

**DATE:** April 16, 2024

**FILE:** 6430-01

**TO:** Chair and Directors  
Regional District Board

**FROM:** James Warren  
Chief Administrative Officer

**RE:** Strategic Initiatives Update

### **Purpose**

To provide an update on Strategic Initiatives and their respective milestones.

### **Recommendation from the Chief Administrative Officer:**

This report is provided for information only.

### **Executive Summary**

The attachments provide a status for the second quarter of 2024 for the 2023-2026 Strategic Plan (<https://www.comoxvalleyrd.ca/strategicplan>). Updates will be provided several times each year with more detailed updates or requests for actions being considered by the Board or its committees and commissions as needed.

While the Strategic Plan highlights short and long-term board initiatives, our staff are also committed to delivering 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.

Reporting on strategic initiatives is a relatively new exercise. Improvements to the initiatives update process and report format will be made. Of particular note, the attached appendices illustrate 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 reports will also note those projects that are

- Complete and will be removed for subsequent reports and
- New initiatives that staff or the board identify for these reports.

**Completed Initiatives:**

- Examine Building Inspection and Application Process (Schedule A)
- Water Rates Review (Schedule H)

**Added Initiatives:**

- Comox Valley Ground Search and Rescue – Permanent Building Feasibility (Schedule C)
- Social Services Support (Schedule C)

Prepared and submitted by:

***J. Warren***

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James Warren  
Chief Administrative Officer

Attachments:      Key Initiatives Overview – Core Service  
                            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



### Key Initiatives Overview



#### Core Service: Electoral Area Services

Key Initiative	Milestones	2023				2024				2025				2026			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Examine Building Inspection and Application Process</b> <i>(COMPLETED)</i>																	
	1 Building Bylaw legal review completed																
	2 EASC Communication plan to introduce the bylaw and solicit comments																
	3 Collect feedback from public and construction community on the draft Building Bylaw																
	4 Recommend third reading and adoption																
<b>Implement Community Parks and Greenways Strategic Plans</b>																	
	1 Development of scope of work to create draft strategic plan																
	2 Delivery of updated Rural Strategic Plan																
<b>Implement Priorities of the Fire Services Review</b>																	
1 Work on implementing the findings of the review																	

### Key Initiatives Overview

Initiative Timeline
  Milestone Schedule
 C Change from Previous
  Schedule Change

#### Core Service: Regional Emergency Services

Key Initiative		Milestones		2023				2024				2025				2026			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Regionalize Comox Valley Emergency Program	1	Establishment bylaw amended to include CV municipalities to directly participate and support emergency management service recommendations																	
	2	Create a multi-year regional training calendar for EOC/EM specialty courses																	
	3	Create a regional governance structure/model and EOC/EM procedures that include K'ómoks and all CV local governments																	
Complete Regional Emergency Operation Centre	1	Practice and test IT processes and tools as part of the Fracture on 5th EQ Full Scale Exercise																	
	2	Create After Action Report																	
	3	Operations Centre that will provide for Level 3 EOC to be activated independent of CVRD network/servers																	
Design and Construct Mount Washington Fire Services Building	1	Agreement with parties for site and design																	
	2	Procurement process to select construction firm				C	C	C											
	3	Start build						C	C	C	C								
	4	Hall operational																	

### Key Initiatives Overview

Initiative Timeline
  Milestone Schedule
  Change from Previous
  Schedule Change

#### Core Service: Regional Emergency Services

Key Initiative	Milestones	2023				2024				2025				2026					
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Design and Construct Denman Island Fire Hall																			
	1																		
	2																		
	3											C	C						
	4																		
Design and Construct Union Bay Fire Hall																			
	1																		
	2																		
	3																		
	4							C	C										
	5											C	C	C					
6																			
Plan for Community Fire Smart and Wildlife protection																			
	1																		
	2																		
	3																		
	4																		

### Key Initiatives Overview

Initiative Timeline
  Milestone Schedule
  Change from Previous
  Schedule Change

#### Core Service: Finance and Administration

		2023				2024				2025				2026			
Key Initiative	Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Strategic Planning</b>																	
	1																
	2																
	3																
<b>Asset Management Program</b>																	
	1																
	2																
	3																
	4																
<b>Foundational Fiscal Framework and Strategy</b>																	
	1																
	2																
	3																
	4																

### Key Initiatives Overview

Initiative Timeline
  Milestone Schedule
  Change from Previous
  Schedule Change

