

# Staff Report

**DATE**: October 1, 2024

**FILE**: 6430-01

**TO:** Chair and Directors

Regional District Board

**FROM:** James Warren

Chief Administrative Officer

**RE:** Strategic Initiatives Update

### **Purpose**

This report provides an update on the Board's Strategic Initiatives.

#### Recommendation from the Chief Administrative Officer:

This report is provided for information only.

## **Executive Summary**

- The attached is the 2024 fourth quarter status of the 2023-2026 Strategic Plan (<a href="https://www.comoxvalleyrd.ca/strategicplan">https://www.comoxvalleyrd.ca/strategicplan</a>).
- 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.

Those items marked '*Operational*' in the following appendices will be removed for the next Strategic Initiatives update.

# **Appendix A - Electoral Area Services**

• Implement Community Parks and Greenways Strategic Plans

# **Appendix B - Regional Emergency Services**

- Complete Regional Emergency Operation Centre
- Plan for Community Fire Smart and Wildlife protection

# Appendix C - Finance and Administration

Asset Management Program

# Appendix E - Regional Sustainability

- Implement 2021 Poverty Reduction Strategy
- Improve Electoral Areas Services Committee and MOTI relationship

# Appendix G - Transportation

Transit Future Action Plan implementation

By refining the report in this way, we can ensure that it serves as a clear and effective tool for decision-making and resource allocation and emphasizing initiatives.

Prepared and submitted by:

# J. Warren

James Warren

Chief Administrative Officer

Attachments: Strategic 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

# **Strategic Initiatives Overview**

Initiative Timeline Milestone Schedule C C Change from Previous Schedule Change

	_									-								
Core Serv	ice	e: Electoral Area Services		20	23			20	24			20	25			20	26	
Key Initiative		Milestones	Q1	Q2	Q3	Q4												
		EASC direction on next steps, approval to proceed with																
	1	request to province for septic maintenance authority (Revised)							С									
Develop Septic Regulation / Education Program	2	Provincial approval for revisions to CVRD Regulation, next steps pending EASC direction (Revised)								С								
	3	Board approval to proceed																
	4	Public engagement Support of service establishment & AAP																
	5	Service start up																
	1	Further engagement with K'omoks																
Develop Watershed	2	Approval to proceed with public engagement/AAP																
Stewardship Service	3	Public engagement in support of service establishment and AAP																
	4	Service start up																
	1	Approval of final interim report and to proceed with final phase of draft plan development																
Undertake Agricultural Planning	2	3 3 1																
onder take Agricultural Flamming	3	Board approval of final draft plan to proceed to public engagement																
	4	Public engagement on final draft plan																
	5	Board adoption						C										
Implement Community Parks																		
and Greenways Strategic Plans	1	Development of scope of work for draft strategic plan																
(Operational)	2	Delivery of updated Rural Strategic Plan																
Implement Priorities of the																		
Fire Services Review	1	Work on implementing the findings of the review																

Strate	gic	Initiatives Overview		Initia	tive Tir	neline			lilestor ichedu		С		ange fr Previou			Sched	dule Cl	hange
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 Program	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																
Complete Regional Emergency Operation Centre (Operational)	1 2 3	Practice IT processes and tools as part of the Fracture on 5th EQ Full Scale Exercise  Create After Action Report  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	3	Agreement with parties for site and design Procurement process to select construction firm Start build Hall operational							С			С						

Strate	gic	Initiatives Overview		Initia	tive Tir	neline			lilestor chedul		С		ange fr Previou			Sched	lule Ch	hange
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
Design and Construct Donner	1	Agreement with parties for site and design										С	С					
Design and Construct Denman  Island Fire Hall	2	Electoral Assent Process													С	С		
Island The Han	3	Procurement process to select construction firm															С	С
	4	Start build 2027 Hall Operational Q1 2028																
	1	Environmental and geotechnical assessments																
Danisma and Canadamat	2	Agreement with parties for site and design																
Design and Construct Union Bay Fire Hall	3	Electoral Assent Process							С									
Onion bay the train	4	Procurement process to select construction firm																
	5	Start build																
	6	Hall operational																
Plan for Community Fire Smart and	1	Grant awarded																
Wildlife protection	2	Hire FireSmart Coordinator																
(Operational)	3	Chipper program - wildfire debris removal																
	4	Apply for Community Wildfire Investment Program Grant							С									

Strate	egic	Initiatives Overview		Initia	tive Tir	neline			ilestor chedul		С		nge fro			Sched	dule Ch	nange
Core Servic	e: F	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
Strategic Planning	1 2	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																
Asset Management Program (Operational)	1 2 3	Governance - Asset Management policy and strategy adopted and Data Standards established by AMSC Know your Assets - complete analysis for Exhibition Centre, Curling Club and Fire Services CMMS Enterprise System - implement CityWorks for Water (vertical assets), Recreational Facilities, Parks and Sewer Services Improve Decision Making - Implement Decision Support Software; Improve financial capital planning information				С	C											
Foundational Fiscal Framework and Strategy	1 2 3 4	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 Implement Strategies						С	C C	С	С	ССС	С	С	С	С	C	

