




2021 Corporate Plan



comoxvalleyrd.ca   



Bear Creek Nature Park



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Chair Message

2020 has been a year to remember! It has made me realize, more than ever, I love where we live and the ample opportunities for exploration that our community has to offer. The Comox Valley is an extraordinary place filled with beautiful natural landscapes, and caring people devoted to our community. We all contribute to critical regional services like clean water, hospitals and emergency operations. We all invest in beautiful parks, affordable housing and recreation. We are all striving to be in a community that is sustainable, safe, affordable, filled with natural greenspaces, and provided with effective service delivery.

Since last March I have been the spokesperson for our Comox Valley Regional Emergency Operations Centre (EOC). Our EOC has been functioning since the start of the pandemic to support Island Health and the Province. One of the main goals of our local EOC has been to provide a place for regional collaboration and centralized communication for residents. I want to acknowledge and provide my appreciation to the members who have been dedicated to the EOC, helping our community, working together, and leading us through this challenging year. All the work completed behind the scenes to keep our community safe is appreciated.

In November 2020, I was re-elected as the Chair of the Comox Valley Regional District (CVRD) Board. In my role, I try to bring people together so we can increase our collective impact.

The CVRD developed the Corporate Plan to help map out the upcoming year's priorities based on the CVRD Board's strategic drivers:

- Fiscal Responsibility
- Climate Crisis and Environmental Stewardship and Protection
- Community Partnerships
- Indigenous Relations

The idea of having drivers that guide service delivery has been with the CVRD for a couple of years. Are you seeing these drivers at work within our community?

Finally, I want to acknowledge the remarkable amount of very important work – many other projects and day-to-day operations – underway by the staff that is not captured within this document. This year especially staff were tasked with not only day to day operations and ensuring services ran smoothly during the pandemic but also many dedicated countless hours supporting our Comox Valley Regional Emergency Operations Center.

I am honoured to be working alongside dedicated staff, board members and passionate residents that care about our shared future and the amazing place we all call home.

A handwritten signature in black ink, reading "Jesse Ketter". The signature is fluid and cursive, with a large loop for the 'J' and a long, sweeping tail for the 'K'.







Vision Statement

The **Comox Valley Regional District** is a partnership of three electoral areas and three municipalities providing sustainable services for residents and visitors to the area. The local governments work collaboratively on services for the benefit of those living and visiting the diverse urban and rural areas of the Comox Valley.

What We Do

In 2020, **99 services** were delivered to residents in Courtenay, Comox, Cumberland, Electoral Areas A, B, and C including...

Water

Comox Valley Water Supply System – connecting

45,000

residents to clean, safe drinking water at an affordable price.



Sewer

Comox Valley Water Pollution Control Centre – ensuring that Comox and Courtenay's liquid waste is effectively managed to minimize environmental impacts and follow regulatory requirements.



Solid Waste

Comox Strathcona Waste Management Service – ensuring that garbage is properly dealt with along with household hazardous waste, compost and recycling.



Parks & Recreation

Managing and protecting regional parks, forests, beaches and over 100 kilometres of trails.

Supporting recreation facilities that encourage active, healthy lifestyles for all residents.



We Are Three Electoral Areas & Three Municipalities

The Comox Valley boundaries extend north to the Oyster River, south to Cook Creek and west to Strathcona Park and includes Denman and Hornby Islands. The CVRD acknowledges that it is on the unceded territory of the K'ómox First Nation.

Services provided vary from water, sewer and solid waste to street lighting and transit.



Each service or function is a stand-alone service. A five-year plan is prepared for each of the services.



Each service has its own revenue source and expenditure plan as well as reserves, debt and grant funds.



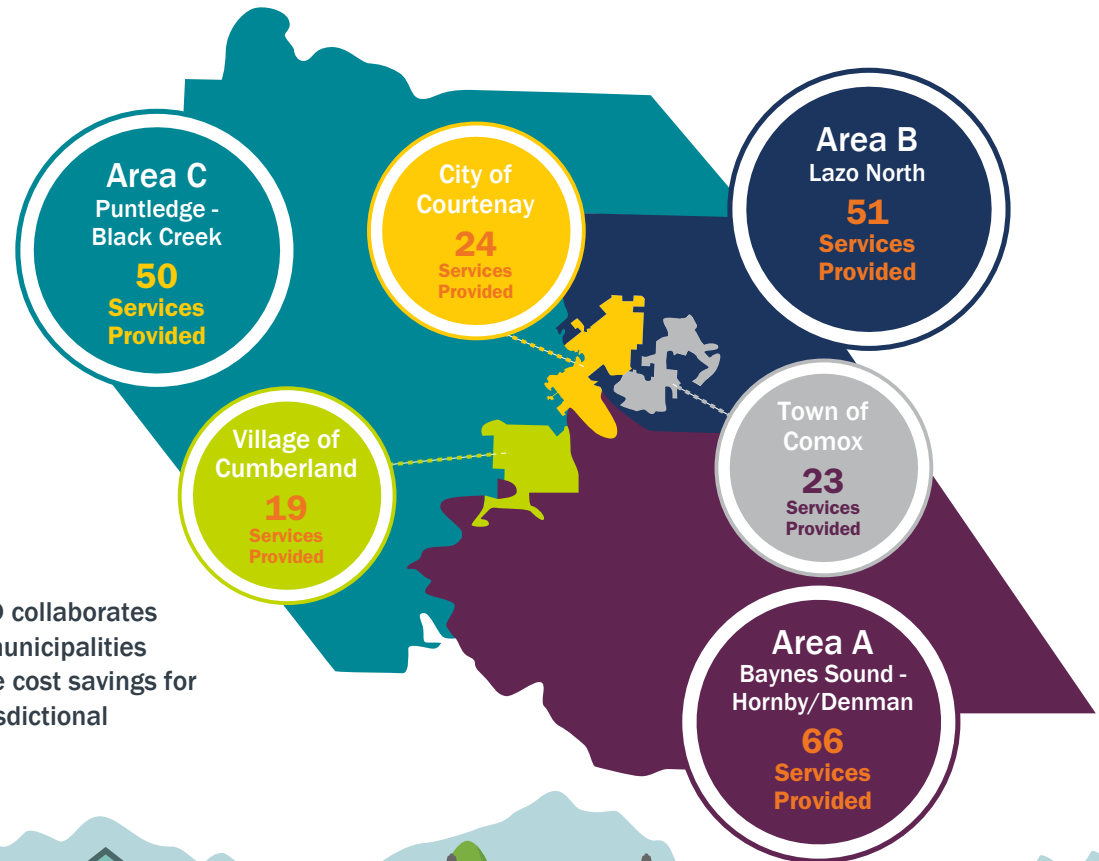
No ability to transfer funds from one service to another.



