

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 (<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.

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
 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																
	2																
	3																
Complete Regional Emergency Operation Centre <i>(Operational)</i>																	
	1																
	2																
	3																
Design and Construct Mount Washington Fire Services Building																	
	1																
	2																
	3																
	4																

Strategic 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 Agreement with parties for site and design										C	C					
	2 Electoral Assent Process													C	C		
	3 Procurement process to select construction firm															C	C
	4 Start build 2027 Hall Operational Q1 2028																
Design and Construct Union Bay Fire Hall																	
	1 Environmental and geotechnical assessments																
	2 Agreement with parties for site and design																
	3 Electoral Assent Process							C									
	4 Procurement process to select construction firm																
	5 Start build																
6 Hall operational																	
Plan for Community Fire Smart and Wildlife protection <i>(Operational)</i>																	
	1 Grant awarded																
	2 Hire FireSmart Coordinator																
	3 Chipper program - wildfire debris removal																
4 Apply for Community Wildfire Investment Program Grant							C										

Strategic Initiatives Overview

Core Service: Finance and Administration

		Initiative Timeline				Milestone Schedule				C	Change from Previous				Schedule Change				
		2023				2024					2025				2026				
Key Initiative	Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Strategic Planning																			
	1	Develop key initiatives reporting format to describe progress at regular intervals																	
	2	Annual strategic planning session to review/affirm drivers and update on key initiatives																	
	3	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 <i>(Operational)</i>																			
	1	Governance - Asset Management policy and strategy adopted and Data Standards established by AMSC																	
	2	Know your Assets - complete analysis for Exhibition Centre, Curling Club and Fire Services																	
	3	CMMS Enterprise System - implement CityWorks for Water (vertical assets), Recreational Facilities, Parks and Sewer Services																	
	4	Improve Decision Making - Implement Decision Support Software; Improve financial capital planning information																	
Foundational Fiscal Framework and Strategy																			
	1	Immediate High Risk Policy Work - Investment policy (CVRD/CSRHD), Water Services Reserve Policy, Asset Management Policy																	
	2	Conduct current state analysis																	
	3	Build Fiscal Framework and Strategy																	
	4	Implement Strategies																	

Strategic Initiatives Overview

Initiative Timeline
 Milestone Schedule
 C 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
Advisory Group on Reconciliation																	
	1																
	2																
	3																
Regional Tourism Strategy																	
	1																
	2																
	3					C											
	4						C										
	5							C									
Island Corridor Engagement																	
	1																
	2																
	3																
	4																

Strategic Initiatives Overview

Core Service: Finance and Administration

Initiative Timeline
 Milestone Schedule
 C Change from Previous
 Schedule Change

Key Initiative		Milestones		2023				2024				2025				2026			
				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																	
Social Support Service	1	Complete scoping study for regional service to support social initiatives and services																	
	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																	

Strategic 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								C								
Design and Construct New Artificial Turf																		
	1	Contract award for concept design and engineering																
	2	Field design and funding strategy confirmed																
	3	AAP Process confirmed																
	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																

Strategic Initiatives Overview

Initiative Timeline
 Milestone Schedule
 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
Regional Growth Strategy - Review																	
	1 Board initiation of review																
	2 Adoption of consultation plan							C									
	3 Bylaw first reading and public hearing																
	4 Bylaw for second and third readings																
5 Bylaw adoption																	
Regional Growth Strategy - Housing Action Plan																	
	1 Procurement																
	2 Draft Action Plan endorsed by service participants																
	3 Public engagement on draft plan						C	C									
4 Board adoption							C										
Implement 2021 Poverty Reduction Strategy <i>(Operational)</i>																	
	1 Community collective impact process initiated underway																
	2 Hiring Social Planning Coordinator																
	3 Update of strategy data																
	4 Community common agenda and priority actions identified											C					
5 Strategic initiatives and workplans aligned to support common agenda and priority actions																	

Strategic Initiatives Overview

Core Service: Regional Sustainability

Initiative Timeline
 Milestone Schedule
 C Change from Previous
 Schedule Change

		2023				2024				2025				2026			
Key Initiative	Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Housing Supports Analysis																	
	1																
	2																
	3																
	4																
Develop a Regional Parks Strategy																	
	1																
	2																
	3																

Strategic Initiatives Overview

Initiative Timeline
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 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
Sewer Conveyance Project																	
	1																
	2																
	3																
	4																
Sewer Extension South Project																	
	1																
	2																
	3																
	4																
Complete LWMP Planning for Core and South Addendum																	
	1																
	2											C					
	3														C	C	

Strategic Initiatives Overview

Initiative Timeline
 Milestone Schedule
 C Change from Previous
 Schedule Change

Core Service: Transportation

		2023				2024				2025				2026			
Key Initiative	Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Transit Future Action Plan implementation <i>(Operational)</i>																	
	1 Confirm funding for services expansions																
	2 Service planning for expansions																
	3 Confirm provincial funding for service expansions																
	4 Service implementation										C				C		
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							C	C								
	5 Construction									C	C						
6 Operations Facility exploration					C												
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 Cty/Cmb Connector grant submission and award																
5 Cty/Cmb Connector construction and completion																	
Improve Electoral Areas Services and MOTI relationship <i>(Operational)</i>																	
	1 MoTI advocacy for road network interests; regular dialogue																
	2 Regular meetings schedule established - MoTI and EASC																

Strategic Initiatives Overview

Initiative Timeline
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 C Change from Previous
 Schedule Change

Core Service: Water Supply

Key Initiative		Milestones	2023				2024				2025				2026				
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Water South Extension																			
	1	Tri-party agreement; in dialogue with K'ómoks defining roles/timing. <i>(Revised)</i>																	
	2	Funding confirmed				C	C	C	C										
	3	Detail design completed									C	C							
	4	Substantial Completion												C					
Water Master Planning																			
	1	Release RFP for water master plan																	
	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												C	C					