

Staff Report

DATE: May 7, 2025

FILE: 6430-01 Chair and Directors

Regional District Board

FROM: James Warren

Chief Administrative Officer

RE: Strategic Initiatives Update May 2025

Purpose

TO:

This report provides an update on the Comox Valley Regional District (CVRD) Board's Strategic Initiatives.

Recommendation from the Chief Administrative Officer:

This report is provided for information only.

Executive Summary

- Attached is the 2025 second quarter status of the 2023-2026 Strategic Plan (https://www.comoxvalleyrd.ca/strategicplan)
- Updates are provided several times each year with more detailed updates or requests for actions being considered by the Board, Committees or Commissions as needed.
- While this Strategic Initiatives update highlights short and long-term initiatives, staff continue to deliver approximately 100 high-quality services within the community each day.
- By balancing Strategic Initiatives with our operational requirements, we strive to meet the needs of our residents and support Board direction.
- The attached illustrates the original milestone actions and dates; as well as notes the changes identified for certain initiatives. Those changes could be delays, extended timeframes or actions completed earlier than expected.

The Strategic Initiatives originated through strategic planning sessions and have included a mixture of higher-level actions / plans as well as topics that are much more operational in nature. Operational items are important for day-to-day functioning and directly support and contribute to the overarching Strategic Initiatives. Updates or action requests for some of the following service areas and departments in general may be presented on a regular basis to Board, Committee and Commission meetings throughout each year. As an example, an operational

update on the Baynes Sound, B and C Parks and Greenways workplan is presented to the Electoral Areas Services Committee one or two times each year.

Several Strategic Initiatives in the schedules are noted as concluded; while that may mean the specific topic identified as the Strategic Initiative is complete for the purposes of this report, subsequent work is likely occurring at an operational level, or a new Strategic Initiative is now included in this report – an example being the Creation of a CVRD Housing Organization under Regional Sustainability (schedule E). Concluded items from this update include:

Electoral Areas Services

Undertake Agricultural Planning

Finance and Administration

Social Support Service

Regional Sustainability

Housing Supports Analysis

This second quarter 2025 Strategic Initiatives update will be a key input to the June strategic planning sessions.

Prepared and submitted by:

J. Warren

James Warren

Chief Administrative Officer

Attachments: Strategic Initiatives Overview

Schedule A – Electoral Area Services

Schedule B – Regional Emergency Services
Schedule C – Finance and Administration

Schedule D - Recreation

Schedule E – Regional Sustainability Schedule F – Sewage Treatment Schedule G – Transportation Schedule H – Water Supply

Strate	Strategic Initiatives Overview Core Service: Electoral Area Services							stone edule	С		ange fr reviou			Sche Cha	dule nge	→		nuing 2026
Core Serv	ice	: Electoral Area Services		20	23			20	24			20	25			202	26	
Key Initiative		Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Develop Septic Regulation / Education Program	4	EASC direction on next steps, approval to proceed with request to province for septic maintenance authority (Revised) Provincial approval for revisions to CVRD Regulation, next steps pending EASC direction (Revised) Board approval to proceed Public engagement Support of service establishment & AAP Service start up													С	С		→
Develop Watershed Stewardship Service	3	Further engagement with K'omoks Approval to proceed with public engagement/AAP Public engagement in support of service establishment and AAP Service start up							С	С	СС	С			C	С		→
Undertake Agricultural Planning (Concluded)	3	Approval of final interim report and to proceed with final phase of draft plan development Agricultural Sector engagement on draft plan Board approval of final draft plan to proceed to public engagement Public engagement on final draft plan Board adoption																
Implement Priorities of the Fire Services Review	1	Work on implementing the findings of the review																