Only those municipalities or electoral areas that sign up for a service pay for the service.

The CVRD Board includes members of municipal council and electoral area directors who determine direction and approve all projects and expenditures in the best interest of every resident.

The CVRD collaborates with its municipalities to provide cost savings for cross-jurisdictional services.



2020 Financials

Management's Responsibility for Financial Reporting

Management maintains a system of internal controls to provide reasonable assurance that assets are safeguarded and that transactions are authorized, recorded and reported properly. Management also maintains a program of proper business compliance. The Board of Directors is responsible for reviewing and approving the financial statements and for ensuring that management fulfills its responsibilities for financial reporting and internal control.

MNP LLP, Chartered Professional Accountants, the regional district's independent auditor, conducts an examination of the financial statements in accordance with Canadian generally accepted auditing standards and expresses an opinion in the auditor's report, which accompanies the complete audited financial statements available at the regional district office or online at www.comoxvalleyrd.ca.



M. Foort, BBA, CPA, CA
Officer responsible for Financial Administration,
pursuant to Section 237 of the Local Government Act



At the Filberg in Comox looking
towards Goose Spit

2020 Financials

To the Board of Directors of the Comox Valley Regional District:

Opinion

The summarized financial statements, which comprise the summarized statement of financial position as at December 31, 2020 and the summarized statements of operations and cash flows for the year then ended, are derived from the audited financial statements of the Comox Valley Regional District as at and for the year ended December 31, 2020.

In our opinion, the accompanying summarized financial statements are a fair summary of the audited financial statements, in accordance with Canadian public sector accounting standards.

Summarized Financial Statements

The summarized financial statements do not contain all the disclosures required by Canadian public sector accounting standards. Reading the

summarized financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial statements and the auditor's report thereon. The summarized financial statements and the audited financial statements do not reflect the effects of events that occurred subsequent to the date of our report on the audited financial statements.

The Audited Financial Statements and our Report Thereon

We expressed an unmodified opinion on the audited financial statements in our report dated June 15, 2021.

Management's Responsibility for the Summarized Financial Statements

Management is responsible for the preparation of the summarized financial statements in accordance with management's criteria for aggregation of the balances.

Independent Auditor's Report on the Summarized Financial Statements

Auditor's Responsibility

Our responsibility is to express an opinion on whether the summarized financial statements are a fair summary of the audited financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard 810, *Engagements to Report on Summary Financial Statements*.

Courtenay, British Columbia
June 15, 2021

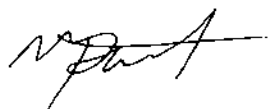
MNP LLP

Chartered Professional Accountants

MNP
LLP

Comox Valley Regional District Summarized Statement of Financial Position as at December 31, 2020

	2020	2019
Financial Assets		
Cash	\$ 71,500,308	\$ 55,452,790
Portfolio investments	42,203,195	40,077,106
Receivables and security deposits	12,367,466	15,750,364
Debt recoverable from member municipalities	14,886,933	12,009,452
Total Financial Assets	<u>140,957,902</u>	<u>123,289,712</u>
Liabilities		
Payables, other liabilities and deferred revenue	22,548,774	16,220,385
Short-term debt	30,488,116	33,391,081
Long-term debt	43,379,578	24,009,495
Restricted revenue	11,819,890	15,453,702
Provision for landfill closure and post closure	29,653,624	27,710,779
Total Liabilities	<u>137,889,982</u>	<u>116,785,442</u>
Net Financial Assets	<u>3,067,920</u>	<u>6,504,270</u>
Non-Financial Assets		
Prepaid expenses	586,723	913,583
Inventory of supplies	254,936	255,759
Tangible capital assets	244,376,871	171,144,750
Total Non-Financial Assets	<u>245,218,530</u>	<u>172,314,092</u>
Accumulated Surplus	<u><u>\$ 248,286,450</u></u>	<u><u>\$ 178,818,362</u></u>



M. Foort, BBA, CPA, CA
Officer responsible for Financial Administration,
pursuant to Section 237 of the Local Government Act (RSBC 2015)



J. Ketler
Chair of the Board

Comox Valley Regional District Summarized Statement of Operations

Year Ended December 31, 2020

	2020 Budget	2020 Actual	2019 Actual
Revenue			
Taxation	\$ 36,816,042	\$ 37,163,443	\$ 35,515,657
Sales of services and other revenue sources	23,370,374	22,127,284	23,717,163
Government transfers	41,353,302	49,480,746	13,860,169
Contributions from others	10,000	11,182,032	3,507,776
Investment earnings	115,000	2,286,238	1,945,009
Loss on disposal of tangible capital assets	-	(20,593)	(61,075)
Total Revenue	<u>101,664,718</u>	<u>122,219,150</u>	<u>78,484,699</u>
Expenses			
General government services	8,259,751	6,110,323	5,404,595
Protective services	5,073,424	4,850,269	4,526,758
Transportation services	3,513,195	2,444,233	2,918,331
Environmental health services	13,018,544	14,210,128	15,763,881
Public health and welfare services	402,104	246,114	340,665
Environmental development services	4,221,452	3,441,825	3,368,312
Recreation and cultural services	10,130,654	9,059,846	10,358,880
Water services	6,878,282	6,509,291	6,504,682
Sewer services	4,450,432	5,879,033	5,134,918
Total Expenses	<u>55,947,838</u>	<u>52,751,062</u>	<u>54,321,022</u>
Annual Surplus	45,716,880	69,468,088	24,163,677
Accumulated Surplus, beginning of year	<u>178,818,362</u>	<u>178,818,362</u>	<u>154,654,685</u>
Accumulated Surplus, end of year	<u><u>\$ 224,535,242</u></u>	<u><u>\$ 248,286,450</u></u>	<u><u>\$ 178,818,362</u></u>

