but must be spent on prevention.
- Trails
- We need a Regional Agricultural Area Plan
- Whether it's property, requisitions, gas taxes, HST, income taxes, grants, loans, whatever jurisdiction it goes to it all comes out of the residents & property owners wallet.
- Work with farming community to establish more community gardens, pay farmers for use of land
- Working with Medical Health Officer i.e., Food security
- Working with VIHA

Why is it important?

- Advances goals of sustainability
- Attracts new migration to the region
- Contributes to overall community well-being
- It is the right thing to do
- To help with the financial burdens, however, we all know in the end it is the taxpayers & property owners who cover these costs

Important Considerations for Healthy Region

- Connection to Homeless Initiative with Family Court Youth Inventory & Youth Engagement (Gen Y?) & work of Dr. Kersten? (sorry I think I have this name wrong - work on WTF parties) Speaker from UBC @ UBCM this year

What will it take to get to Regional Cooperation on Regional Infrastructure?

- Affects all of us in one way or another so education & communication vital
- All infrastructure new or replacing old is as we all know, very expensive. Who is going to be paying for all these costs?
- All levels of government need to be involved

- Combine sustainability objectives (i.e., triple bottom line) and disaster resiliency
- Compensation for CRD building in different municipalities
- Concerns for communities regarding dumping in rural areas due to bans at Hartland
- Emergency Preparedness (7 references): including earthquake and disaster response, sustainability, infrastructure water/sewer, logging in watershed - poor idea, environmental sewage assessment of proposed land use plan, infrastructure deficit needs to have equitable funding - population/assessment is a fair formula
- Everyone needs to look outward and regionally not inward and only about ourselves.
- Fairness and understanding on what is really needed. There is not enough money in the region to pay for bridges, sewers and transportation needs all at once. Add an extended parks plan and aggressive land banking and we are causing \$ shortages. Tax control will be the next issue
- Focus of future forum - emergency preparedness was a key "hook" envisioned at Resilient Neighbourhoods Forum this week. Lack of "community connection" was identified as a real problem and a barrier to citizen engagement
- Infrastructure replacement & funding
- Multi asset management/investment plan (i.e., pipes, pumps, bridges, bldg.)
- Reduction of energy costs
- Resource recovery is vital and the old technology being bought into for sewage is unacceptable in cost and long term vision for our region. I'd rather wait and do a better job!
- Shared planning and funding
- The Province of BC must contribute what they have committed to in the past and, they must contribute more funds now & into the future
- The three municipalities with the smallest population have the highest assessments/outcomes. The largest population municipalities have the poorest members at the region(?)
- Transportation, Disaster Response, current planning includes accepting that Wshore will be cut off completely from rest of CRD
- Wastewater
- Water should be a right, RGS should not stop people from getting water. This was discussed extensively at our table, somehow it appeared to be missed in the reporting out

Why is it important?

- Contributes to community health
- Environmental protection/sustainability
- Fundamental to land use planning and growth
- Money

What will it take to get to Regional Cooperation on Regional Environmental Stewardship?

- Climate Change - visible comparative communication needs to be improved
- Climate change adaptation plan
- Consistent triple bottom line approach. Sub regional cooperation - direct agreement on Bowker Creek for example.
- Contaminated soils
- Continue programs to protect fresh water environments (i.e., watershed management plans, stormwater management)
- Continue waste management
- CRD use other municipal bylaw & as model rather than reinvent the(?) regional sustainable bylaw - low flush toilet as example
- Developing more bylaws
- Economic development/risks from climate change important to whole region but few feel able to afford this individually
- Education, shared knowledge about each municipality and respect for those similarities and differences
- Embed climate change and sustainability adaptations - mitigation into the vision of the CRD so that every decision is made through this lens
- Enhance biodiversity in natural areas
- How comm are constructed
- Is the Province of BC a signatory to the RGS? If that is not a requirement, then it should be!
- Move councillors on when they have sat once. No need to have a second facilitator
- Need to show costs/benefit ratios for economic development/climate change plan
- Programs with resource recovery
- Recognition that a holistic approach is necessary - we are all connected
- Recognition that growth and development impact local governments
- Regional carbon calculator
- Regional Environmental Stewardship in my opinion needs to begin with programs & education in the schools beyond recycling & composting although that is a start
- Residents expect us to plan for future realities, sea level rise, infrastructure decisions, need to depend on real data
- Share modeling on sea level rise
- Sustainability purchasing
- The Province of BC to be engaged & for the CRD to remind the province if the province is not enacting its own legislation and policies
- True protection of watersheds within the CRD. In particular, those watersheds in rural municipalities dependant on domestic wells

