

# 2019-2022 Board Strategic Priorities Annual Check-In

Capital Regional District Board  
May 13, 2019

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Chief Administration Officer

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Services

## 1. Introduction

Bob Lapham

Objective of today's session and COVID-19 Impacts Overview

## 2. Presentation: Delivering Board Strategic Priorities

Kevin Lorette

Overview of progress made to date

## 3. Facilitated discussion and vote with Board Directors

Board Chair

- Comments on the Board Strategic Priorities progress
- Consideration of options to accelerate the CRD's response to the Climate Emergency
- Consideration of options for additional funding for Parks
- Consideration of any other comments

### Discussion procedure:

- ✓ **Roll call** on progress of initiatives and actions on the Board Strategic Priorities
- ✓ **Motion** to confirm existing strategic direction (CRD voting procedure)
- ✓ If needed, **motion** to provide staff with direction on change to strategic direction (CRD voting procedure)

# 1. Introduction



Figure 1. CRD's service planning and budget planning cycle

# 1. COVID-19 Impacts Overview

The CRD has taken direction from the Provincial Health Officer and the Minister of Public Safety and Solicitor General during this crisis.

Prudent, proportional actions have been taken in response to provincial health order to keep essential services operational while protecting the health and safety of staff and the public.

## **Examples of essential services have been maintained, with slight adjustments to work policies and procedures:**

- Hartland landfill and solid waste management
- Water and wastewater services
- Access to park and trails
- Operation of housing facilities
- Critical construction and maintenance work

## **Example of services that have stepped up service levels to facilitate regional, sub-regional and local actions:**

- Activation of a corporate Emergency Operations Centre
- Increased collaboration with third-parties (BC Housing, Island Health and partners in Electoral Areas) to support vulnerable populations
- Identification of suitable facilities to operate emergency shelter for at-risk populations (Summit and SEAPARC)
- Increasing staff presence in parks and on trails to educate the public and monitor compliance with provincial health recommendations and guidelines; increased cleaning in parks facilities

## **Additional pressure on day-to-day operations and work delivery has materialized in the following ways:**

- Activities that are dependent on **external partners & stakeholders**, who may have other operational priorities at this time, are slowing down
  - Many initiatives started in 2020 have a partner dependency
- Activities requiring a **high degree of collaboration and interaction with the public or stakeholders** (e.g. public consultation) has been slowed down, postponed or moved to web-based channels
- **Recreation Centers** have been closed until further notice to minimize the risk of transmitting COVID-19
- **Committee and Commission meetings** have been suspended since March 18 until further notice; all essential items have been directed directly to the CRD Board and Commissions are reviewing urgent items

## 2. Delivering Board Strategic Priorities

### CRD Board Strategic Priorities Progress Report

#### Community Wellbeing – Transportation & Housing

We envision that residents have access to affordable housing and convenient, green and affordable multi-modal transportation systems that enhance community wellbeing.

● On track ● Future action(s) planned ● Delayed ○ No planned action(s)

Initiatives	Description	Annual Status	Key Deliverables as of May 2020
1a Multi-Modal Transportation	Work with government/ community partners to plan for and deliver an effective, long-term multi-modal transportation system and to increase use of public transit, walking and cycling	2019 ● 2020 ● 2021 ● 2022 ●	<ul style="list-style-type: none"> <li>• South Island Transportation Planning study advocacy and collaboration with Province ongoing; findings expected imminently</li> <li>• 40 transportation and transit infrastructure projects underway in the region</li> </ul>
1b E&N Corridor	Protect the E&N corridor as a transportation corridor and participate in a Provincial working group to come to agreement on the future use of the E&N corridor	2019 ● 2020 ● 2021 ○ 2022 ○	<ul style="list-style-type: none"> <li>• Phase 1 and 2 of the E&amp;N Rail Trail-Humpback Connector completed</li> <li>• 12 km of the trail is complete and open for public use</li> <li>• \$1m grant awarded in 2019 for phase 3 of the E&amp;C rail trail</li> </ul>
1c Affordable Housing	Create and deliver more affordable housing across the region in a manner aligned with the Regional Growth Strategy in order to address the needs of a diverse and growing population, including vulnerable residents	2019 ● 2020 ● 2021 ● 2022 ●	<ul style="list-style-type: none"> <li>• In 2020, we are on track to deliver 355 units to market. This includes properties on Spencer Road, and West Park Lane which are currently under construction, and Westview which is due to open in May 2020</li> <li>• Looking to the future, we are expecting to deliver 120 units in 2021 and 253 units in 2023</li> <li>• 412 units are in conception stage of planning for Capital Region Housing Corporation</li> </ul>