Comox Valley Regional District Summarized Statement of Cash Flows

Year Ended December 31, 2020

	2020	2019
Operating Transactions		
Annual Surplus	\$ 69,468,088	\$ 24,163,677
Changes in non-cash operating balances		
Prepaid expenses and inventory of supplies	327,681	(114,621)
Receivables and security deposits	3,382,898	(8,387,564)
Accounts payable and other liabilities	6,357,136	5,760,537
Restricted revenue	(3,633,812)	2,137,641
Deferred government transfers	(28,747)	(106,436)
Items not utilizing cash		
Amortization of tangible capital assets	6,917,423	6,298,899
Loss on disposal of tangible capital assets	56,893	61,075
Landfill closure and post closure allowance	1,942,845	2,373,522
Actuarial adjustments and other items	(951,853)	(876,161)
Cash Provided by Operating Transactions	83,838,552	31,310,569
Capital Transactions		
Acquisition of tangible capital assets	(80,206,437)	(38,716,782)
Cash Applied to Capital Transactions	(80,206,437)	(38,716,782)
Investment Transactions		
Cash Applied to Investment Transactions	(2,126,089)	18,864,177
Financing Transactions		
Long and short-term debt issued	34,353,939	10,434,307
Long and short-term debt repayments	(19,812,449)	(1,357,923)
Cash Provided by Financing Transactions	14,541,490	9,076,384
Change in Cash	16,047,516	20,534,348
Cash, beginning of year	55,452,790	34,918,442
Cash, end of year	\$ 71,500,306	\$ 55,452,790

The CVRD Strategic and Financial Plans are guided by four key drivers:



Fiscal Responsibility

Careful management of services and assets is essential to providing affordable and reliable services to citizens and businesses in the CVRD.



Climate Crisis and Environmental Stewardship and Protection

The CVRD is committed to reducing our impact on the environment and ensuring we can adapt and respond to climate change impacts.



Community and Social Wellbeing

The social fabric of our communities, health and well-being of citizens, and community partnerships is ever present in guiding our service delivery.



Indigenous Relations

We are committed to reconciliation and relationship building with indigenous peoples and specifically K'ómoks First Nation (KFN).



Comox Marina overlooking
Comox Glacier



Comox Valley Regional District

Core Services





Core Services

While the CVRD has **99 independent functions**, for reporting purposes and defining vision and goals; eight core services focus the regional district's efforts:

**Finance
and Administration**

Water Supply

Recreation

**Regional Growth
Strategy**

Sewage Treatment

**Regional Emergency
Services**

Transportation

**Electoral Area
Services**

CORE SERVICES AT WORK



116
contracts
& agreements
in place



Trails = 158.6km

56

volunteers

supporting Comox Valley
Emergency Program



589
calls dispatched
by North Island 911 to
CVRD Fire Departments



103
planning
applications



41,711
drop-ins
to the Sports and
Aquatic Centres



60 volunteers
for search and rescue



8,228,041
cubic meters of
treated water that
equals 3,291 Olympic
swimming pools



45,512
recreation facility
bookings



5,160,196
cubic meters
of wastewater
treated
(sewage)

752,000 conventional
transit rides and
39,000 handidart
transit rides



132 
volunteer
firefighters in CVRD
fire departments



Parks = 16.41 km²



ReThink Comox Valley During Pandemic

With the upheaval of 2020, the Comox Valley Regional District (CVRD) sharpened its focus on fiscal responsibility and community partnerships by creating a plan that recognized the need to re-evaluate how to meet the needs of the community and deliver services in the face of a global pandemic.

In the summer of 2020, after addressing the most urgent issues related to protecting public health in the community, the CVRD began to look at how COVID-19 would change its service delivery in the months and years to come. Rethink Comox Valley was developed to outline the response to COVID-19 and provide support for recovery within the region.

CVRD Directors agreed the key principles to guide the CVRD's economic recovery work moving forward would be:

- ☐ Keeping services affordable
- ☐ Streamlining processes
- ☐ Protecting quality of life
- ☐ Caring for the community

With those guiding principles, the CVRD reviewed all services and projects. It focused on finding cost efficiencies for the essential services and projects the CVRD must deliver and reviewed the priorities of upcoming initiatives to ensure they spoke to the Rethink Comox Valley plan.

In early 2021, the CVRD board undertook its five-year financial planning process, adapting to reflect the priorities that were established through Rethink Comox Valley.

Rethink Comox Valley builds on the community partnership work that was undertaken in the immediate response to COVID-19, when

\$93,179 was awarded to the Comox Valley Community Foundation, Comox Valley Coalition to End Homelessness and the Community Health Network to help support community organizations and the most vulnerable in our community. Additional grants were provided in electoral areas to programs adapting to serve communities within the new environment.

Rethink Comox Valley allowed for a shift in service delivery to meet the community's needs during the pandemic and also plan for the future. The following pages illustrate the initiatives and directions within each of the eight core services. They have been influenced by that shift and forward thinking approach while embodying the CVRD's strategic drivers.

