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REPORT TO CAPITAL REGIONAL DISTRICT BOARD MEETING OF MONDAY, MAY 13, 2013

SUBJECT 2019-2022 Board Priorities – Annual Check-In

ISSUE SUMMARY

This report is an assessment of progress made on the Capital Regional District (CRD) Board's strategic priorities.

BACKGROUND

The CRD Board completed its strategic planning early in 2019 and approved the CRD Board Strategic Priorities 2019-2022 (see Appendix A).

The four priorities are:

1. Community Wellbeing – Transportation & Housing;
2. Climate Action & Environmental Stewardship;
3. First Nations Reconciliation; and
4. Advocacy, Governance & Accountability.

Subsequently, staff prepared the 2019-2022 CRD Corporate Plan to align with this direction. The Corporate Plan highlights the initiatives the CRD needs to deliver over the Board's four-year term to support the region's most important needs, including core services and regulatory requirements. Initiatives are grouped under 15 Board-directed community needs. Initiatives to be delivered in 2020 were approved by the Board through the Community Needs and Provisional Budget in the fall of 2019, and confirmed through the final CRD five-year Financial Plan in March 2020. Progress made has been reported to the Board on a quarterly basis.

The CRD Board has requested that an annual check-in be held to discuss and confirm the strategic direction for the following year. Direction received from the Board will inform the recommendations brought forward by staff for the 2021 service planning and financial planning processes, which are due to be completed by October 2020.

The Corporate Plan is ambitious and looking to the future. Delivering the approved outcome for each community need will take all of the CRD's work effort and capacity. Any changes to the Board-endorsed Strategic Priorities will necessarily result in a thorough review of the Corporate Plan, its initiatives and budgets to realign CRD resources and strategies to a new direction.

In advance of this meeting, two notices with motion related to climate action and park land acquisition were received that directly relate to the Board's strategic priorities. To facilitate a thorough discussion on strategic priorities, these motions and associated staff reports have been appended to this staff report (see Appendices D and E).

ALTERNATIVES

Alternative 1

- a) That the initiatives and actions that deliver on Board Strategic Priorities be continued in accordance with the approved 2019-2022 Board Strategic Priorities; and
- b) That staff, through the service planning process, provide recommendations on funding, timing and service levels for 2021 in accordance with the approved 2019-2022 Corporate Plan.

Alternative 2

- a) That the initiatives and actions on Board Strategic Priorities be adjusted as directed by the Capital Regional District (CRD) Board; and
- b) That staff, through the service planning process, provide recommendations on how to adjust the Corporate Plan's funding, timing and service levels for 2021 in accordance with CRD Board direction.

IMPLICATIONS

Service Delivery Implications

Initiatives and actions to be delivered in 2020 have been advancing at pace.

During the first year of the Board's term, focused work was placed into identifying strategic priorities and community needs with the Board and, consequently, aligning the CRD's Corporate Plan and resources to this strategic direction. Advocacy and project initiation was also an important part of the first year of work.

The focus of 2020 is to continue delivering approved initiatives that address Board priorities and community needs, while maintaining momentum on mandated core services.

It is worth noting that some of the initiatives have multi-year implementation plans, with deliverables and benefits coming to fruition in future years. Appendices D and E provide an outline of such in relation to climate action and park land acquisition.

Appendix B provides an overview of:

- progress made to date on CRD Board Strategic Priorities and community needs; and
- how much effort is currently being dedicated to addressing each community need.

The CRD's operational and capital investment activities contribute to wider goals, in alignment with the strategic direction set by the Board. In some cases, the relationship is direct, such as the effort needed to deliver a Board priority initiative. In other instances, efforts to deliver positive outcomes for one community need delivers benefits on multiple fronts.

As highlighted in Appendix B, sustained progress has been made on all priorities. All initiatives have been started and are on track for delivery within agreed timelines. There is one initiative in support of First Nations Reconciliation Strategic Priorities – First Nations Ecological Asset Management – which is planned to start in 2022 and has therefore not yet commenced.

This work has been achieved while also balancing unexpected challenges and pressures presented by the global COVID-19 pandemic. Appendix C provides a brief overview of how the CRD has been impacted by the pandemic. The CRD has been able to weather the impacts by making sensible, measured decisions to continue operating services that matter to the region and play its part in stopping the spread of the virus in the region.

Financial Implications

Any change in strategic direction will have to be addressed and reflected through the 2021 service planning and financial planning process. Such change includes, but is not limited to, Board direction to include new initiative(s), or expand the scope of and/or accelerate/decelerate effort on existing initiative(s). Resource implications would be identified in the preliminary budget, brought forward by staff in October 2020.

Alignment with Board & Corporate Priorities

The 2019-2022 CRD Corporate Plan identifies and prioritizes initiatives that advance Board Priorities and deliver the CRD's core services. Together, the initiatives and actions in the corporate plan respond to the region's collective community needs in consideration of Board priorities, within the CRD's established service mandates, approved plans and corporate priorities.

CONCLUSION

Staff have been progressing initiatives and actions identified in the Corporate Plan, including Board Priorities. The Board determines resourcing through its annual review and approval of financial plans. As per previous years, to support the Board's decision-making, staff will provide recommendations on funding, timing and service levels through the service and financial planning processes. These will be reviewed through the standing committees and commissions and form the basis of the 2021—2025 Provisional Budget.

RECOMMENDATION

- a) That the initiatives and actions that deliver on Board Strategic Priorities be continued in accordance with the approved 2019-2022 Board Strategic Priorities; and
- b) That staff, through the service planning process, provide recommendations on funding, timing and service levels for 2021 in accordance with the approved 2019-2022 Corporate Plan.

Submitted by:	Emily Sinclair, MCIP, RPP, Senior Manager, Regional & Strategic Planning
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

- Appendix A: CRD Board Strategic Priorities
- Appendix B: Presentation (Delivering the 2019-2022 Corporate Plan)
- Appendix C: Briefing on COVID-19 pandemic impacts in relation to the 2020 Service Plan
- Appendix D: Motion with Notice (20-174) – Accelerating CRD Response to Climate Emergency
- Appendix E: Motion with Notice (20-235) – Parks Acquisition Fund