## 2. Delivering Board Strategic Priorities

### CRD Board Strategic Priorities Progress Report

<b>Climate Action &amp; Environmental Stewardship</b>	We envision reduced greenhouse gas (GHG) emissions, triple-bottom line solutions and progress on adaptation.
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● On track  
 ● Future action(s) planned  
 ● Delayed  
 ○ No planned action(s)

Initiatives	Description	Annual Status	Key Deliverables as of May 2020
2a Climate Emergency	Declare a Climate Emergency and take a leadership role to pursue regional carbon neutrality by 2030.	<span style="color: green;">●</span> 2019 <span style="color: green;">●</span> 2020 <span style="color: lightgreen;">●</span> 2021 <span style="color: lightgreen;">●</span> 2022	<ul style="list-style-type: none"> <li>Climate Emergency declared on February 29, 2020</li> <li>Advocacy strategy at federal and provincial level completed</li> </ul>
2b GHG from buildings, transportation and solid waste	Work with local governments to further reduce emissions from buildings, transportation and solid waste.	<span style="color: green;">●</span> 2019 <span style="color: green;">●</span> 2020 <span style="color: lightgreen;">●</span> 2021 <span style="color: lightgreen;">●</span> 2022	<ul style="list-style-type: none"> <li>Work ongoing with local governments to prioritize new regional initiatives to accelerate reduction of GHG emissions, including through the Climate Action Program Inter-Municipal Working Group</li> </ul>
2c Environmental Resource Management	Explore additional opportunities for resource recovery and identify best practices to further reduce waste, increase recycling and find beneficial uses for waste.	<span style="color: green;">●</span> 2019 <span style="color: green;">●</span> 2020 <span style="color: lightgreen;">●</span> 2021 <span style="color: lightgreen;">●</span> 2022	<ul style="list-style-type: none"> <li>CRD Board approved in principle the upgrade of landfill gas to Renewable Natural Gas, to be purchased by Fortis BC</li> <li>Solid Waste management Plan proposed strategies and targets approved by Board</li> </ul>
2d Regional Parks	Ensure appropriate funding for parks and trails infrastructure, improvements and maintenance by updating the Regional Parks Strategy.	<span style="color: green;">●</span> 2019 <span style="color: green;">●</span> 2020 <span style="color: lightgreen;">●</span> 2021 <span style="color: lightgreen;">●</span> 2022	<ul style="list-style-type: none"> <li>Renewal of Land Acquisition Fund for an additional 10 years (2020-2029) approved. Strategy in development.</li> <li>Developing Asset Management Plan to support Sustainable Service Delivery</li> <li>\$925K increase in budget for capital reserves to fund the refurbishment and replacement of existing assets as identified in the Regional Parks' sustainable service delivery report</li> <li>Increase of five FTEs to enhance compliance and enforcement, and park maintenance</li> <li>Hired an Outdoor Recreation Specialist to lead strategic recreational initiatives and a Cultural Programmer to develop programs that promote and celebrate the cultural history of First Nations in parks</li> <li>Options for Regional Parks Strategy in development</li> </ul>
2e Environmental Protection	Develop model bylaws and best practices for use by municipalities and electoral areas.	<span style="color: green;">●</span> 2019 <span style="color: green;">●</span> 2020 <span style="color: lightgreen;">●</span> 2021 <span style="color: lightgreen;">●</span> 2022	<ul style="list-style-type: none"> <li>CRD Residential (Energy) Retrofit Acceleration Strategy in development</li> <li>Developing model bylaw in relation to EV charging performance standards</li> <li>Initiated Inundation Flood Mapping Project to provide future sea level rise mapping</li> </ul>