Learn more at www.comoxvalleyrd.ca/rethink

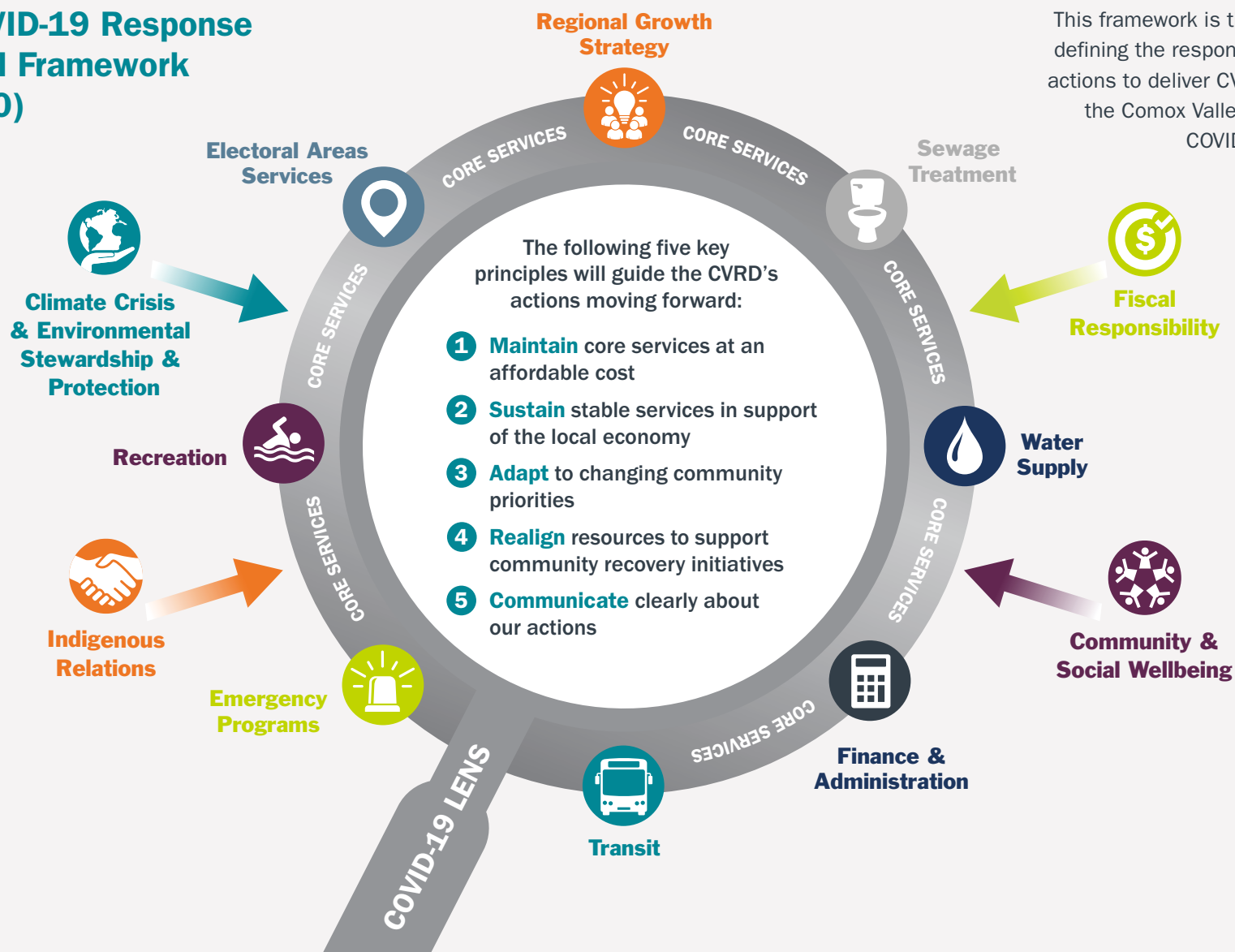
COVID-19 RESPONSE AND RENEWAL

TIMELINE



CVRD COVID-19 Response & Renewal Framework (May 2020)

This framework is the guideline for defining the response and renewal actions to deliver CVRD services to the Comox Valley, in light of the COVID-19 pandemic.





Core Services

Finance and Administration

STRATEGIC DRIVERS LEGEND

- Fiscal Responsibility
- Climate Crisis
- Community Partnerships
- Indigenous Relations





















Finance and Administration provides support services for: legislative, financial, personnel, communications, executive, information technology and administrative functions. In addition, it oversees borrowing for large scale projects and elections and public approval processes.

Key Service Outcomes

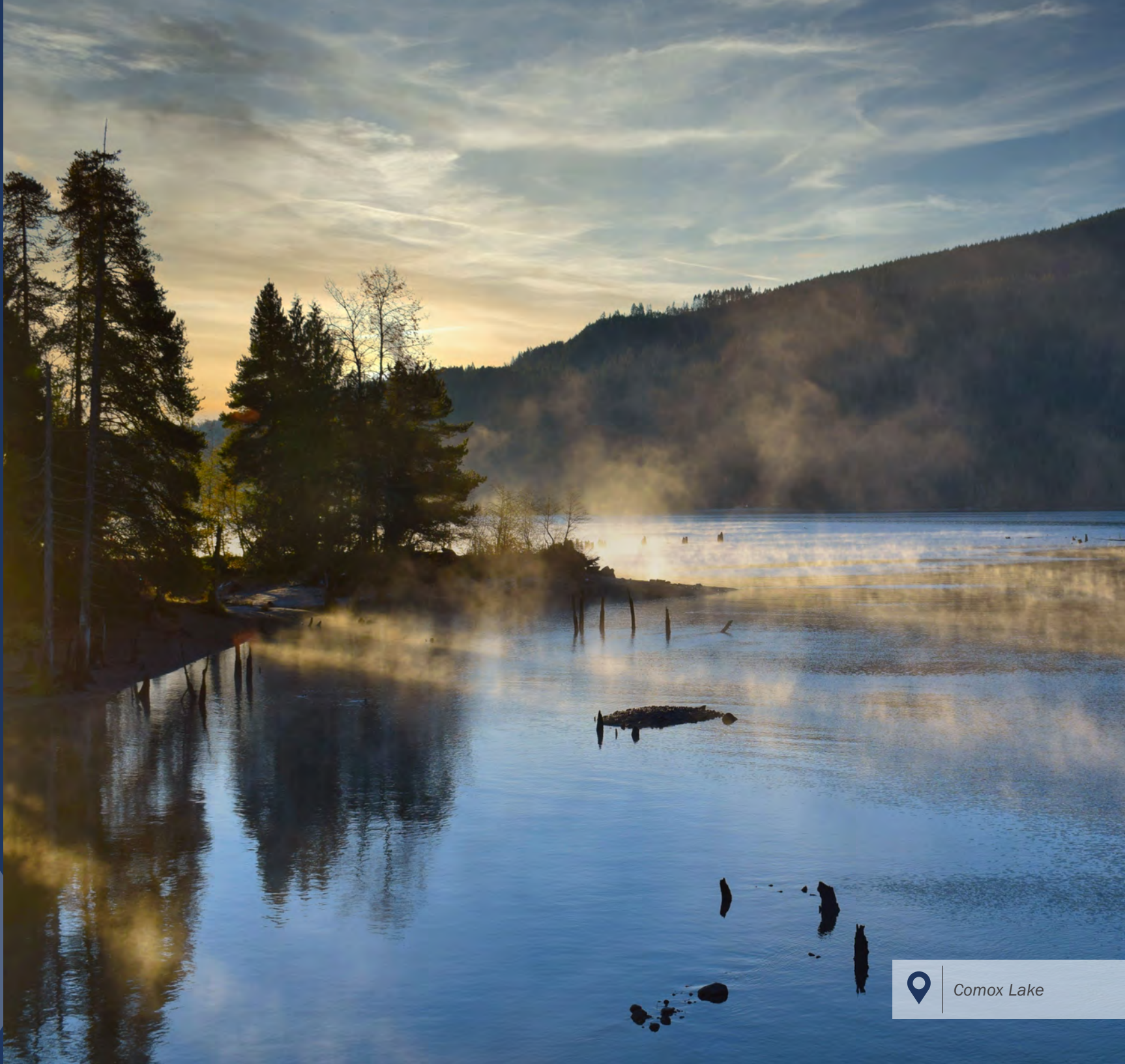
- Fiscal responsibility and management
- Quality information and communication for residents and businesses
- Social procurement
- Partnerships (e.g. school district, elected officials' forums)
- Community leadership (e.g. electric vehicle best practices)
- Maintain relationships with Indigenous peoples

