

DATE: January 7, 2020**FILE:** 6430-01**TO:** Chair and Directors
Committee of the Whole**FROM:** Russell Dyson
Chief Administrative OfficerSupported by Russell Dyson
Chief Administrative Officer*R. Dyson***RE: Strategic Planning – Key Projects****Purpose**

Under the strategic planning process, to introduce the key projects by Core Service in advance of the 2020-2024 financial planning process.

Recommendation from the Chief Administrative Officer:

THAT the Comox Valley Regional District 2020 Corporate Plan (Key Projects – Interim) as attached to the staff report dated January 7, 2020, which includes the key projects by Core Service in advance of the 2020-2024 financial planning process, be approved.

Executive Summary

The Comox Valley Regional District (CVRD) Board undertook a strategic planning session in October 2019 that developed strategic drivers for the corporation, through which services are delivered. The session also identified key initiatives for the CVRD's core services. The CVRD's website (<https://www.comoxvalleyrd.ca/about/about-cvrd/strategic-priorities>) includes links to the October 2019 report and describes how the Board's vision is being implemented across the CVRD's activities.

The CVRD 2020 Corporate Plan (Key Projects – Interim) is included as Appendix A and describes in brief the strategic planning process, the Board's strategic drivers and for each Core Service those outcomes and key projects as described by the Board. Under each Core Service, the projects are listed showing relative values for costs and public engagement for comparison purposes, rather than absolute figures.

The key projects will be more fully described in the many staff reports that present the financial plans for CVRD services during the first part of 2020. Those reports will include consideration of the relative costs, resource requirements and practical timelines. Following budget approval in March 2020, a finalized CVRD 2020 Corporate Plan will list the key projects and highlight certain efforts.

Directors are encouraged to support the staff recommendation, with further discussions on a project-by-project basis to occur during financial plan discussions. Alternatively, the directors could adjust the key projects at this time, recognizing those changes may require additional analysis to present meaningful information during budget meetings.

In order to provide some context to a few of the key projects named in Appendix A, reference materials are provided as follows:

Emergency Services: National disaster mitigation program
 (<https://www.comoxvalleyrd.ca/projects-initiatives/past-current-projects/coastal-flood-mapping>)

Recreation: Strategic plan
http://agendaminutes.comoxvalleyrd.ca/Agenda_minutes/CVRDCommittees/CVSC/13-Jun-19/d_20190603%20Dyson%20SR%20Recreation%20Strategic%20Plan%202019%202021.pdf
 (beginning at page 14 of 21)

Regional Growth Strategy: Air quality framework
 (http://agendaminutes.comoxvalleyrd.ca/Agenda_minutes/CVRDCommittees/COW/17-Sep-19/d_20190911%20SR%20Dyson%20Comox%20Valley%20Air%20Quality%20Framework.pdf)

Regional Growth Strategy: Housing needs assessment (<https://www.comoxvalleyrd.ca/projects-initiatives/past-current-projects/comox-valley-regional-housing-needs-assessment>)

Regional Growth Strategy: Bylaw
 (https://www.comoxvalleyrd.ca/sites/default/files/uploads/bylaws/bylaw-120_comox_valley_regional_district_regional_growth_strategy.pdf)

Sewage: Liquid waste management plan (<https://www.comoxvalleyrd.ca/projects-initiatives/past-current-projects/comox-valley-sewer-service-liquid-waste-management-plan>)

Water supply: Water treatment project (<https://www.comoxvalleyrd.ca/projects-initiatives/past-current-projects/comox-valley-water-treatment-project>)

Water Supply: Watershed protection plan (<https://www.comoxvalleyrd.ca/watershed>)

Finance and Administration: Strategic planning (<https://www.comoxvalleyrd.ca/about/about-cvrd/strategic-priorities>)

Finance and Administration: Economic development contract review
 (<https://www.comoxvalleyrd.ca/about/business-cvrd/economic-development>)

Prepared by:

J. Warren

James Warren
 General Manager of Corporate Services

Stakeholder Distribution (Upon Agenda Publication)

None.	✓
-------	---

Attachments: Appendix A – Draft “Comox Valley Regional District 2020 Corporate Plan (Key Projects – Interim)”

Comox Valley Regional District Corporate Plan (Key Projects – Interim)

DRAFT

January 2020

Background

This report documents the interim key projects identified through the Comox Valley Regional District's (CVRD) Board strategic planning process, to January 2020.

The CVRD's strategic planning process, illustrated below, seeks to establish the Board's vision and goals, identifies key projects, and enables service delivery that achieves the Board's goals.

- A two-day session is held in the fall to establish or confirm drivers through which services are delivered and also name initiatives for each of the CVRD's Core Services.
- Through the financial planning process, individual work plans are discussed for all of the CVRD's functions, with particular attention paid to key projects.
- Further, specific attention is provided to illustrate how the drivers are influencing service delivery.
- Work plans consider tax impacts, resource requirements and effective service delivery, leading to an adopted financial plan by March 31 of each year.
- In April, a Corporate Plan is produced that captures this process, describes the Board's vision and specific goals, and names key projects with a few specific highlights.



