

Capital Regional District

2023–2026 Board Priorities



Making a difference...together

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Message from the Board

As the 2023–2026 Capital Regional District (CRD) Board of Directors, we are mayors and councillors in each municipality and elected representatives of the electoral areas. In our roles, we hear the concerns of our constituents, we identify opportunities, risks and problems that need to be solved, and we work together as the CRD Board for the benefit of the region.

The continued growth of the region requires decisive and collaborative action to set the strategic course for the CRD over the next four years and beyond. As a Board, we are committed to embracing new opportunities and solving emerging challenges to support our communities. For our term, we have agreed to focus on five regional priority areas, and have reaffirmed our commitments, towards climate action and reconciliation with First Nations.

We invite you to read this plan to see how we will work together to build a livable, affordable and equitable region.

Board Priorities and Initiatives

We carefully selected strategic priorities and associated initiatives that can be addressed within the CRD’s legislative mandate, that are new, or that require more intense or urgent effort than has previously been applied.

We acknowledge the extensive work the CRD is already doing for the region and will continue to do. Through the CRD’s established service planning and budget processes, we will determine how best to fund our priorities and initiatives, with a focus on affordability and delivering value to taxpayers.

Connecting Board Priorities to Actions

The Corporate Plan, developed by the Executive Leadership Team and approved by the Board, sets out the strategic priorities, community needs, essential services and corporate obligations. This plan guides service delivery over the Board’s four-year mandate.

Actions in the Corporate Plan are implemented through annual Board approval of service plans and budgets. Service plans detail service levels, actions, measurable targets and resources required to advance Board and corporate priorities. Board approval of the financial plan provides the resources for implementation.

Staff report quarterly and annually on progress towards achieving Board Priorities and Corporate Plan initiatives, and on budget variances and emerging risks.

Board of Directors (2023–2026)

Our 24-member Board is composed of one or more elected officials from each of the local governments and electoral areas within the CRD boundaries. Each local government and electoral area holds one director position on the Board for every 25,000 people (or portion thereof).

(front row, left to right)

- ▶ Peter **JONES**, North Saanich
- ▶ Doug **KOBAYASHI**, Colwood
- ▶ Colin **PLANT**, Saanich (*2023 Chair*)
- ▶ Gary **HOLMAN**, Salt Spring Island Electoral Area
- ▶ Marie-Térèse **LITTLE**, Metchosin
- ▶ Maja **TAIT**, Sooke

(centre row, left to right)

- ▶ Kevin **MURDOCH**, Oak Bay

- ▶ Barbara **DESJARDINS**, Esquimalt
- ▶ Cliff **MCNEIL-SMITH**, Sidney
- ▶ Al **WICKHEIM**, Juan de Fuca Electoral Area
- ▶ Marianne **ALTO**, Victoria
- ▶ Susan **BRICE**, Saanich
- ▶ Judy **BROWNOFF**, Saanich
- ▶ Lillian **SZPAK**, Langford
- ▶ Chris **COLEMAN**, Victoria

(back row, left to right)

- ▶ Paul **BRENT**, Southern Gulf Islands Electoral Area
- ▶ Ken **WILLIAMS**, Highlands
- ▶ Scott **GOODMANSON**, Langford
- ▶ Sid **TOBIAS**, View Royal
- ▶ Zac **DE VRIES**, Saanich
- ▶ Ryan **WINDSOR**, Central Saanich
- ▶ Dave **THOMPSON**, Victoria
- ▶ Dean **MURDOCK**, Saanich
- ▶ Jeremy **CARADONNA**, Victoria



CRD Mission and Board Vision

CRD Mission

We are diverse communities working together to serve the public good and build a vibrant, livable and sustainable region, through an effective, efficient and open organization.

Board Vision

The CRD embraces cooperation, innovation, and bold leadership in the delivery of services that contribute to a livable, sustainable and resilient region. We are a region where all residents are included and have access to a quality of life that is fulfilling for them; and where there is a healthy environment for current and future generations.



Priority Setting

Priorities

For our 2023–2026 mandate, we agreed to focus on the following regional priorities:



Transportation



Housing



Climate Action & Environment



First Nations



Governance

To ensure the Board priorities and initiatives continue to respond to the needs of our communities, we will review the priorities on an annual basis to confirm or revise the agreed-upon initiatives.

Strategic Planning Process

Through a series of facilitated Board meetings, beginning in November 2022 and ending in February 2023, we set the strategic priorities for our 2023–2026 mandate. Our priorities complement and build on previous Board actions, existing plans and budgets developed over many years.

We, the Board, approved the 2023–2026 priorities on March 8, 2023.



Transportation

Residents have access to convenient, green and affordable multi-modal transportation systems that enhance livability.

Why?

On-road transportation is responsible for almost 40% of greenhouse gases emitted by the region annually. In addition, while we have a multi-modal regional connectivity plan in place, the region currently experiences lengthy and costly travel times. These issues do not meet the long-term needs of our communities.

Initiatives

- 1a** Improve regional connectivity and safety across transportation modes

- 1b** Support investments, expansion and equitable access to active and low carbon transportation

- 1c** Present options for changes in governance for transportation in the region, including the Electoral Areas



Housing

Residents have access to affordable housing that enhances livability.

Why?

The region currently faces issues of low supply and unaffordable housing. These issues negatively impact livability.

Initiatives

- 2a** Increase supply of affordable, inclusive and adequate housing in the region
-



Climate Action & Environment

Progress on adaptation, reduced greenhouse gas emissions and triple-bottom line solutions that consider social, environmental and economic impacts.