## 2. Delivering Board Strategic Priorities

### CRD Board Strategic Priorities Progress Report

<h3>First Nations Reconciliation</h3>	<p>We envision strong relationships with First Nations based on trust and mutual respect, partnerships and working together on shared goals.</p>
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● On track  
 ● Future action(s) planned  
 ● Delayed  
 ○ No planned action(s)

Initiatives	Description	Annual Status	Key Deliverables as of May 2020
3a First Nations leadership	Look to First Nations for leadership in understanding how to create new regional planning and decision-making systems together on their Traditional Territories.	<span style="color: green;">●</span> 2019 <span style="color: green;">●</span> 2020 <span style="color: lightgreen;">●</span> 2021 <span style="color: lightgreen;">●</span> 2022	<ul style="list-style-type: none"> <li>Draft policy and procedure bylaws supporting the creation of a new regional planning and decision-making systems developed together with First Nations; decision due at next Standing Committee meeting in fall 2020</li> </ul>
3b Service Delivery	Seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals.	<span style="color: green;">●</span> 2019 <span style="color: green;">●</span> 2020 <span style="color: lightgreen;">●</span> 2021 <span style="color: lightgreen;">●</span> 2022	<ul style="list-style-type: none"> <li>Draft proposal on delivering fair and equitable services that support achievement of First Nations economic goals developed; decision due at next Standing Committee meeting in fall 2020</li> </ul>
3c First Nations Traditional Practices	Work with First Nations on taking care of the land and water while providing space for cultural and ceremonial use, food and medicine harvesting, traditional management practices and reclaiming Indigenous place names.	<span style="color: green;">●</span> 2019 <span style="color: green;">●</span> 2020 <span style="color: lightgreen;">●</span> 2021 <span style="color: lightgreen;">●</span> 2022	<ul style="list-style-type: none"> <li>Report on archaeology policy and procedures shared with board. Archaeology services retained. Archaeology protocols in development.</li> <li>CRD Board procedure bylaw amended to add Territorial Acknowledgement</li> </ul>
3d First Nations Ecological Asset Management	Prepare an ecological asset management plan	<span style="border: 1px solid gray; border-radius: 50%; padding: 2px;">○</span> 2019 <span style="border: 1px solid gray; border-radius: 50%; padding: 2px;">○</span> 2020 <span style="border: 1px solid gray; border-radius: 50%; padding: 2px;">○</span> 2021 <span style="color: lightgreen;">●</span> 2022	<ul style="list-style-type: none"> <li>Planned for 2022</li> </ul>

## 2. Delivering Board Strategic Priorities

### CRD Board Strategic Priorities Progress Report

#### Advocacy, Governance & Accountability

We envision effective advocacy, coordinated, collaborative and transparent governance of our committees and commissions, and fiscal/corporate accountability.

● On track  
 ● Future action(s) planned  
 ● Delayed  
 ○ No planned action(s)

