

DATE: October 22, 2021

TO: Chair and Directors
Regional District Board

FROM: Russell Dyson
Chief Administrative Officer

RE: **Strategic Planning Findings**

FILE: 6430-01

Supported by Russell Dyson
Chief Administrative Officer

R. Dyson

Purpose

To introduce the September 2021 strategic planning findings.

Recommendation from the Chief Administrative Officer:

THAT the strategic planning process, as described in the October 2021 Corporate Planning Report attached as Appendix A to the staff report dated October 22, 2021, be endorsed with reference to the highest priority initiatives as specifically outlined in the October 22, 2021 report being:

- Regional Growth Strategy review
- Airshed roundtable
- Sustainable services for the south
- Agricultural planning
- Watershed management
- Emergency resilience
- Recreation services and
- Regional climate adaptation and mitigation

AND FURTHER THAT a news release be issued that describes the board's highest priority initiatives.

Executive Summary

The Comox Valley Regional District (CVRD) Board of Directors undertakes strategic planning on a regular basis, establishing the high level principles for service delivery and priority actions that lead into the annual financial planning process. The board has established four drivers that guide operations:



Fiscal
Responsibility



Climate Crisis and Environmental
Stewardship and Protection



Community
and Social Wellbeing



Indigenous
Relations

Each year, a Corporate Plan is produced that describes the CVRD's core services and those initiatives that seek to achieve the outcomes associated with each service. During strategic planning sessions,

- drivers and key service objectives are reviewed and updated if necessary
- core services are defined and substantive operational activities described and
- initiatives for each core service are updated with an emphasis on ongoing and new projects.

In September 2021, the Strategic Planning Session focused on the upcoming final year of this term of office. Local government elections will be held in October 2022 and this year's Strategic Planning Session recognized the importance of focused efforts during these final months in office. Allison Habkirk facilitated the session and has developed a summary report (Appendix A). Each core service has three to nine initiatives with a few demanding priorities that require a higher degree of attention. Of the highest priority items that arose during the September session, staff have identified certain key aspects that can be delivered on. By noting these aspects, staff are able to apply appropriate resources and follow-through on advancing these highly complex topics. Staff will incorporate these items into the 2022-26 financial plan, set for presentation to the board and its committees in early 2022.

1. **Regional Growth Strategy (RGS) review** – present a scoping study on options, implications, and recommendations from the technical advisory and steering committees by summer 2022 (considering a process and timing for a RGS review)
2. **Airshed roundtable** – support initial action plan development for spring 2022 with specific actions
3. **Sustainable services for the south** – pursue a comprehensive approach to essential services for the southern communities of the CVRD, including a Water Masterplan and collaborative Sewer Strategy (report to Electoral Areas Services Committee by end of 2021 presenting strategy)
4. **Agriculture planning** – support rural economic development and agricultural opportunities (continues from economic development service review, community grant programs, food hub feasibility – reporting in early 2022)
5. **Watershed management** – work towards water stewardship across jurisdictions with Regional Water Forum held in October 2021 and Rural Areas Stewardship Study by spring 2022
6. **Emergency resilience** – further develop regional emergency response capacity, particularly related to climate change impacts by enhanced promotion of Neighbourhood Preparedness Program (winter 2021) and continuing the FireSmart chipper program (delivered throughout 2022)
7. **Recreation services** – focus on strategic planning, partnerships and facilities upgrades with a focus on asset management (program articulated through financial planning presentations by March 2022)
8. **Regional climate adaptation and mitigation** – implement a decision-making matrix and communications to illustrate progress during spring and summer 2022

The board is recommended to support the highest priority items noted here. Staff will then follow-through on the aspects associated with each including development of the financial plan. Work plans associated for the other initiatives will be determined and also recommended for support through the budget process. A news release will also be prepared that provides information to the public about the board's priorities, helping to set realistic expectations on delivering CVRD services.

Prepared by:

J. Warren

James Warren
Deputy Chief Administrative Officer

Attachments: Appendix A – October 2021 Corporate Planning Report



Comox Valley Regional District Corporate Planning 2021

October 2021

Prepared by A. M. Habkirk BA MA MPA MCIP

This report documents the outcomes of a two-day workshop held with the Comox Valley Regional District (CVRD) Board and senior staff on September 28 and 29, 2021.