Key 2019 - 2022 Initiatives / Directions	Strategic Drivers	Cost	Public Engagement
1. Regular upgrades to existing systems (e.g. financial reporting and asset management) to achieve a higher degree of integration and more efficient practices (ongoing)		\$	
2. Coordinating asset management across all CVRD services (ongoing)		\$\$	
3. Supporting K'ómoks First Nation community to community forums, regular project updates with KFN Chief and Council, broad cultural awareness associated with indigenous relations for staff, elected officials and public (ongoing)		\$	
4. Develop unified Alternative Approval Process		\$	



Key 2019 - 2022 Initiatives /Directions	Strategic Drivers	Cost	Public Engagement
5. Develop and introduce aspects of the financial stability/sustainable service delivery framework	 	\$	
6. Support for economic recovery and development through task force and CVRD and CVEDS liaison	 	\$	
7. Eliminate process barriers for collaboration and empower CVRD staff to work with our partners on projects and initiatives from conception to delivery. Enable a centralized, focused advisory body that is held two or three times annually to broadly consider Valley-wide, important issues and ensure all service level needs and impacts in a more holistic manner.	  	\$	
8. Hornby/Denman Internet Study		\$\$	
9. Union Bay Improvement District Conversion	 	\$	
10. Regional Parks – Feasibility with Municipal Partners	   	\$\$	

Water Supply



Comox Lake

Core Services Water Supply


















STRATEGIC DRIVERS LEGEND

-  Fiscal Responsibility
-  Climate Crisis
-  Community Partnerships
-  Indigenous Relations

CVRD owns and operates the water supply system which provides treated water in bulk for 45,000 residents in Courtenay, Comox and parts of the surrounding electoral areas. Water from Comox Lake is drawn from the Puntledge River, is treated with chlorination and ultraviolet and then flows through a network of reservoirs, pumping stations and transmission mains or pipes. Distribution to residents and businesses is managed by municipalities and individual electoral area water services.

Key Service Outcomes

- High quality water
- An adequate water supply to accommodate current and future demands
- Water conservation (reduction of per capita usage)
- Adequate, maintained, reliable and resilient infrastructure
- Source and infrastructure resiliency to climate change impacts
- Affordable water
- Positive KFN relations regarding water supply
- Watershed protection
- Reduced conflicts with watershed recreational users
- Supply source redundancy

Key 2019 - 2022 Initiatives/Directions	Strategic Drivers	Cost	Public Engagement
1. Completion of the Water Treatment Project	   	\$\$\$	
2. Ongoing implementation of the Comox Lake Watershed Protection Plan <ul style="list-style-type: none"> a. Municipal natural assets inventory (MNAI) b. Future use consideration of Coal Beach property c. Perseverance Creek risk reduction 	   	\$	
3. Asset management to confirm current conditions and define future asset renewal requirements	 	\$	
4. Consideration of southern communities for expanded services (aligned with RGS goals and objectives)	  	\$\$\$	

Comox Valley Water Treatment Project on Time and on Budget in 2020



A birdseye view of the clearwell, where treated water will be stored before it enters the transmission main.



Installation of the submerged marine pipeline, which pulls water from the lake to the pump station.



Crews pouring concrete to construct the filter chamber at the Water Treatment Plant.

Moving construction forward on the \$126 million Comox Valley Water Treatment Project was a top priority in 2020, with a focus on safety, employment and environmental protection. Along with the importance of ensuring a clean, safe water supply for the Comox Valley, the Water Treatment Project also demonstrates CVRD's dedication towards environmental protection and fiscal responsibility.

Despite the added challenges of COVID-19, the project team successfully marked off major construction milestones over the past year, while keeping the project on time and on budget.

2020 Construction Milestones

- Installation of the raw water transmission main - COMPLETE
- Tunnelling into Comox Lake - COMPLETE
- Installation of structural concrete in the water treatment plant - COMPLETE
- Construction of the raw water pump station foundations - COMPLETE

From the beginning, the CVRD Board set out an important goal for this project: to create opportunities for the community and increase the contribution of diverse workers on the project. To help meet this goal, an employment benefits plan was set in motion, with specific target hours: 10,000 hours for indigenous peoples, 15,000 hours for apprentices

and 10,000 hours for under-represented populations. As of February 2021, the project has far exceeded these targets, marking 16,907 hours for indigenous peoples, 28,438 hours for apprentices and 30,064 hours for under-represented populations.