Strate	gic	Initiatives Overview		Initia	tive Tir	meline			lilestor chedul		С		inge fr reviou			Sched	dule Cl	hange
Core Service	: <b>F</b> i	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
Advisory Group on Reconciliation	_	2023 Laying the Foundation (terms of reference, engagement framework, priority themes for action) 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) 2025 and Beyond: Reporting and Monitoring (monitor implementation, report progress, evaluation and affirmation of Advisory Table role moving forward)																
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	С	C									
Island Corridor Engagement	1 2	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																

Strate	gic	Initiatives Overview		Initiat	tive Tin	neline			lilestor chedul		С		ange fr Previou			Sched	dule Cł	hange
Core Service	e: F	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
CV Ground Search and Rescue	1	Partner with CVGSAR on permanent building feasibility																
	2	Board consideration of options																
	1	Complete scoping study for regional service to support social initiatives and services																
Social Support Service	2	Seek feedback from member municipalities and electoral areas concerning potential granting service																
	3	Report to Board on feedback and potential service concepts																
	4	Subject to Board direction and support, implement desired service arrangements through legislative process																

Strate	gic	Initiatives Overview		Initia	tive Tir	neline			lilesto chedu		С		nge fr reviou			Sched	dule Ch	nange
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								С								
	1	Contract award for concept design and engineering																
Design and Construct	2	Field design and funding strategy confirmed																
Design and Construct  New Artificial Turf	3	AAP Process confirmed																
New Artificial Full	4	Procurement of turf project																
	5	Construction start																
	6	Opening Day																
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																
	1	Contract award for decarbonization strategy and roadmap																
Analyze capital and Climate	2	Contract award for Arena 3 feasibility study																
Aspects for Ice Facilities	3	Present decarbonization strategy results																
	4	Present draft Arena 3 feasibility study																
	5	Final Arena 3 feasibility study																

Strate	gic	Initiatives Overview		Initia	tive Tin	neline			lilestor chedul		С		ange fr Previou			Sched	dule Cl	nange
Core Servi	ce	: Regional Sustainability		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	Board initiation of review																
Regional Growth Strategy - Review	2	Adoption of consultation plan							С									
Regional Glowth Strategy - Review	3	Bylaw first reading and public hearing																
	4	Bylaw for second and third readings																
	5	Bylaw adoption																
Pagional Cupyth Streets	1	Procurement																
Regional Growth Strategy - Housing Action Plan	2	Draft Action Plan endorsed by service participants																
Tiousing Action Flan	3	Public engagement on draft plan						С	С									
	4	Board adoption							С									
	1	Community collective impact process initiated underway																
Implement 2021 Poverty	2	Hiring Social Planning Coordinator																
Reduction Strategy	3	Update of strategy data																
(Operational)	4	Community common agenda and priority actions identified								С								
	5	Strategic initiatives and workplans aligned to support common agenda and priority actions																

Strate	egic	Initiatives Overview		Initia	tive Tir	neline			ilestor chedu		С		ange fr Previou			Sched	dule Ch	nange
Core Serv	/ice	: Regional Sustainability		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	Board allocation of funding and direction to proceed with procurement process																
Housing Supports Analysis	2	Procurement process completed, consulting firm selected																
	1.3	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																

Strate	gic	Initiatives Overview		Initia	tive Tir	neline			lilestor chedul		С		ange fr Previou			Sched	dule Ch	nange
Core Se	rvi	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 approval of addendum																
	3	Develop/submit stage 3 LWMP (contains infrastructure planning and design)																
	4	Adopt service establishment/borrowing bylaws																
Complete LWMP Planning for Core	1	Draft LWMP stage 3 report																
and South Addendum	2	Submit stage 3 LWMP report											С					
	3	Provincial approval of LWMP Q1 and 2 of 2027 (Revised)														С	С	

Strate	gic	Initiatives Overview		Initiat	tive Tir	neline			lileston chedul		С		nge fr			Sched	dule Ch	ange
Core S	er	vice: 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
Tue neit Futume Action Blos	1	Confirm funding for services expansions																
Transit Future Action Plan implementation	2	Service planning for expansions																
(Operational)	3	Confirm provincial funding for service expansions																
(eperational)	4	Service implementation										С				С		
	5	Service investigations																
	1	Confirm funding from grant program																
Prioritize transit and	2	Detailed designs for exchanges																
transportation infrastructure	3	Secure property/sites																
investments	4	Procurement process							С	С								
	5	Construction									С	С						
	6	Operations Facility exploration					С											
	1	Royston Road project grant award																
Prioritize and Implement the Active	2	Project construction and completion																
Transportation Network Plan	3	Courtenay/Cumberland Connector options assessment																
	4	Cty/Cmb Connector grant submission and award																
	5	Cty/Cmb Connector construction and completion																
Improve Electoral Areas Services																		
and MOTI relationship	1	MoTI advocacy for road network interests; regular dialogue																
(Operational)	2	Regular meetings schedule established - MoTI and EASC																

Strate	gic	Initiatives Overview		Initia	tive Tin	neline			lilestor chedul		С		ange fr Previou			Schec	dule Ch	nange
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. (Revised)																
Water South Extension	2	Funding confirmed				С	С	С	С									
	3	Detail design completed									С	С						
	4	Substantial Completion													С			
	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	С							