

DATE: October 31, 2019

TO: Chair and Directors
Comox Valley Regional District Board

FROM: Russell Dyson
Chief Administrative Officer

RE: Report on Strategic Planning Session

FILE: 6430-04

Supported by Russell Dyson
Chief Administrative Officer

R. Dyson

Purpose

To report on the strategic planning session held with the Comox Valley Regional District (CVRD) Board of Directors in October 2019 and describe the process for delivering services that are aligned with the Board's goals.

Recommendations from the Chief Administrative Officer:

THAT the Board affirm its strategic drivers as:

- Fiscal responsibility
- Climate crisis and environmental stewardship and protection
- Community partnerships
- First Nations relations

AND FURTHER THAT the strategic planning report dated October 2019, attached as Appendix A to the staff report dated October 31, 2019, be approved and included with the 2020-2024 financial planning process, identifying how drivers influence service delivery and specific initiatives convey the Board's outcomes.

Executive Summary

- The CVRD Board held a strategic planning session on October 17 and 18, 2019 and worked towards identifying outcomes for its core services.
- Allison Habkirk facilitated the session and prepared the report attached as Appendix A.
- The report describes the process used for the session, including the specific focus on strategic drivers and how they are applied to the CVRD's core services, being parks, sewage treatment, water supply, transit, regional growth strategy, recreation, finance & administration, emergency programs and electoral areas services.
- The report summarizes the key outcomes and initiatives for each of the core services.
- Moving forward, the initiatives will be described and costed for the Board through the financial planning process as part of individual work plans.
- As work plans and projects are approved through the budget process, the financial plan bylaw will be prepared for adoption before the end of March 2020.
- At that time, a corporate plan will tie together this process, which identifies the Board's goals and sets in motion those initiatives to deliver services that are aligned with the Board's goals.

Prepared by:

J. Warren

James Warren
General Manager of Corporate
Services

Attachments: Appendix A – “CVRD Strategic Planning Report - Draft”

Comox Valley Regional District Strategic Planning Report

DRAFT

October 26, 2019

Prepared by A.M Habkirk BA MA MPA MCIP

BACKGROUND

This report documents the outcomes of a two-day workshop held with the Comox Valley Regional District (CVRD) Board and senior staff October 17 and 18, 2019.

The workshop was the first step in an annual cycle to evolve CVRD strategic planning, illustrated below, to be a more robust process that includes core services, identified goals and outcomes and specific Board priorities all of which will be integrated into the Financial Plan for consideration by the CVRD Board.



The key objectives of the October 17 and 18, 2019 workshop were to:

- ✓ Engage the Board in big picture regional thinking;
- ✓ Incorporate core services into the strategic planning development process;
- ✓ Apply a strategic lens and key drivers (for instance the climate crisis and indigenous relations) to the strategic plan; and
- ✓ Identify broad outcomes (goals) for each of the core service areas.

This report includes the outcome from the October 2019 CVRD strategic planning session:

- ✓ Description of the CVRD's mission, vision and core values;
- ✓ Draft content for Strategic and Financial Plan drivers, which were refined at the workshop;
- ✓ Draft content for each of the core service areas discussed at the workshop which include:
 - a short description of the service,
 - Key Service Outcomes, and
 - Key 2019-2022 Initiatives.

Also available is a record of the flipcharts from the October workshop.

NOTE: parks and electoral area services were briefly considered and will be the subject of a more fulsome report and dialogue during future meetings.

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 and Financial Plan Drivers

The CVRD 2019-2022 Strategic and Financial Plans are 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.



First Nations 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 identified outcomes and initiatives for the CVRD's Core Services:

 Parks	 Sewage Treatment	 Water Supply
 Transit	 Regional Growth Strategy	 Recreation
 Finance & Administration	 Emergency Programs	 Electoral Area Services



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. Presently, 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. The service is also in the midst of constructing a \$126 million water treatment project. 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

Key 2019-2022 initiatives:

- ✓ Completion of the Water Treatment Project
 - Partnership with KFN through Mutual Benefit Agreement related to Water Treatment Project includes commitment to extend water services south to their development lands north east of Union Bay
- ✓ Ongoing implementation of the Comox Lake Watershed Protection Plan
 - Municipal natural assets inventory (MNAI)
 - Future use consideration of Coal Beach property
 - Perseverance Creek risk reduction
- ✓ Asset management to confirm current conditions and define future asset renewal requirements
- ✓ Consideration of southern communities for expanded service (aligned with RGS goals and objectives)



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

Key 2019-2022 initiatives:

- ✓ Implementation of the CVRD Sports Centre Strategic Plan 2019-2021
- ✓ Opportunities for organizational improvement including information technology supports, management structural changes
- ✓ Implementation of a low-income regional pass
- ✓ Energy reduction improvements such as: switching to LED lighting; evaluating heat reclamation potential; and acquisition of an electric ice resurfacing equipment
- ✓ Enhanced programming with First Nations involvement



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 the 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

Key 2019-2022 initiatives:

- ✓ Regional housing needs assessment
- ✓ Air quality framework identified to improve Comox Valley air quality
- ✓ Multi-modal integrated regional transportation implementation agreement
- ✓ Integrating regional growth principles with sustainability strategy principles – develop CVSS Scorecard
- ✓ Review of the RGS
- ✓ Regional approach and cooperation to:
 - BC Energy Stepcode
 - Transportation
 - Plastic bags
 - Food security/system
 - Farming
- ✓ Partnerships with KFN & food security organizations
- ✓ Evaluation and reporting framework (dash board) and data collection
- ✓ Climate change mitigation and adaptation planning



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. A solution for sewage treatment in the south continues as a critical priority.

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

Key 2019-2022 initiatives:

- ✓ 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
- ✓ Upgrades and equipment at the CVWPCC to address odour, good neighbour, operations
- ✓ Area "A" analysis - In May 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



Emergency Programs

CVRD Emergency Programs 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 and bridging
- ✓ Emergency food supply preparedness

Key 2019-2022 initiatives:

- ✓ Completion of the new Regional Emergency Operations Centre
 - Developing, training and implementing the EOC personnel plan capable of filling three shifts for a stage 3 activation
- ✓ Preparation for 2020 earthquake emergency functional exercise (“Fracture on Fifth”)
- ✓ National Disaster Mitigation Program – Flood Risk Mapping for entire CVRD Coastline, in collaboration with CVRD Planning
- ✓ Consideration of Merville and Mount Washington fire service buildings
- ✓ Community Fire Smart Program and wildfire protection planning
- ✓ Exploration of available space for volunteers (Search and Rescue)



Transit

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.

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.

Key service outcomes:

- ✓ 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

Key 2029-2022 initiatives:

- ✓ Annual Transit Improvement Plans based on BC Transit and local input
- ✓ Development of a Transit Future Action Plan to:
 - review mode share targets and service levels
 - local government land use and transportation plans and
 - identify future service and infrastructure needs and cost implications



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

Key 2019-2022 initiatives:

- ✓ Strategic planning process redesigned to a comprehensive step-by-step process for 2019/2020
- ✓ Regular upgrades to existing systems (e.g. financial reporting and asset management) to achieve a higher degree of integration and more efficient practices (ongoing)
- ✓ Comox Valley Economic Development Society Contract review (2020)
- ✓ Regional office project (move in late 2019)
- ✓ Coordinating asset management across all CVRD services (ongoing)
- ✓ 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)