Additionally, this report names the CVRD's vision, mission and core values. The drivers and Core Services are also named, with specific attention then provided to each of the Core Services' outcomes and key projects.

Mission

The mission of the Comox Valley Regional District is to:

- Provide good governance;
- Provide services and stewardship of public assets: and
- Foster economic, social and environmental well-being.

Vision

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.

Core Values

What are Core Values and why do they matter? Core Values are the root of how we conduct ourselves, individually and as an organization. They define the important ways in which we interact with others. Core Values matter because they describe the ways we set ourselves apart from others and help to illustrate the organization that the Comox Valley Regional District is striving towards.

Collaboration

- Consensus building, teamwork
- Internal, external and stakeholder engagement

Service

- Resident focus that is accessible, honest, fair, trustworthy
- Support each other, respect each other, empower each other

Accountability

- Transparent, fiscally responsible, efficient, reliable
- Personal, collective and community focused

Sustainability

- Protect natural systems and maintain balance for future generations
- Balance interests, priorities, and manage risk

Strategic Plan Drivers

The CVRD 2019-2022 Strategic Plan is 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 accelerating our actions to adapt and respond to climate change impacts.



Community partnerships: The social fabric of our communities and the health and wellbeing of citizens depend on solid and sustainable community partnerships. Collaboration and support are 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).

Core Services

Using these drivers, the Board identifies outcomes and key projects for the CVRD's Core Services.



Through the financial planning process in the early part of the year, individual budgets are presented for each function that include discussions related to tax impacts, resource requirements and effective service delivery. The Board and its committees and commissions consider those budgets, leading towards an adopted financial plan by March 31 of each year.



Core Service: Regional Growth Strategy

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

Initiatives (Proposed for 2020-2024 budget)

Key Projects	Strategic Drivers	Costs	Public Engagement	Timing
1. Regional housing needs assessment *	F, C, I	\$\$		2020
2. Air quality framework identified to improve Comox Valley air quality *	C, P	\$		2020
3. Multi-modal integrated regional transportation implementation agreement *	F, C, P	\$		2020
4. Integrating regional growth principles with sustainability strategy principles – develop CVSS Scorecard (dashboard)	F, C, P	\$		2021
5. Review of the RGS *	F, C, P, I	\$\$\$		2021
6. Regional approach and cooperation to: <ul style="list-style-type: none"> ○ BC Energy Stepcode ○ Transportation ○ Plastic bags ○ Food security/system ○ Farming * 	F, C, P	\$		2020
7. Partnerships with KFN *	F, C, P, I	\$		2021
8. Evaluation framework and data collection	F, P	\$		2020
9. Climate change mitigation and adaptation planning	F, C, P, I	\$		2020

* - depends on partner collaboration and advocacy with partners is encouraged
Strategic Drivers: F = fiscal responsibility; C = climate crisis; P = community partnerships; I = Indigenous relations



Core Service: Sewage Treatment




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

Initiatives (Proposed for 2020-2024 budget)

Key Projects	Strategic Drivers	Costs	Public Engagement	Timing
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 *	F, C, I	\$\$		2020
2. Upgrades and equipment at the CVWPCC to address odour, good neighbour, operations	F, P	\$\$\$		2020
3. Area "A" analysis - In April 2018 the sewage commission provided support in principle for receipt of Area A wastewater, subject to resolution of concerns relating to governance, financial and regulatory impacts on existing service *	F, C, P	\$		2020
* - depends on partner collaboration and advocacy with partners is encouraged Strategic Drivers: F = fiscal responsibility; C = climate crisis; P = community partnerships; I = Indigenous relations				



Core Service: Water Supply

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

Initiatives (Proposed for 2020-2024 budget)

Key Projects	Strategic Drivers	Costs	Public Engagement	Timing
1. Completion of the Water Treatment Project	F, C, P, I	\$\$\$		2020
2. Partnership with KFN to commit to extend water services south to development lands north east of Union Bay *	P, I	\$\$		2020
3. Ongoing implementation of the Comox Lake Watershed Protection Plan <ul style="list-style-type: none"> ○ Municipal natural assets inventory (MNAI) ○ Future use consideration of Coal Beach property ○ Perseverance Creek risk reduction 	F, C, P, I	\$		2020
4. Asset management to confirm current conditions and define future asset renewal requirements	F, C	\$		2020
5. Consideration of southern communities for expanded services (aligned with RGS goals and objectives) *	F, P, I	\$\$\$		2021

* - depends on partner collaboration and advocacy with partners is encouraged

Strategic Drivers: F = fiscal responsibility; C = climate crisis; P = community partnerships; I = Indigenous relations



Core Service: Finance and Administration

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

Initiatives (Proposed for 2020-2024 budget)