Project Completion Marks Key Achievements

The new system will officially be up-and-running delivering Comox Valley residents a secure supply of reliable, high quality drinking water in summer 2021. Once in operation, the new system will:

- Provide a three-treatment process and remove the need for any future turbidity-related boil water notices.
- Pull water directly from Comox Lake, reducing CVRD dependency on, and maintenance downtime issues with, the BC Hydro power generating system.
- Operate an efficient water treatment plant at a location that feeds the existing water distribution system by gravity, removing the need for several existing pump stations.
- Provide the raw water needed for the Courtenay and District Fish & Game Association's hatchery project, which plans to produce 100,000 Coho annually.

For more information on the Comox Valley Water Treatment Project visit

www.comoxvalleyrd.ca/watertreatment



Comox Valley Water Treatment Project at Comox Lake

This microtunnel boring machine created a tunnel under the lake to prepare for the installation of the marine pipeline.



Recreation



Goose Spit Nature Park





Core Services

Recreation

STRATEGIC DRIVERS LEGEND





















-  Fiscal Responsibility
-  Climate Crisis
-  Community Partnerships
-  Indigenous Relations

CVRD owns and operates the Comox Valley Aquatic Centre (pool facilities), Comox Valley Sports Centre (two ice sheets, wellness centre and pool facilities) and Comox Valley Curling Centre. Administration and operation oversight of the facilities and programs is delegated to the Comox Valley Recreation Commission.

The Commission undertook its own strategic planning session in spring 2019. The following outcomes and initiatives are affirmed through the Commission's independent plan.

Key Service Outcomes

- Supporting the health of citizens
- Asset management
- Partnerships between jurisdictions and external stakeholders
- Connectivity to recreational services
- Accessibility to recreational services
- Volunteer engagement
- Cooperation with School District 71 facilities
- Greenhouse gas and environmental impact reduction
- Partnerships with K'ómoks First Nation

Key 2019 - 2022 Initiatives/Directions	Strategic Drivers	Cost	Public Engagement
1. Implementation of the CVRD Sports Centre Strategic Plan 2019 - 2021	   	\$	
2. Implementation of a low-income regional pass	 	\$	 
3. Facility upgrades – construction / improvements at Sports Centre and during prolonged facility shut down at Aquatic Centre which includes energy reduction improvements such as switching to LED lighting, evaluating heat reclamation potential and acquisition of an electric ice resurfacing equipment	  	\$\$	
4. Enhanced programming with First Nations involvement	 	\$	 
5. Exhibition Grounds be considered for outdoor recreation purposes		\$	 

Regional Growth Strategy



Biking along Courtenay
Greenway Trails





Core Services

Regional Growth Strategy

STRATEGIC DRIVERS LEGEND

- Fiscal Responsibility
- Climate Crisis
- Community Partnerships
- Indigenous Relations

The Comox Valley Regional Growth Strategy (RGS), adopted in 2011, promotes human settlement that is socially, economically and environmentally healthy and makes efficient use of public facilities and services, land and other resources. In addition, one of the intents of the RGS is to provide a mechanism for regional collaboration.

The RGS includes eight goals related to: housing; ecosystems, natural areas and parks; local economic development; transportation; infrastructure; food systems; public health and safety; and climate change.

The RGS provides broad opportunity for data collection, monitoring and reporting to support regional district, municipal and senior government decision-making and public awareness and education.

Key Service Outcomes

- Settlement that is socially, economically, environmentally healthy
- Adequate housing supply for current and future needs
- Affordable housing
- Affordable servicing
- Partnerships with KFN and other organizations
- Improved air quality
- RGS monitoring and evaluation

Key 2019 - 2022 Initiatives/Directions	Strategic Drivers	Cost	Public Engagement
1. Air quality framework identified to improve Comox Valley air quality		\$	
2. Review of the RGS		\$	
3. Use of RGS Technical Advisory Committee to collaborate on regional interests		\$	
4. Exploring potential for regional food hub		\$	
5. Evaluation and reporting framework (dashboard) and data collection; integrating RGS principles with climate crisis response		\$	
6. Climate change mitigation and adaptation planning		\$\$	
7. Poverty Reduction Strategy		\$	

Sewage Treatment



Comox Valley Water Pollution
Control Centre in Electoral Area B



Core Services

Sewage Treatment

STRATEGIC DRIVERS LEGEND

- Fiscal Responsibility
- Climate Crisis
- Community Partnerships
- Indigenous Relations

CVRD owns and operates conveyance and treatment infrastructure for wastewater from the communities of Courtenay, Comox, CFB Comox (19 Wing) and K'ómoks First Nation (by service contract). The Comox Valley Water Pollution Control Centre (CVWPCC), commissioned in 1984, is a secondary wastewater treatment facility. The CVRD Board delegates operational and administrative decisions to the Comox Valley Sewage Commission.

The CVRD also provides liquid waste management planning on sewer and septic matters in the electoral areas.

Key Service Outcomes

- Asset management
- Affordability of service
- Infrastructure resiliency to climate change impacts
- Partnerships with KFN
- Reduce storm water infiltration
- Willemar Bluff risk reduction

Key 2019 - 2022 Initiatives/Directions	Strategic Drivers	Cost	Public Engagement
1. Comox Valley Liquid Waste Management Planning (LWMP) to select optimal conveyance solution, level of treatment for the Comox Valley Water Pollution Control Center and explore opportunities for further resource recovery		\$\$	
2. Comox Valley Sewer Conveyance Project		\$\$\$	
3. Upgrades and equipment at the CVWPCC to address odour, good neighbour, operations		\$\$\$	
4. Advance collaborative sewer services, in particular through decisions to treat wastewater from Royston and Union Bay at the main treatment plant		\$\$\$	
5. Major capital upgrades at the biosolids compost facility to increase the capacity by 50 percent now complete		\$\$	

Moving Forward Together with K'ómoks First Nation



Celebrating Seal Bay Nature Park
Hegus Rempel and KFN Elders perform a traditional dance at a celebration event in Seal Bay Park.