Strateg	Strategic Initiatives Overview Core Service: Regional Emergency Services							stone edule	С		ange fr Previou			Sche Cha		→	Contir Past 2	_
Core Service:	Re	egional Emergency Services		20	23			20	24			20	25			20	26	
Key Initiative		Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Regionalize Comox Valley Emergency Service (Revised)	1 2 3	Establishment bylaw amended to include CV municipalities to directly participate and support emergency management service recommendations Create a multi-year regional training calendar for EOC specialty courses Create a regional governance structure/model and EOC																
		procedures that include K'ómoks and CV local governments Agreement with parties for site and design																
Design and Construct Mount Washington Fire Services Building	2	Procurement process to select construction firm Start build								С	С	С	С					
	4	Hall operational											С	С				
Design and Construct Denman Island Fire Hall	1	Agreement with parties for site and design Electoral Assent Process															С	
		Procurement process to select construction firm Start build 2028 Hall Operational Q1 2029 (Revised)																†
	1 2	Environmental and geotechnical assessments Agreement with parties for site and design																
Design and Construct Union Bay Fire Hall	3	Electoral Assent Process Procurement process to select construction firm																
		Start build Hall operational																

Strate	Strategic Initiatives Overview Core Service: Finance and Administration							stone edule	С		ange fr Previou			Sche Cha	dule nge	→	Conti Past	_
Core Service	: Fi	nance and Administration		20	23			20	24			20	25			20	26	
Key Initiative		Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Strategic Planning		Develop key initiatives reporting format to describe progress at regular intervals Annual strategic planning session to review/affirm drivers and update on key initiatives Delivering services in alignment with Board strategic drivers (including measurability) and key initiatives are progressing; stage is set for stable service delivery transition from current Board to new Board																
Foundational Fiscal Framework and Strategy	1	Immediate High Risk Policy Work - Investment policy (CVRD/CSRHD), Water Services Reserve Policy, Asset Management Policy Conduct current state analysis																
		Build Fiscal Framework and Strategy																
	4	Implement Strategies																
	1	2023 Laying the Foundation (terms of reference, engagement framework, priority themes for action)																
Advisory Group on Reconciliation	2	2024 Identifying Actions (pursue learnings and healing opportunities for committee members and elected officials, develop communications plan, deliver first milestone report, share work with the community) (Revised)										С						
	3	2025 and Beyond: Reporting and Monitoring (monitor implementation, report progress, evaluation and affirmation of Advisory Table role moving forward)																

Strate	gic	Initiatives Overview			ative eline			stone edule	С		ange fr Previou			Sche Cha		→	Conti Past	_
Core Service	e: Fi	inance and Administration		20	23			20	24			20	25			20	26	
Key Initiative		Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Regional Tourism Strategy	3	Create a community based Tourism Strategy Advisory Committee Public stakeholder engagement process Draft strategy and Action Plan presented to the Board Finalized CV Tourism Strategy and Action Plan Explore and possibly pursue regional MRDT Application								С	ССС							
Island Corridor Engagement	1 2 3	Participate in encumbrances and contamination working groups Investigate partnership/alignment in describing vision with K'ómoks First Nation Develop options for vision definition with CVRD Board and K'ómoks First Nation Coordinated vision for the Island rail corridor (in alignment with primarily K'ómoks First Nation and secondarily other RDs and Nations																
CV Ground Search and Rescue	1 2	Partner with CVGSAR on permanent building feasibility Board consideration of options upon direction from CVGSAR (Revised)																

Strate	gic	Initiatives Overview			ative eline			stone edule	С		ange fr Previou				dule nge	→		nuing 2026
Core Service	: Fi	inance and Administration		20	23			20	24			20	25			20	26	
Key Initiative		Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
-																		
	1 1	Complete scoping study for regional service to support social initiatives and services																
Social Support Service (Concluded)	2	Seek feedback from member municipalities and electoral areas concerning potential granting service																
	3	Report to Board on feedback and potential service concepts																
	14	Subject to Board direction and support, implement desired service arrangements through legislative process																

Strate	gic	Initiatives Overview		Initia Time				stone edule	С		ange fr reviou				edule inge	→	Contir Past 2	_
Core	e S	ervice: Recreation		20	23			20	24			20	25			20	26	
Key Initiative		Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Complete and Implement the	1	Budget approval/adoption]	
Recreation Strategic Plan	2	Contract awarded																
	3	Assessments completed and reported out																
	1	Contract award for concept design and engineering																
Design and Construct	2	Field design and funding strategy confirmed															1	
New Artificial Turf	3	AAP Process confirmed																
11011 / 11 011 01 01 1 01 1	4	Procurement of turf project]	
	5	Construction start										С]	
	6	Opening Day											С					
Develop Playing Fields and	1	Identification and prioritization of amenities and improvements																
Allocation Framework and Amenity	2	Development of long-term investment plan																
Improvements Collaboratively	3	Determine appropriate service to fund amenities																
	4	Approval of long-term investment plan																
	5	Start of the implementation of the investment plan																