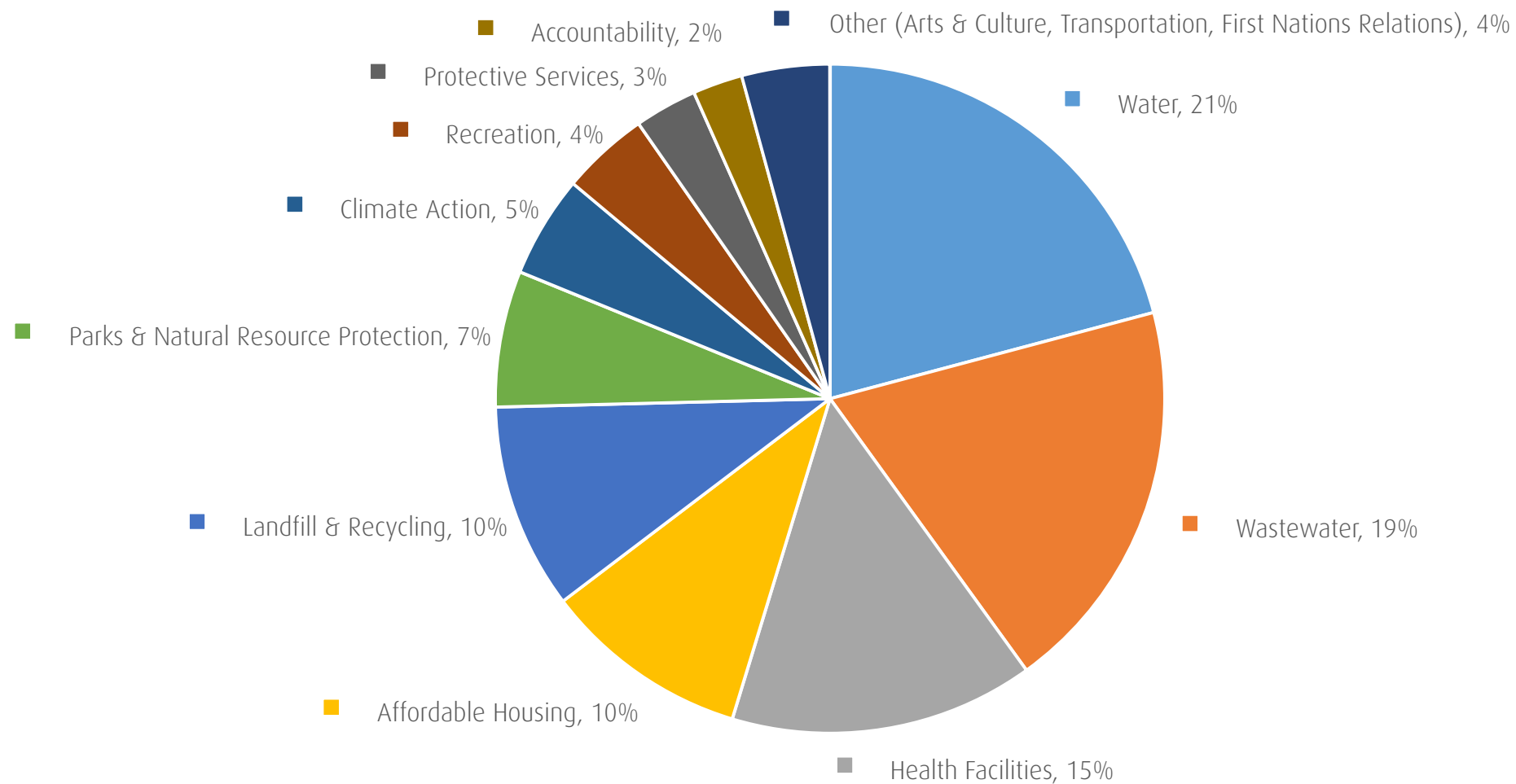
Initiatives	Description	Annual Status	Key Deliverables as of May 2020
4a Electoral Area Advocacy	Develop an advocacy strategy to ensure all occupied properties have the opportunity to access high-speed internet services.	<span style="color: green;">●</span> 2019 <span style="color: green;">●</span> 2020 <span style="color: lightgreen;">●</span> 2021 <span style="color: lightgreen;">●</span> 2022	<ul style="list-style-type: none"> <li>Community-based Internet Connectivity Plan in development; public engagement conducted in winter 2019</li> <li>Southern Gulf Island sites identified as eligible in the Connected Coast project proposal</li> </ul>
4b Electoral Area Governance	Develop a comprehensive strategy and operational review to reflect the unique needs and governance of each electoral area (EA).	<span style="color: green;">●</span> 2019 <span style="color: green;">●</span> 2020 <span style="color: lightgreen;">●</span> 2021 <span style="color: lightgreen;">●</span> 2022	<ul style="list-style-type: none"> <li>Number of actions progressed to address unique needs of each EA including direction on livestock kill compensation for JDF, continued advocacy on a service model for SGI transportation and a community safety service for SSI</li> </ul>
4c Regional Emergency Management Partnership (REMP)	Explore more comprehensive regional coordination of emergency services, including an assessment of regional hazards, risks and vulnerabilities.	<span style="color: green;">●</span> 2019 <span style="color: green;">●</span> 2020 <span style="color: lightgreen;">●</span> 2021 <span style="color: lightgreen;">●</span> 2022	<ul style="list-style-type: none"> <li>Application successful for funding from UBCM for FireSmart initiatives in the EAs</li> <li>Concept operations shared with several First Nations on how to advocate to work together during a regional emergency</li> </ul>