#### Core Service: Finance and Administration

		2023				2024				2025				2026				
Key Initiative	Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
<b>Advisory Group on Reconciliation</b>																		
	1	2023 Laying the Foundation (terms of reference, engagement framework, priority themes for action)																
	2	2024 Identifying Actions (pursue learnings and healing opportunities for committee members and elected officials, develop communications plan, deliver first action plan, share work with the community)																
	3	2025 and Beyond: Reporting and Monitoring (monitor implementation, report progress, evaluation and affirmation of Advisory Table role moving forward)																
<b>Regional Tourism Strategy</b>																		
	1	Create a community based Tourism Strategy Advisory Committee																
	2	Public stakeholder engagement process																
	3	Draft strategy and Action Plan presented to the Board																
	4	Finalized CV Tourism Strategy and Action Plan																
	5	Explore and possibly pursue regional MRDT Application																
<b>Island Corridor Engagement</b>																		
	1	Participate in encumbrances and contamination working groups																
	2	Investigate partnership/alignment in describing vision with K'ómoks First Nation																
	3	Develop options for vision definition with CVRD Board and K'ómoks First Nation																
	4	Coordinated vision for the Island rail corridor (in alignment with primarily K'ómoks First Nation and secondarily other RDs and Nations)																



### Key Initiatives Overview

Initiative Timeline
  Milestone Schedule
 C Change from Previous
  Schedule Change

### Core Service: Recreation

Key Initiative		Milestones	2023				2024				2025				2026			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Complete and Implement the Recreation Strategic Plan	1	Budget approval/adoption																
	2	Contract awarded																
	3	Assessments completed and reported out																
Design and Construct New Artificial Turf	1	Contract award for concept design and engineering																
	2	Field design and funding strategy confirmed																
	3	<i>Bylaws not adopted (Strategy adjusted, subsequent direction required)</i>																
	4	Procurement of turf project																
	5	Construction start																
	6	Opening Day																
Develop Playing Fields and Allocation Framework and Amenity Improvements Collaboratively	1	Identification and prioritization of amenities and improvements																
	2	Development of long-term investment plan																
	3	Determine appropriate service to fund amenities																
	4	Approval of long-term investment plan																
	5	Start of the implementation of the investment plan																
Analyze capital and Climate Aspects for Ice Facilities	1	Contract award for decarbonization strategy and roadmap																
	2	Contract award for Arena 3 feasibility study																
	3	Present decarbonization strategy results																
	4	Present draft Arena 3 feasibility study																
	5	Final Arena 3 feasibility study																



### Key Initiatives Overview

Initiative Timeline
  Milestone Schedule
 C Change from Previous
  Schedule Change

#### Core Service: Regional Sustainability

Key Initiative		Milestones	2023				2024				2025				2026					
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
<b>Housing Supports Analysis</b>																				
	1	Board allocation of funding and direction to proceed with procurement process																		
	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																		
<b>Develop a Regional Parks Strategy</b>																				
	1	Strategic Plan draft document																		
	2	Final Strategic Plan document																		
	3	Development of a Land Acquisition Strategy																		

### Key Initiatives Overview

Initiative Timeline
  Milestone Schedule
 C Change from Previous
  Schedule Change

#### Core Service: Sewage Treatment

Key Initiative	Milestones	2023				2024				2025				2026			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Sewer Conveyance Project</b>																	
	1 Design build agreement signed																
	2 Design/Bid/Build contract signed																
	3 Construction start																
	4 Substantial completion and Town street projects																
<b>Sewer Extension South Project</b>																	
	1 Draft addendum submitted to province following public engagement and PACTAC/Steering Committee review and approval																
	2 Provincial approval of addendum																
	3 Develop/submit Stage 3 LWMP (contains infrastructure planning and design)																
	4 Adopt service establishment/borrowing bylaws																
<b>Complete LWMP Planning for Core and South Addendum</b>																	
	1 Drafting of LWMP Stage 3 report																
	2 Submit Stage 3 LWMP report																
	3 Approval of Stage 3 LWMP report and Operational Certificate																

### Key Initiatives Overview

Initiative Timeline
  Milestone Schedule
 C Change from Previous
  Schedule Change

### Core Service: Transportation

Key Initiative		Milestones	2023				2024				2025				2026				
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Transit Future Action Plan implementation																			
	1	Confirm funding for services expansions																	
	2	Service planning for expansions																	
	3	Confirm provincial funding for service expansions (New)																	
	4	Service implementation																	
	5	Service investigations																	
Prioritize transit and transportation infrastructure investments																			
	1	Confirm funding from grant program																	
	2	Detailed designs for exchanges																	
	3	Secure property/sites																	
	4	Procurement process																	
	5	Construction																	
Prioritize and Implement the Active Transportation Network Plan																			
	1	Royston Road project grant award																	
	2	Project construction and completion																	
	3	Courtenay/Cumberland Connector options assessment																	
	4	Courtenay/Cumberland Connector grant submission and award																	
	5	Courtenay/Cumberland Connector project construction and completion																	
Improve Electoral Areas Services Committee and MOTI relationship																			
	1	Advocacy to MoTI concerning road network interests, request for regular dialogue																	
	2	Regular meetings schedule established - MoTI and EASC																	