In late 2020, the CVRD was pleased to ratify a Community Benefits Agreement that commits both parties to work together collaboratively on a regional solution for sewer. An important step forward in meaningful relationship building with its partner the K'ómoks First Nation (KFN), this agreement will provide needed upgrades for Comox and Courtenay sewer infrastructure and provide compensation for past and future impacts of sewer infrastructure within the reserve. The Sewage Commission will work with KFN to protect archaeologically sensitive areas during construction in an effort to preserve cultural heritage sites, ancestral burial places and artifacts.

In turn, the growth and economic development plans of the K'ómoks community will be supported through advancing a regional sewer solution. A regional approach to sewer will protect local beaches, waters and BC's largest shellfish industry in Bayne's Sound from failing septic systems in Royston and Union Bay.

This partnership is a testament to what is possible when local governments and first nations work together to seek solutions to region wide issues. It follows a September 2018 agreement confirming the cooperation and collaboration between the CVRD and KFN in the management of water resources in the region.

These achievements on management of sewer and water underscore an understanding that reconciliation is not just a statement or a gesture. These historic milestones between the KFN and CVRD are markers in time, building on a commitment to reconcile past wrongs and move forward together in partnership to protect our lands and water and help our communities to prosper.

At its first meeting of 2021, the Comox Valley Regional District (CVRD) Board of Directors adopted a statement of reconciliation that will continue to guide the CVRD's work with Indigenous peoples. To read the statement and read about our progress implanting our Indigenous Relations Framework visit www.comoxvalleyrd/indigenousrelations



Comox Lake

The CVRD celebrated the start of construction and officially broke ground with the KFN on October 30, 2019 at Comox Lake. From left to right: CVRD director Daniel Arbour, K'ómoks First Nation Councillors Katherine Frank and Richard Hardy, CVRD directors Wendy Morin and Doug Hillian, CVRD Water Committee Chair David Frisch, K'ómoks First Nation Chief Nicole Rempel, CVRD Chair Bob Wells and CVRD director Edwin Grieve.





Core Services

Regional Emergency Services

STRATEGIC DRIVERS LEGEND

- Fiscal Responsibility
- Climate Crisis
- Community Partnerships
- Indigenous Relations

CVRD Regional Emergency Services provides Comox Valley wide collaboration and coordination of emergency management under the four pillars of emergency management – mitigation/prevention, preparedness, response and recovery.

The CVRD activates and operates the regional emergency operation centre in emergency situations.

Several rural and community fire department services (under a volunteer fire fighter model) are delivered through CVRD.

Key Service Outcomes

- Emergency prevention and mitigation
- Emergency Operations Centre preparedness
- Business and resident emergency preparedness
- Support for emergency staff and volunteers
- KFN partnerships and bridging
- Emergency food supply preparedness

Key 2019 - 2022 Initiatives/Directions	Strategic Drivers	Cost	Public Engagement
1. Completion of the new Regional Emergency Operations Centre – Developing, training, and implementing the EOC personnel plan capable of filling three shifts for a stage 3 activation		\$	
2. Preparation for 2021 earthquake emergency exercise		\$\$	
3. National Disaster Mitigation Program – Flood Risk Mapping for entire CVRD Coastline, in collaboration with CVRD Planning		\$\$	
4. Constructing the Merville fire services building		\$\$\$	
5. Feasibility for Mount Washington fire service building		\$\$\$	
6. Community Fire Smart Program and wildfire protection planning		\$	
7. Develop a Regional Emergency Program Service delivery model (incorporating EOC After Action Report findings)		\$	

Comox Valley Regional Emergency Operations Centre Supporting Community Through COVID-19

On March 11, 2020, the World Health Organization declared the novel coronavirus 19 (COVID-19) outbreak as a global pandemic. Since March 18th the British Columbia Ministry of Health has declared a state of emergency to assist the province wide response to COVID-19 pandemic.

A regional emergency operations centre was established on March 17, 2020 and is still monitoring and supporting public health and the Vancouver Island Health Authority. 52 representatives from the DND/19-Wing Comox, K'ómoks First Nation, CVRD, City of Courtenay, Town of Comox, Village of Cumberland, Fire Chiefs Association, School District 71, and many other external agencies and organizations have worked together to collaborate on supporting response measures and best practices for the region.

CVRD Board Chair and Cumberland Councillor, Jesse Ketler was appointed as the regional EOC spokesperson for all COVID related matters in the region. Comox Valley residents listened to health measures and continue to do their best to slow the spread within our community. Acts of kindness from hearts in windows to banging pots and pans at 7 pm each night as a way to thank the front line workers were embraced throughout the region. Neighbours helped each other with essential trips for groceries and many did their best to protect the elderly who were most susceptible to serious illness.

The Comox Valley Emergency Operation Centre's

regional collaboration groups worked with local not-for-profit organizations to support vulnerable populations and determine how Comox Valley local governments could offer support to their operations during the pandemic. Each local government determined how they could provide support, and delivered various levels of funding or enhanced services to help the Comox Valley community.

Helping the community became the number one priority this past year. The CVRD created Community Action Teams (C.A.T). The purpose of CATs was to explore opportunities to support our community's non-profit groups and associations during the COVID-19 crisis. With recreation centres closed the CVRD offered the curling rink to LUSH Valley Food Action. LUSH Valley launched an Emergency Food Share Program to provide healthy, mostly local food, to residents in need through the Good Food Box program (healthy food hampers) and a Hot Meal program. By working together, supporting every member of our community, the Comox Valley demonstrated strength, compassion and will be stronger after the pandemic.

In December, the CVRD received \$723,000 Safe Restart Funds from Provincial Government. Each local government received varying levels of funding. The CVRD Board approved the funds to be invested back into community recovery and resiliency focusing on supporting vulnerable populations, promoting food security and improving resiliency to deliver the services residents use daily.