4d Triple Bottom Line	Achieve triple bottom-line sustainable budgets through innovation and streamlining while recognizing the need for infrastructure revitalization and accountability to taxpayers.	<span style="border: 1px solid gray; border-radius: 50%; padding: 2px;">○</span> 2019 <span style="border: 1px solid gray; border-radius: 50%; padding: 2px;">○</span> 2020 <span style="color: lightgreen;">●</span> 2021 <span style="color: lightgreen;">●</span> 2022	<ul style="list-style-type: none"> <li>Planned for 2021</li> </ul>
4e Arts	Seek 100% participation in the CRD arts function and facilitate a discussion of the region's art facility needs.	<span style="color: green;">●</span> 2019 <span style="color: green;">●</span> 2020 <span style="color: lightgreen;">●</span> 2021 <span style="color: lightgreen;">●</span> 2022	<ul style="list-style-type: none"> <li>Select Committee established to facilitate discussion of regional arts facilities</li> </ul>
4f Economic Development	Explore how the CRD can best contribute to regional economic development.	<span style="color: green;">●</span> 2019 <span style="color: green;">●</span> 2020 <span style="border: 1px solid gray; border-radius: 50%; padding: 2px;">○</span> 2021 <span style="border: 1px solid gray; border-radius: 50%; padding: 2px;">○</span> 2022	<ul style="list-style-type: none"> <li>Complete - advocacy strategy endorsed and being delivered</li> </ul>