Strategic Initiatives Overview

Initiative Milestone Schedule Timeline

Change from Previous

Schedule Change

Continuing Past 2026

Core Servi	ce	Regional Sustainability		20	23			20	24			20	25			20	26	
Key Initiative		Milestones	Q1	Q2	Q3	Q4												
	1	Board initiation of review																
Regional Growth Strategy - Review	2	Adoption of consultation plan																
Regional Growth Strategy - Review	3	Bylaw first reading and public hearing																
	4	Bylaw for second and third readings																
	5	Bylaw adoption																
	1	Board allocation of funding and direction to proceed with procurement process																
Housing Supports Analysis (Concluded)	2	Procurement process completed, consulting firm selected																
	3	Interim findings presented to Board for consideration and feedback																
	4	Board receipt of final report and direction confirmed																
Develop a Regional	1	Strategic Plan draft document																
Parks Strategy	2	Final Strategic Plan document																
	3	Development of a Land Acquisition Strategy																
		Hire consultant(s) to action initial work plan to establish housing organization																
Creation of CVRD Housing		Draft establishing documents (e.g. acrticles of incorporation, business plan, partnership agreement)																
Organization (New)	4	Engage with local government and key service partners Board endorsement of establishing documents for submission to the Province of BC for approval Establish 2026-2030 service budget																
		Determine housing organization strategic goals and priorities																

Strate	gic	Initiatives Overview			ative eline		Miles Sche		С		ange fr Previou			Sche Cha		→	Conti Past	
Core Sei	vi	ce: Sewage Treatment		20	23			20	24			20	25			20	26	
Key Initiative		Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	1	Design build agreement signed																
Sewer Conveyance Project	2	Design, bid, build contract signed																
	3	Construction start																
	4	Substantial completion and Town street projects																
	1	Draft addendum submitted to province following public engagement and PACTAC/Steering Committee review and approval																
Sewer Extension South Project	2	Provincial review of addendum																
	3	Confirmation of funding, project phasing and design, including preliminary archaeological investigations (Revised)									С							
	4	Develop/submit LWMP (infrastructure planning and design for sewer south) (Revised)												С	С	С		
Complete LWMP Planning for Core	1	Draft LWMP stage 3 report																
and South Addendum	·	Submit stage 3 LWMP report														С		
	3	Provincial approval of LWMP Q2 and Q3 of 2027 (Revised)																

Strateg	c I	nitiatives Overview			ative eline			stone edule	С		ange fr Previou				dule nge	→	Contir Past 2	_
Core Se	rv	ice: Transportation		20	23			20	24			20	25			202	26	
Key Initiative		Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	1	Confirm funding from grant program														i		
Prioritize transit and	2	Detailed designs for exchanges																
transportation infrastructure	3	Secure property/sites																
investments	4	Procurement process									С	С				i		
	5	Construction																
	6	Operations Facility exploration														i		
Prioritize and Implement the Active	1	Royston Road project grant award																
Transportation Network Plan	2	Project construction and completion																
	3	Courtenay/Cumberland Connector options assessment																

Strate	gic	Initiatives Overview			ative eline			stone edule	С		ange fr reviou			Sche Cha		→		nuing 2026
Core	Se	rvice: Water Supply		20	23			20	24			20	25			20	26	
Key Initiative		Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	1	Tri-party agreement; in dialogue with K'ómoks defining roles/timing.																
Water South Extension	2	Funding confirmed																
	3	Detail design completed																
	4	Substantial Completion																
	1	Release RFP for water master plan																
Water Master Planning	2	Contract awarded to successful proponent; work begins																
	3	Develop master plan and engagement with municipal staff																
	4	Complete water master plan; present final report											С					