

**DATE:** May 23, 2024

**FILE:** 6430-01

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

Supported by James Warren  
Chief Administrative Officer

**FROM:** James Warren  
Chief Administrative Officer

***J. Warren***

**RE: Strategic Planning Agenda and Background Materials**

### **Purpose**

Providing the agenda and background materials for the Comox Valley Regional District (CVRD) Board's strategic planning session.

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

None. This report is provided for information purposes only.

### **Executive Summary**

The CVRD Board's 2023-2026 Strategic Plan was endorsed last year and established the focus and priority for the term of office and confirmed the Regional District's:

- vision statement;
- strategic drivers;
- core services with key service outcomes; and
- strategic initiatives.

The Board also considered its response to the ongoing housing crisis with immediate and subsequent direction to undertake three strategic housing initiatives: Housing Action Plan, Homelessness Needs Assessment and Community Plan and Direct-action Feasibility Study.

Based on the active and current nature of the Strategic Plan and the regular reporting on the strategic initiatives, the May 30<sup>th</sup> planning session has been structured to focus on the strategic housing initiatives while still providing the Board with an opportunity to consider other elements of the Strategic Plan, if desired.

The following background materials are provided for review in support of the session:

- [CVRD 2023-2026 Strategic Plan](#)
- [Strategic Plan Update -February 2024](#)
- [Strategic Initiatives Update – April 2024](#)
- [Government Advocacy Strategy – April 2024](#)
- [Affordable Housing Supports Interim Update – September 2023](#)
- [Elected Officials’ Forum Summary – November 2023](#)
- [Homelessness Supports and Emergency Land Acquisition Service Review – September 2023](#)
- [Comox Valley Regional Housing Needs Assessment – March 2024](#)

Strategic Planning Session Agenda

ITEM	TOPIC & DESCRIPTION
1)	Welcome and Introductions
2)	<p>Strategic Plan Overview</p> <p>Allison Habkirk, consultant, to provide a verbal overview of the Board’s 2023-2026 Strategic Plan. Questions or feedback from the Board regarding the plan or specific initiatives are invited.</p>
3)	<p>Overview of CVRD Strategic Housing Initiatives</p> <p>CVRD staff and consultants to provide an overview of the strategic housing initiatives.</p>
4)	<p>Housing Action Plan (HAP)</p> <p>Courtenay Laurence, ISL Engineering, and Cassandra Vink, Vink Consulting, to present an overview and status update on the development of a Housing Action Plan to coordinate and prioritize regional action to address housing needs throughout the Comox Valley in accordance with the Regional Growth Strategy goal of ensuring a diversity of affordable housing options. The HAP is being developed to help identify and guide coordinated action by the CVRD and its member municipalities to address housing needs throughout the Comox Valley.</p>

ITEM	TOPIC & DESCRIPTION
5)	<p>Homelessness Needs Assessment and Community Plan</p> <p>Lisa Moffat, Resilience Planning, to present an overview and status update on the development of a Homelessness Needs Assessment and Community Plan that will mobilize regional resources around strategies to prevent and decrease the occurrence and duration of homelessness and support residents in achieving housing stability.</p>
6)	<p>Direct-action Feasibility Study</p> <p>Sue Ritchie Raymond, Tim Welch Consulting, and Cassandra Vink, Vink Consulting, to present an overview and status update on the Direct-action Feasibility Study. The intention of this initiative is to examine the feasibility of direct-action approaches for the CVRD to realize the creation of new non-market affordable housing. This study will examine the different approaches for the creation of affordable housing, including the creation of a housing entity.</p> <p>The consultants will be facilitating a discussion about potential roles and activities (e.g. development, management, capacity and/or other support to existing non-profits) to support and catalyze housing development. Following discussion on the potential roles the Board will then consider the structure for such activities, including:</p> <ul style="list-style-type: none"> <li>- Creation of a local government corporation.</li> <li>- Creation of a non-profit society.</li> <li>- Creation of an external arms-length entity that could include a housing development corporation and/or community land trust.</li> <li>- Empowerment and support to a local non-profit organization.</li> <li>- Establishment of an in-house function or office.</li> </ul> <p>Board feedback on the potential role and structure will be sought to help inform the remaining phases of this Direct-action Feasibility Study.</p>

Lunch will be provided at approximately 12:00 noon. The session is expected to conclude by mid-afternoon.