## 2. Delivering Board Strategic Priorities

CRD, Capital Regional Hospital District (CRHD) and Capital Region Housing Corporation (CRHC) everyday activities and efforts substantively contribute towards making progress on the Community Needs outcomes highlighted in the 2019-2022 Corporate Plan.

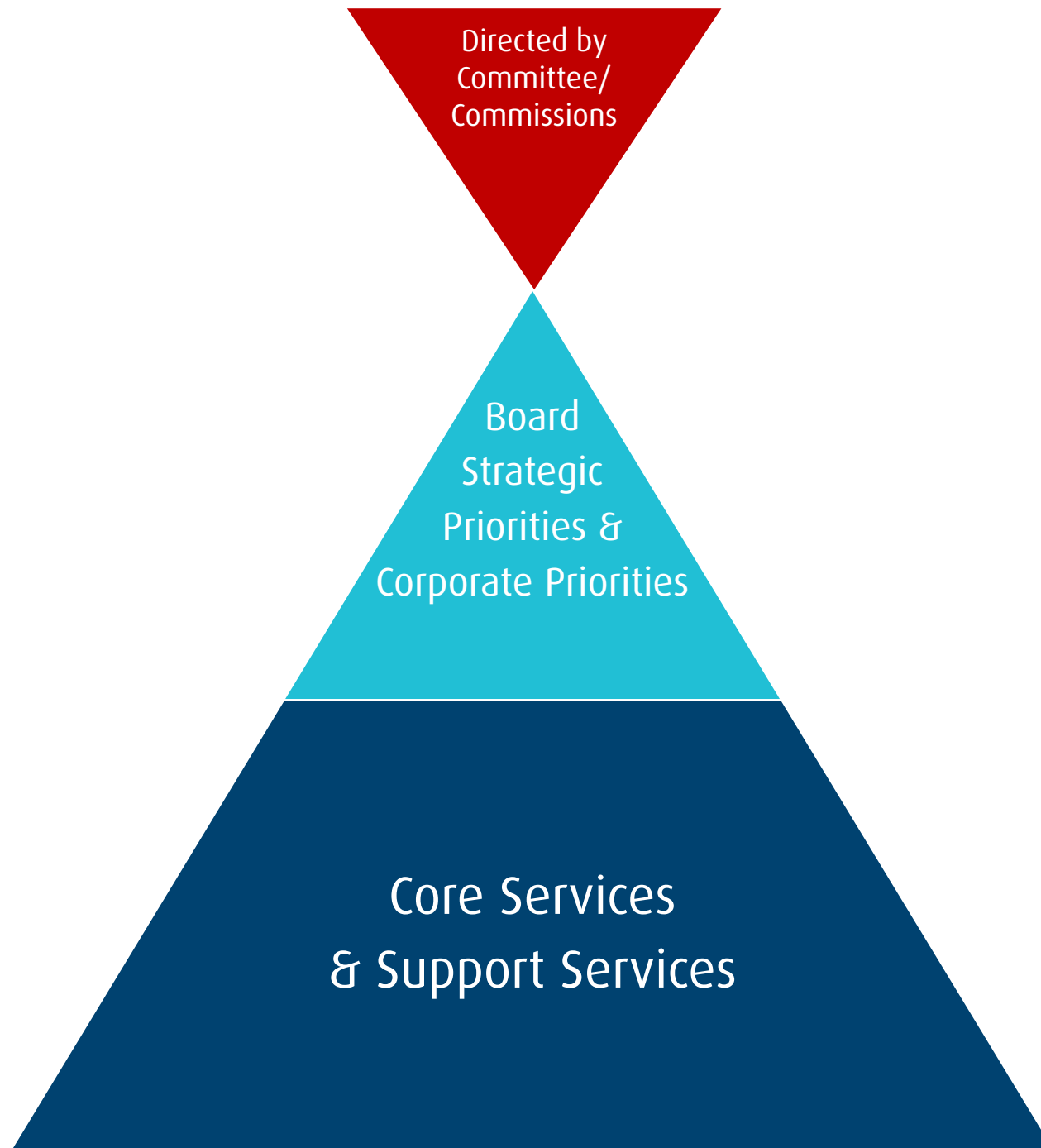
The pie chart below provides a high-level view of the level of core effort expended in support of community needs. Core effort is defined as resources (programs, projects, and staff salaries) which form part of our operating base.



### Notes on this chart:

- Includes CRD, CRHD and CRHC operational effort (effort funded through capital dollars is excluded)
- Excludes 'support' services, such as Finance, Human Resources, IT, Corporate Communications and Legislative Services that support the operational efficiency of the corporation
- Reflects regional and sub-regional activities only, excludes local services

## 2. Delivering Board Strategic Priorities



Progress made on 2020 initiatives (as of May 2020):

- 24 Initiatives & actions completed
- ~80 initiatives in-flight
- 6 not started, deferred to 2021 or on hold

Some initiatives will become part of our ongoing core services upon completion. Others are one-time projects with a fixed end date.

200+ core services

Support Services accelerating and reprioritizing efforts to support the corporation during pandemic, while keeping up with day-to-day operations.

Alternative decision-making procedures in place to facilitate business continuity until lifting of provincial orders.