Key Projects	Strategic Drivers	Costs	Public Engagement	Timing
1. Strategic planning process redesigned to a comprehensive step-by-step process for 2019/2020	F, C	\$		2020
2. Regular upgrades to existing systems (e.g. financial reporting and asset management) to achieve a higher degree of integration and more efficient practices (ongoing)	F	\$		2020
3. Comox Valley Economic Development Society contract review (2020)	F, P	\$\$		2020
4. Regional office project (move in late 2019)	F, C, I	\$		2020
5. Coordinating asset management across all CVRD services (ongoing)	F, C, P	\$\$		2020
6. 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)	P, I	\$		2020

* - depends on partner collaboration and advocacy with partners is encouraged

Strategic Drivers: F = fiscal responsibility; C = climate crisis; P = community partnerships; I = Indigenous relations

 Core Service: Transit				
<p>CVRD partners with BC Transit and a local operating contractor to deliver public transit services in the Comox Valley; Transit is a Comox Valley wide service that serves most of the Comox Valley and links up with the Campbell River transit system at the Oyster River.</p> <p>The Provincial Government oversees public transit through BC Transit, working in partnership with local government and various local transit management companies. Together, these groups set fare levels, establish schedules, gather public feedback and review growth patterns to determine future expansion of the system.</p>		<p>Key service outcomes:</p> <ul style="list-style-type: none"> ✓ Affordable fares ✓ 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 		
Initiatives (Proposed for 2020-2024 budget)				
Key Projects	Strategic Drivers	Costs	Public Engagement	Timing
1. Annual Transit Improvement Plans based on BC Transit and local input	F, C, I	\$		Ongoing
2. Development of a Transit Future Action Plan to: <ul style="list-style-type: none"> ○ review mode share targets and service levels ○ local government land use and transportation plans and ○ identify future service and infrastructure needs and cost implications * 	F, C, P, I	\$		2020
<p>* - depends on partner collaboration and advocacy with partners is encouraged Strategic Drivers: F = fiscal responsibility; C = climate crisis; P = community partnerships; I = Indigenous relations</p>				



Core Service: Regional Emergency Services

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
- ✓ Emergency food supply preparedness and recovery

Initiatives (Proposed for 2020-2024 budget)

Key Projects	Strategic Drivers	Costs	Public Engagement	Timing
1. Completion of the new Regional Emergency Operations Centre	F, C, P	\$		2020
2. Preparation for 2020 earthquake emergency functional exercise *	F, P, I	\$\$\$		2020
3. National Disaster Mitigation Program – Flood Risk Mapping for entire CVRD Coastline, in collaboration with CVRD Planning *	C, P, I	\$\$		2020
4. Consideration of Merville and Mount Washington fire service buildings	F, P	\$\$\$		2020 - 2022
5. Community Fire Smart Program and wildfire protection planning	F, C, P	\$		2020 - 2022
6. Exploration of available space for volunteers (Search and Rescue)	P	\$		2021
* - depends on partner collaboration and advocacy with partners is encouraged Strategic Drivers: F = fiscal responsibility; C = climate crisis; P = community partnerships; I = Indigenous relations				



Core Service: Recreation

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 Sports Centre 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

Initiatives (Proposed for 2020-2024 budget)

Key Projects	Strategic Drivers	Costs	Public Engagement	Timing
1. Implementation of the CVRD Sports Centre Strategic Plan 2019-2021	F, C, P, I	\$		2020-2021
2. Opportunities for organizational improvement including information technology supports, management structural changes	F, C	\$		2021
3. Implementation of a low-income regional pass *	F, P	\$		2020
4. Energy reduction improvements such as: switching to LED lighting; evaluating heat reclamation potential; and acquisition of an electric ice resurfacing equipment	F, C	\$		2021
5. Enhanced programming with First Nations involvement *	P, I	\$		2020
* - depends on partner collaboration and advocacy with partners is encouraged Strategic Drivers: F = fiscal responsibility; C = climate crisis; P = community partnerships; I = Indigenous relations				

 Core Service: Electoral Area Services				
<p>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)</p> <p>Electoral area directors advocate for services with the CVRD itself, senior government and other stakeholders</p>		<p>Key service outcomes:</p> <ul style="list-style-type: none"> ✓ 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 		
Initiatives (Proposed for 2020-2024 budget)				
Key Projects	Strategic Drivers	Costs	Public Engagement	Timing
1. Rural roadside garbage, recycling and organics collection – public engagement	C	\$		2020
2. Septic regulation / education (enhanced efforts)	F, C, P	\$		Ongoing
3. Air quality (in rural areas)	C, P, I	\$		2020-2021
4. Agricultural planning (OCP updates – follows RGS review)	C, P	\$		2021-2022
5. Regional parks *	F,P	\$		2022
6. OCP updates: Cannabis policies (operational)	F, P	\$		2020
7. OCP updates: Saratoga settlement node (operational)	F, P	\$\$		2020-2021
8. OCP updates: Development permit revisions (operational)	F, C	\$		2020
<p>* - depends on partner collaboration and advocacy with partners is encouraged Strategic Drivers: F = fiscal responsibility; C = climate crisis; P = community partnerships; I = Indigenous relations</p>				