- Understand better than rural communities supply important ecological/environmental services such as green spaces, clean air & water, and that a "smart" rural community is radically different from a "smart" urban community. Not every community needs to be a "complete" community which is one important reason to be part of the CRD. e.g., West Shore which shares high schools, recreation, library facility. We all share hospitals, etc.
- We are spending enough time and money on habitat already
- What happens in one community impacts others and the region as a whole
- Zoning will take care of the resource lands. We don't need to buy up everything and impose our parks plan on the land. Without services there will be no need to worry about urban sprawl

Why is it important?

- Climate change mitigation
- Ensures long term stability of natural resources, including watersheds
- Impacts economic development/investment
- No further encroachment into rural municipalities with urban sprawl
- Protecting public health
- True protection of watersheds for fish & wildlife survival

How can the CRD Board Strengthen Relationships and increase confidence in leadership and decision making?

Increase awareness and facilitate conversations about regional interests, viewpoints on governance and equitable decision-making?

Improve decision-making on matters specific to CRD Electoral Areas?

Develop and apply Principles of Collaboration to assess all matters of regional interests?

- Big brother not respecting the smaller one - smaller communities should have say first not last to CRD
- Care for smaller communities
- Changing voting structure
- Commitment
- Communicating out of smaller municipal concerns
- Communication at the outset
- Communication, messaging out
- Create opportunities for roundtable conversations
- ED, ED. To council & residences
- Education

- Encouraging more local government involvement in key initiatives
- Follow through
- Hear the issues and show that you heard them.
- I would suggest public forums put on by the CRD staff such as they used to do years ago on various topics of interest to the public
- In addition, the CRD Board could hold open meetings to the public with no other items on their agenda after information sessions of some form have been held to help educate the public & elected officials first.
- More inclusive processes to better tap local skills and expertise
- More reporting out or communication to all elected officials - municipal, MLAs, MPs
- Municipalities are "bottom up" organizations politicians follow our electorate and we need our electorate to be informed.
- Open communication
- School based presentations would help bring balance to what is currently quite unbalanced in most areas of the region (low voter turnout, lack of high volunteerism)
- Stronger partnerships
- Structure of CRD
- The CRD Board could hold open forums (inviting the public & other elected officials) to explain how they (the board) arrived to a vote on a particular matter. And also review background material provided by CRD staff to the CRD board, plus review the process and weighted votes explaining those to the audience
- Truly need to listen to the smaller communities - the concerns of their residents
- Why are all the decisions made by seniors? There needs to be a better job done in understanding the needs of all citizens in the region. Why are we building everything for seniors?
- Will the residents, property owners, elected officials, CRD Board, Province of BC help develop this proposed "principals of collaboration"? Because they all should have input, including First Nations of course
- Youth buy-in is critical

How can the CRD Board Develop stronger relationships with First Nations?

Engage First Nations communities in major regional plans and strategies (e.g. Regional Sustainability Strategy, Waste Management Plan etc..) and regionally-specific interests?

- Alberni QSRD model
- C2C Forums should be done on a CRD wide level
- Confirm CRD commitment to those most affected by FN treaties, as service agreements are our only tool and precedents are being set without any consultation with the elected representatives