Why?

The impacts of climate change are being felt globally and locally, and these impacts will continue to intensify and affect our communities and the natural environment for decades to come. It is urgent that we do our part to stabilize the climate and adapt our service planning and delivery.

Initiatives

- 3a** Maximize solid waste diversion and resource recovery from waste materials

- 3b** Explore options for a regional approach to biodiversity and the protection of ecological assets

- 3c** Increase resilience, community and adaptation planning to address climate related risks and disasters

- 3d** Support energy efficient and low carbon buildings across the region



First Nations

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

Why?

It is important to acknowledge historic harms, overcome current inequities, and respect local Indigenous laws and culture.

Initiatives

- 4a** Develop mechanisms to hear more from First Nations' governments as to how they would like the CRD to approach reconciliation

- 4b** Collaborate with First Nations to build and strengthen new processes for respectful, reciprocal government-to-government decision-making and service delivery that uplift Indigenous self-determination

- 4c** Invite, respect and incorporate Indigenous leadership and traditional knowledge to enhance initiatives and strategies that support other priorities in the plan

- 4d** Support shared prosperity by enhancing economic opportunities, in partnership with First Nations



Governance

Effective advocacy, coordinated and collaborative governance, and leadership in organizational performance and service delivery.

Why?

As a Board, we want to strengthen and elevate our deliberations and decisions in a manner that cultivates greater transparency, accountability and engagement with the work of the CRD. There are issues that require regional action outside the CRD's service mandate. Where the CRD does not have a direct mandate, the Board can advocate on behalf of the region.

Initiatives

- 5a** Influence regional issues and advocate in a consistent, focused way that aligns with the Board strategic priorities

- 5b** Strengthen Board decision-making frameworks to include First Nations reconciliation, equity, diversity and inclusion, and climate action lenses

- 5c** Develop understanding of, and accountability for, equity, diversity and inclusion across CRD decision-making bodies

- 5d** Foster greater civic participation among diverse community members

- 5e** Explore changes to growth management approaches and identify implementation actions appropriate for local, regional and provincial implementation

Next Steps

To achieve our priorities, we commit to work collaboratively with each other and to direct the CRD with clarity and accountability. CRD staff will undertake specific actions that will be outlined in the 2023–2026 Corporate Plan and staff will report back on the progress of these actions at regular intervals. In turn, progress on our priorities and initiatives will be regularly updated to reflect our commitment to continually evolve and adapt.

We invite staff to plan and advance implementation in a manner that makes best use of internal capacity, phasing the work as needed to ensure risks are mitigated and engaging the public on key initiatives over the term.

The 2023–2026 Board Priorities are available at www.crd.bc.ca/plans.

Key Documents

The following plans relate to the Board’s priorities and guide CRD operations.

Please visit our website at www.crd.bc.ca/plans to view all plans.

- ▶ Regional Transportation Plan
- ▶ Regional Growth Strategy
- ▶ Regional Parks & Trails Strategic Plan
- ▶ Regional Housing Affordability Strategy
- ▶ First Nations Task Force Report
- ▶ CRD Statement of Reconciliation
- ▶ Solid Waste Management Plan
- ▶ Climate Action Strategy
- ▶ Board Advocacy Strategy
- ▶ Regional Water Supply Strategic Plan
- ▶ Liquid Waste Management Plans

Quick Reference

CRD 2023–2026 Board Priorities on a Page

Priorities	 Transportation	 Housing	 Climate Action & Environment	 First Nations	 Governance
Desired Outcomes	Residents have access to convenient, green and affordable multi-modal transportation systems that enhance livability.	Residents have access to affordable housing that enhances livability.	Progress on adaptation, reduced greenhouse gas emissions and triple-bottom line solutions that consider social, environmental and economic impacts.	Strong relationships with First Nations based on trust and mutual respect, partnerships and working together on shared goals.	Effective advocacy, coordinated and collaborative governance, and leadership in organizational performance and service delivery.
Initiatives	<p>Improve regional connectivity and safety across transportation modes</p> <p>Support investments, expansion and equitable access to active and low carbon transportation</p> <p>Present options for changes in governance for transportation in the region, including the Electoral Areas</p>	<p>Increase supply of affordable, inclusive and adequate housing in the region</p>	<p>Maximize solid waste diversion and resource recovery from waste materials</p> <p>Explore options for a regional approach to biodiversity and the protection of ecological assets</p> <p>Increase resilience, community and adaptation planning to address climate related risks and disasters</p> <p>Support energy efficient and low carbon buildings across the region</p>	<p>Develop mechanisms to hear more from First Nations’ governments as to how they would like the CRD to approach reconciliation</p> <p>Collaborate with First Nations to build and strengthen new processes for respectful, reciprocal government-to-government decision-making and service delivery that uplift Indigenous self-determination</p> <p>Invite, respect and incorporate Indigenous leadership and traditional knowledge to enhance initiatives and strategies that support other priorities in the plan</p> <p>Support shared prosperity by enhancing economic opportunities, in partnership with First Nations</p>	<p>Influence regional issues and advocate in a consistent, focused way that aligns with the Board strategic priorities</p> <p>Strengthen Board decision-making frameworks to include First Nations reconciliation, equity, diversity and inclusion, and climate action lenses</p> <p>Develop understanding of, and accountability for, equity, diversity and inclusion across CRD decision-making bodies</p> <p>Foster greater civic participation among diverse community members</p> <p>Explore changes to growth management approaches and identify implementation actions appropriate for local, regional and provincial implementation</p>