The workshop was an early step in the annual strategic and financial planning cycle to identify priorities for the 2022 Corporate Plan, the final year of this term of office. The 2021 workshop builds on the work of the 2019 and 2020 strategic and financial planning processes and further refines the CVRD key service outcomes and strategic priorities.

The key objectives of the September 28 and 29, 2021 workshop were to:

- revisit the Corporate Plan 2021, including affirm and modify where needed its strategic drivers and key service outcomes and updating key initiatives/directions.

This report documents the key decisions of the Board including:

- affirmation of the Corporate Plan Strategic Drivers (Fiscal Responsibility, Climate Crisis and Environmental Stewardship and Protection, Community and Social Wellbeing, and Indigenous Relations);
- amended Key Service Outcomes;
- amended Key 2021-2022 initiatives/directions; and
- amended direction for resourcing (Ramp up, Stay the Course, Take a step back).

The report also includes listing in each of the Core Service Areas significant accomplishments achieved in this term.

One addition made to this year's Corporate Planning process was identification of Significant Core Service Initiatives currently underway for each of the Core Service Areas; these are listed at the end of the report in Appendix 1.

The 2021 Plan was largely affirmed by the Board with minor adjustments made in wording, timing, and priorities. The Corporate Plan Strategic Drivers were considered and affirmed by the Board. The Key Service Outcomes had only minor wording changes.

The Board decisions for each core service, including changes to key service outcomes and initiatives/directions, are documented in this report under each of the core service headings.

Where initiatives/directions have been completed or integrated into core work they are listed under the heading 2020-2021 Accomplishments on each of the core service pages.

Amongst the initiatives/directions there are several that were discussed at the end of the workshop which require further consideration to identify next steps or will require significant effort and resources to advance. These include:

1. **Regional Growth Strategy (RGS) review** – present a scoping study on options, implications, and recommendations from the technical advisory and steering committees by summer 2022 (considering a process and timing for a RGS review)
2. **Airshed roundtable** – support initial action plan development for spring 2022 with specific actions
3. **Sustainable services for the south** – pursue a comprehensive approach to essential services for the southern communities of the CVRD, including a Water Masterplan and collaborative Sewer Strategy (report to Electoral Areas Services Committee by end of 2021 presenting strategy)
4. **Agriculture planning** – support rural economic development and agricultural opportunities (continues from economic development service review, community grant programs, food hub feasibility – reporting in early 2022)
5. **Watershed management** – work towards water stewardship across jurisdictions with Regional Water Forum held in October 2021 and Rural Areas Stewardship Study by spring 2022
6. **Emergency resilience** – further develop regional emergency response capacity, particularly related to climate change impacts by enhanced promotion of Neighbourhood Preparedness Program (winter 2021) and continuing the FireSmart chipper program (delivered throughout 2022)
7. **Recreation services** – focus on strategic planning, partnerships and facilities upgrades with a focus on asset management (program articulated through financial planning presentations by March 2022)
8. **Regional climate adaptation and mitigation** – implement a decision-making matrix and communications to illustrate progress during spring and summer 2022

These initiatives/directions will receive additional attention and be brought back to the Board for further discussion and decision over the course of the remainder of 2021 and 2022.



Finance and Administration

The service overview/description was revised for the 2022 Corporate Plan to provide an accurate description of the current role of the service. The Key Outcomes were affirmed by the Board with minor edits.

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, 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)
- Enhanced and stronger relationships with Indigenous peoples

The Key 2021-2022 initiatives/directions were affirmed by the Board at the September Workshop with minor amendments as noted below.

Key 2021-2022 initiatives/directions:

	Ramp up Stay the Course Take a step back
1. Develop and introduce aspects of the financial stability/sustainable service delivery framework	In progress – stay the course
2. Support for economic recovery and development through outcome of service review and enhancing partnerships	In progress – stay the course
3. Work with our municipal partners on projects and initiatives from conception to delivery. Regular dialogue amongst all CAOs, including relevant senior staff to advance projects of mutual interest and benefit, utilizing Elected Official Forums where appropriate to share information	In progress Incorporate climate crisis response into staff reports
4. Hornby/Denman Internet Study (proceeding to referendum on November 27, 2021)	Take a step back
5. Regional Parks – Feasibility with Municipal Partners	In progress - Stay the course

FINANCE AND ADMINISTRATION**2020-2021 Accomplishments**

- Regular upgrades to existing systems (e.g. financial reporting and asset management) to achieve a higher degree of integration and more efficient practices (ongoing)
- Coordinated 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)
- Develop unified Alternative Approval Process
- Union Bay Improvement District Conversion



Water Supply

The service overview/description was revised for the 2022 Corporate Plan to provide an accurate description of the current role of the service. The Key Outcomes were affirmed by the Board with minor edits.