- Continue to offer invitations to FN to be involved in discussions, perhaps through a different model than CRD funding model. Include them in communications from CRD
- Don't feel invitation is sincere?
- Don't trust government
- Establish FN Liaison to open dialogue
- First Nation to have a member on Board, municipalities have a role first before FN to establish relationships
- Gov't to walk the talk
- I find it odd that we care more about First Nation needs than that of our own. The First Nation needs are a canary in the mind shaft. We all need food, housing and jobs. Not just First Nations
- Identify issues of common concern and seek new partnerships that are regionally-focused
- Include largest FN communities as part of the Board
- Involve other levels of government to develop strategy
- Local connection is the best
- Local meetings with council and First Nations Council can be effective
- Make a phone call
- Need a cte(?) with First Nations
- Need to address their own more pressing needs/wants?
- Need to work together on issues of mutual concern
- Private meetings with mayor and chiefs can have benefits
- Regional connection more difficult because of treaty negotiations
- Relationship building with open dialogue, let them talk first
- Share agendas
- Shore & include in conversations around regional issues
- That is indeed a very good question which must be addressed. I am not sure of the process, but the invitation for First Nations folks must be early in the process, they must be a "stakeholder" and they must be valued and encouraged to participate early in the consultation process & they must know that their participation & contribution are important and add value, and are respected. The engagement(s) must be sincere, & all stakeholders must be heard by the CRD Board
- Ultimately after treaty negotiations they will be part of CRD
- We often invite them but they don't come - why?
- Work with the TTAC to develop a supportive unified approach to service equity (cost, availability, accountability)

How can the CRD Board achieve better understanding of, and confidence in, service delivery?

Increase and improve communications on the many services the CRD delivers and who they serve?

Improve regional relationships with senior management as a result of a united front on matters of regional interest and respectful advocacy?

- Appoint a local government Board Liaison to build stronger connections with partners
- Be a holder of regional services information - including those not supplied by the CRD - to operate as a referral resource
- Be open to dialogue
- Begs the question what "rules" or administrative guidelines & policies does the CRD function under?
- Better service models, funding formulas that understand the difference between rural & urban interests, availability & capacity.
- Communicate internally all staff check externally to provide better understanding to all politicians in region MLAs, MPs
- Communicate to chamber of commerces
- Communication
- Communication - people don't truly understand CRD & what it does
- CRD 101: Should be relatively easy. Most busy folks these days whether residents, tenants, or elected officials do not have the time to be researching the CRD website for information. I highly recommend making it easy for people
- Engaging in regional discussions
- Hold more Forums
- Host Town Hall meetings on regional topics that impact/interest local communities
- Invite users to participate in an annual event to showcase successful/new initiatives
- Is one of the roles of CRD Committees or CRD staff to lobby the Province of BC on behalf of private property owners and/or private companies? The private company is of course within a municipality, within the CRD. Example: CRD Environmental Services Communicating to the Province of BC on behalf of Tervita Corp. I am not sure about this role and would appreciate clarification
- Is the "role" of the CRD staff, CRD Committees, CRD Board understood? I do not think so. It is not clear to me as an elected official
- Is the CRD being open & transparent regarding the services they are overseeing?
- Maybe senior director with small group discussions on specific CRD understanding topics (Budget 101, CRD 101)
- Need to work on governance - equitable voting
- Outreach to local governments through presentations to elected representatives in their communities
- Probably round table discussions especially after election on services

- There must be more & accessible information made available to the public and elected officials on all the services & what the CRD is providing, how they are providing the service, costs of that service (gross and the cost of each service including programs) to each municipality
- There must be public & municipal consultations when the CRD considers banning a product from the Hartland landfill & the diversion of that product to another municipality
- Webcast CRD Board meetings
- Where possible, hold seminars on specific topics

Further Comments

- A lot of residents that look at the CRD & its board as yet another level of bureaucracy & that the CRD board goes around telling other municipalities what to do. They do not want to be paying for this bureaucracy so they don't understand that the CRD's role, so they do not like the CRD. They don't think we need the CRD & its level of governance.
- Aging community
- Amalgamation - was not discussed as an issue, seemed to discuss only those issues that could be common, no discussion on loss of identity in smaller area (population wise), if amalgamation is so great - why have there not been any in the last 25 years? (no exception)
- And as an elected official, it would be good to receive information & updates on the climate action charter, beyond a municipal rep attending meetings at the CRD.
- CRD dispute resolution - weighted in favor of larger partners, special interest groups can dominate these organizations
- CRD must find better ways to engage individual municipalities in their plans and needs
- Current system makes it challenging for smaller communities to get a fair hearing on why they may dispute an idea or program
- Equitable voting @ CRD
- First Nations
- I happen to support the CRD model because I believe that the alternative is fraught with issues, not the least of which would be elevated costs (administration/taxation). With greater size, smaller voices would be lost. If we can get past "power and politics", focus on working together on behalf of our region and "check egos at the door" to the boardroom, then we have an opportunity for continued and future success. Thank you. Councillor Cairine Green, Oak Bay
- I think there should be more information around the topic & impacts of climate change
- It is better that the RSS become much more flexible
- Key issues for success - communication to councils, public, senior government
- Neither the Province nor the CRD should be permitted to dictate that a municipality must receive a hazardous material simply because a private land owner within a municipality is willing to accept it