- Emergency operations preparedness and community support - \$200,000
 - Community partnerships and vulnerable population response through the Emergency Operations Centre (EOC)
 - Emergency Operations Centre technology and systems upgrades
- Promoting local food security and supporting vulnerable populations through the Comox Valley Community Foundation - \$100,000
- Information technology resilience to support safe work, public engagement and effective service delivery – \$100,000
- Rural fire department support for increased preparedness and personal preparedness equipment – \$40,000
- Unallocated BC Safe Restart grant program funds, totalling \$283,000, will be retained for future considerations as the COVID-19 pandemic continues to impact the region. Unallocated funds would be primarily dedicated to the following projects:
 - Recreation services
 - Rural community hall support
 - Food aggregation and promoting local food security

COVID-19 really demonstrated the importance of being prepared and working together in times of need.

To learn more about emergency preparedness and how to be prepared visit www.comoxvalleyrd.ca/getprepared

Transportation



Active Transportation on
5th Street Bridge in Courtenay





Core Services

Transportation

STRATEGIC DRIVERS LEGEND



Fiscal Responsibility



Climate Crisis



Community Partnerships


















Indigenous Relations

The key focus area for Transportation include improved mobility options for citizens, reducing GHG emissions, and providing convenient, affordable, safe alternatives to automobiles within the community. The Comox Valley Transit System, in partnership with BC Transit, forms a large component of the CVRD's approach to transportation.

Key Service Outcomes

- Access equity
- Greenhouse gas reduction
- Alternative services in rural areas
- Link high need users to services (e.g. food bank, farmers market)
- Integration with School District 71 student transportation needs
- Mode shift – Transit Future Action Plan

Key 2019 - 2022 Initiatives/Directions	Strategic Drivers	Cost	Public Engagement
1. Annual Transit Improvement Plans based on BC Transit and local input	  	\$	
2. Development of a Transit Future Action Plan to: <ul style="list-style-type: none"> a. review mode share targets and service levels b. local government land use and transportation plans and c. identify future service and infrastructure needs and cost implications 	   	\$	  
3. Transportation Alternatives Assessment	  	\$	

Electoral Area Services



Seal Bay Nature Park



Core Services

Electoral Area Services

STRATEGIC DRIVERS LEGEND



Fiscal Responsibility



Climate Crisis



Community Partnerships
















































Indigenous Relations

CVRD delivers local government and services to electoral areas (street lighting, planning, grants-in-aid, fire protection, building inspection, bylaw compliance, water distribution, Islands-based services, parks, heritage conservation, community hall supports, and more)

Electoral area directors advocate for services with the CVRD itself, senior government and other stakeholders

Key Service Outcomes

- Local government for rural areas
- Advocating for equitable and appropriate service delivery
- Infrastructure and community resiliency
- Responding to and partnering with community groups and residents

Key 2019 - 2022 Initiatives / Directions	Strategic Drivers	Cost	Public Engagement
1. Rural roadside garbage, recycling and organics collection – public engagement and seeking approval	   	\$	  
2. Septic regulation / education (enhanced efforts)	  	\$	 
3. Agricultural planning	 	\$	
4. OCP updates: Cannabis policies (operational)	 	\$	 
5. OCP updates: Saratoga settlement node (operational)	 	\$\$	 
6. OCP updates: Development permit revisions (operational)	 	\$	
7. Building inspection department to a. pursue software that promotes virtual operations and remote procedures b. rewrite building inspection bylaw for clarity		\$	
8. Examine delegating all development permit approvals to staff		\$	
9. Grant Programs and Community Hall Services	 	\$	  
10. Saratoga Beach Mosquito Control Service – Elector Approval	  	\$	  
11. Parks and Greenways Strategic Plan – continued progress on plan application	  	\$	

Electoral Areas: Caring for Our Community

While 2020 was an unexpected and challenging year in many ways, lots of important work was still completed in Electoral Areas A, B and C. Key community projects and initiatives in the rural areas gained steam over the year and moved the CVRD's community outreach and partnership goals forward.

Online Engagement: Prioritizing Community Collaboration

A number of community events went online in 2020, ensuring that collaboration and outreach continued through the COVID-19 pandemic. In November, Electoral Area Directors held online engagement sessions to keep residents informed about ongoing initiatives and to answer questions from the public.

Regardless of the unusual year, the CVRD was able to continue moving forward other key initiatives with a continued focus on public engagement as well, such as:

- **Rural Roadside Garbage and Recycling Collection:** An online survey in late summer 2020, to assess community

interest in a roadside garbage and recycling collection service in the electoral areas, generated over 3,000 survey responses, the highest recorded number of responses in any recent CVRD engagement. Eleven of the thirteen neighbourhoods surveyed moved forward to the next stage of analysis for a roadside garbage, recycling and yard waste pick-up service. Approval to establish the service will be obtained via AAP in 2021.

- **Septic Education Workshops:** These informational sessions went virtual in 2020, providing an expanded opportunity to educate people on how to ensure their system is working properly – a critical step to preventing environmental harm.
- **Sewer Planning Outreach:** As part of the long-term plan for the Comox Valley Sewer Service, specific attention has been paid to the concerns raised by Area B residents who are 'home' to some of the key infrastructure included in the plan. Specific

outreach has been held for those with concerns about groundwater and wells to address questions and collect information.

- **Merville Fire Hall:** After working with community partner Mountaineer Avian Rescue Society (MARS) to secure a lease agreement for a new fire hall, the alternate approval process for the new Merville Fire Service – completed in late 2020 – indicated strong support from the community. With borrowing approved, construction on the hall is expected to be completed by end of 2021.

In 2021, electoral area engagement will continue through the ConnectCVRD online engagement tool, online information sessions and community update newsletters. Hearing from residents, answering questions and providing timely updates is a priority for the year ahead.

For more information on Electoral Area services within the region visit www.connectcvr.ca/electoralareas



Electoral Area Community Update
January 2020 in CVRD Civic Room.





Comox Valley
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