CVRD owns and operates water supply systems that provide treated water, either in bulk or directly to 60,000 residents in Courtenay, Comox, parts of the surrounding electoral areas including Union Bay, Black Creek, Saratoga Beach and Denman Island. In the largest system, water from Comox Lake is treated with filtration, 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
- Sufficient water supply to accommodate current and future demands
- Water conservation (reduction of per capita usage)
- Reliable and resilient infrastructure
- Source and infrastructure resiliency to climate change impacts
- Affordable water
- Positive KFN relations regarding water supply
- Protected watersheds
- Reduced impacts of recreational users

The Key 2021-2022 initiatives/directions were affirmed by the Board at the September Workshop with minor amendments as noted below.

Key 2021-2022 initiatives/directions:

	Ramp up Stay the Course Take a step back
1. Ongoing implementation of the Comox Lake Watershed Protection Plan <ul style="list-style-type: none"> a. Municipal natural assets inventory (MNAI) b. Future use consideration of Coal Beach property c. Perseverance Creek risk reduction 	Stay the course
2. Asset management to confirm current conditions and define future asset renewal requirements	Move to core work
3. Consideration of southern communities for expanded service (aligned with RGS goals and objectives)	Stay the course
4. Explore broader CVRD watershed protection (e.g. Langley Lake, Black Creek, Oyster Bay, Union Bay)	Ramp up

WATER SUPPLY

2020-2021 Accomplishments

- Completion of the Water Treatment Project



Sewage Treatment

The service overview/description was revised for the 2022 Corporate Plan to provide an accurate description of the current role of the service. The Key Outcomes were affirmed by the Board with minor edits.

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 (sewage treatment plant), 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 owns and operates some small systems in rural areas and provides liquid waste management planning on sewer and septic matters in the electoral areas.

Key Service Outcomes

- Managed assets
- Affordable service
- Infrastructure resiliency to climate change impacts
- Partnerships with KFN
- Reduced storm water infiltration
- Willemar Bluff risk reduction

The Key 2021-2022 initiatives/directions were affirmed by the Board at the September Workshop with minor amendments as noted below.

Key 2021-2022 initiatives/directions:

	Ramp up Stay the Course Take a step back
1. Comox Valley Liquid Waste Management Planning (LWMP) to select optimal conveyance solution, level of treatment for the sewage treatment plant and explore opportunities for further resource recovery	Stay the course
2. Comox Valley Sewer Conveyance Project	Stay the course
3. Upgrades and equipment at the sewage treatment plant to address odour, good neighbour, operations	Stay the course
4. Advance collaborative sewer services, in particular through decisions to treat wastewater from Royston and Union Bay at the sewage treatment plant.	Stay the course

SEWAGE TREATMENT

2020-2021 Accomplishments

- Major capital upgrades at the biosolids compost facility to increase the capacity by 50 percent



Electoral Area Services

The service overview/description was revised for the 2022 Corporate Plan to provide an accurate description of the current role of the service. The Key Service Outcomes were affirmed by the Board.

CVRD delivers local government and services to electoral areas (street lighting, land use planning, fire protection, building inspection, bylaw compliance, water distribution, Islands-based services, parks, heritage conservation, community hall supports, community grants and more).

Electoral area directors advocate for services with the CVRD itself, senior government, and other stakeholders.

Key Service Outcomes

- Local government for rural areas
- Equitable and appropriate service delivery
- Infrastructure and community resiliency
- Responding to and partnering with community groups and residents

The Key 2021-2022 initiatives/directions were affirmed by the Board at the September Workshop with minor amendments as noted below.