& the land is zoned as a landfill. Let's play fairly & co-operatively! Otherwise, these materials can & will be living examples of "non-principles of collaboration"

- People need to feel safe to disagree. Does that truly happen at the CRD table?
- Planning
- Priorities
- Proper & clear dispute resolution
- Regional Authority
- Suggestion: Prior to each municipal election year that CRD staff create an orientation package for elected officials (new & old) with current information with some details on all the CRD. Who are partners & their contributions including commissions (water) and so on. Plus, how the CRD Board is supposed to function, how they function, how & why there is a committee A+B. The Provincial legislation that must guide a CRD Board and the weighted vote process. Including the functions in some detail of the CRD staff and, a public opportunity for review of the CRD budget
- The CRD model is a good one. Without this type of collaboration, amalgamation looms. The CRD must find new pathways to cooperation, collaboration and respectful dialogue, to make the model more workable and meaningful. This is the greatest challenge of all
- The CRD staff & board must work together with municipalities & the Province when it comes to matters of diverting "hazardous materials". The Province and the CRD must work with proposed receiving municipalities
- Transportation
- What has happened to the review of the CRD Parks master plan? I understood from an email from Jeff Ward that it was to go to municipalities in draft form well over a year ago, possibly 2 years ago in June. As an elected official, I have not seen or heard a word about that document. We received CRD Parks surveys in our municipal office after the CRD Parks master plan open house had already been held
- What was the real agenda today!!!
- With all that goes on or does not go on with the JDF Recreation Center in the Western Communities, perhaps a future (needed soon) "operating option" would be for the CRD to take back (through the proper process) the administration & operations of that property and facilities?

Appendix C

Evaluation Forms

What did you like best about this forum?

Main Theme: opportunity for discussion with colleagues; circulating tables enabled opportunity to hear many different points of view

What changes, if any would you make to the forum?

Main Theme: Change venue, room acoustics poor

Based on your experience today, will you attend future forums?

Main Theme: Yes

Would you recommend the forum to others?

Main Theme: Yes

What kind of session and/or topics would you like to see included in future events?

Main Theme: Transportation, RSS

Additional Comments:

22 of 40 provided comment

Main Theme: Thanks to CRD staff; room size and acoustics to be improved; food service – amounts provided and length of time made available to be improved

Forum logistics

Notification & Invitation	Very Good	Good	Acceptable	Poor	Very Poor	No Response
# of Responses	20	12	1	0	0	7
	Main Theme					
Registration Process	Very Good	Good	Acceptable	Poor	Very Poor	No Response
# of Responses	24	9	0	0	0	7
	Main Theme					
Location	Very Good	Good	Acceptable	Poor	Very Poor	No Response
# of Responses	16	12	5	1	0	6

Notification & Invitation	Very Good	Good	Acceptable	Poor	Very Poor	No Response
	Main Theme					
Meeting Room	Very Good	Good	Acceptable	Poor	Very Poor	No Response
# of Responses	14	11	7 Comment: -Room cold	2	0	6
	Main Theme					
Meeting Length	Very Good	Good	Acceptable	Poor	Very Poor	No Response
# of Responses	16	14	4	0	0	6
	Main Theme					
Audio/Visual	Very Good	Good	Acceptable	Poor	Very Poor	No Response
# of Responses	8	10	7	1	0	14
		Main Theme				
Food & Beverage	Very Good	Good	Acceptable	Poor	Very Poor	No Response
# of Responses	10	12	6 Comment: -Need to leave breakfast out longer!	2	4	6
		Main Theme				
Handouts & Display Materials	Very Good	Good	Acceptable	Poor	Very Poor	No Response
# of Responses	13	16	4	1	0	6
		Main Theme				