Key 2021-2022 initiatives/directions:	Ramp up
	Stay the Course Take a step back
1. Rural roadside garbage, recycling, and organics collection –options development	On hold
2. Septic regulation / education (continued investigation)	Stay the course
3. Agricultural planning	Ramp up
4. OCP updates: Cannabis policies (operational)	address in regular OCP updates
5. OCP updates: Saratoga settlement node (operational)	Stay the course
6. OCP updates: Development permit revisions (operational)	Stay the course
7. Building inspection department to <ul style="list-style-type: none"> a. pursue software that promotes virtual operations and remote procedures b. rewrite building inspection bylaw for clarity 	Stay the course
8. Examine delegating all development permit approvals to staff	Take a step back
9. Parks and Greenways Strategic Implementation	Stay the course

2020-2021 Accomplishments

- Grant Programs and Community Hall Services (moved to core work)
- Saratoga Beach Mosquito Control Service – Elector approval received and program commences in 2022



Regional Sustainability

The service overview/description was revised for the 2022 Corporate Plan to provide an accurate description of the current role of the service. The Key Outcomes were affirmed by the Board with minor edits.

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
- Housing supply for current and future needs
- Affordable housing
- Affordable servicing
- Partnerships with KFN and other organizations
- Improved air quality
- RGS monitoring and evaluation
- Planning and implementation for climate change
- Robust and resilient food system

The Key 2021-2022 initiatives/directions were affirmed by the Board at the September Workshop with minor amendments as noted below.

Key 2021-2022 initiatives/directions:

	Ramp up Stay the Course Take a step back
1. Air quality framework identified to improve Comox Valley air quality	Stay the course
2. Review of the RGS (scoping)	Stay the course
3. Use of RGS Technical Advisory Committee to collaborate on regional interests	Stay the course
4. Exploring potential for regional food hub	Stay the course
5. Evaluation and reporting framework (dashboard) and data collection; integrating RGS principles with climate crisis response	Stay the course
6. Climate change mitigation and adaptation planning (across services, work with municipalities)	Ramp up
7. Poverty Reduction Strategy	Stay the course



Transportation

The service overview/description was revised for the 2022 Corporate Plan to provide an accurate description of the current role of the service. The Key Outcomes were affirmed by the Board.

The key focus areas for Transportation include improved mobility options for residents, reducing GHG emissions, and providing convenient, affordable, safe alternatives to automobiles within the community. The Comox Valley Transit System, in partnership with BC Transit, forms a large component of the CVRD's approach to transportation

Key Service Outcomes

- Affordable fares
- Access equity
- Greenhouse gas reduction
- Alternative services in rural areas
- Access for high need users to services e.g. food bank, farmers market
- Integration with School District 71 student transportation needs
- Mode shift from single occupancy vehicles to alternative modes

Key 2021-2022 initiatives/directions:

Ramp up
Stay the Course
Take a step back

1. Annual Transit Improvement Plans based on BC Transit and local input

Stay the Course

2. Development of a Transit Future Action Plan to:

Stay the Course

a. review mode share targets and service levels

b. local government land use and transportation plans and

c. identify future service and infrastructure needs and cost implications

3. Transportation Alternatives Assessment

Stay the Course



Recreation

The service overview/description was revised for the 2022 Corporate Plan to provide an accurate description of the current role of the service. The Key Outcomes were affirmed by the Board with minor edits.

CVRD owns and operates the Comox Valley Aquatic Centre (pool facilities), Comox Valley Sports Centre (two ice sheets, wellness centre and pool facilities), Comox Valley Curling Centre, track and synthetic turf field and the Exhibition Grounds. Administration and operation oversight of the facilities and programs is delegated to the Comox Valley Recreation 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
- Managed assets
- 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 and indigenous peoples

Key 2021-2022 initiatives/directions:	Ramp up Stay the Course Take a step back
1. Implementation of the CVRD Sports Centre Strategic Plan 2019-2021	Stay the course
2. Implementation of a low-income regional pass	Stay the course
3. Facility upgrades – construction/improvements at Sports Centre and during prolonged facility shut down at Aquatic Centre which includes energy reduction improvements such as switching to LED lighting, evaluating heat reclamation potential and acquisition of an electric ice resurfacing equipment.	Stay the course
4. Exhibition Grounds be considered for expanded use for agriculture and outdoor recreation purposes	Stay the course
5. Discussion of recreation grants and governance	Stay the course

2020-2021 accomplishments

- Enhanced programming with K'ómoks First Nation and Indigenous involvement Moved to core work
- Significant upgrades to the Sports & Aquatic centre and an electric Zamboni for the ice rink.



Emergency Programs

The service overview/description was revised for the 2022 Corporate Plan to provide an accurate description of the current role of the service. The Key Outcomes were affirmed by the Board with minor edits.

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 administers and collaborates on the operation of 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 2021-2022 initiatives/directions:

	Ramp up Stay the Course Take a step back
1. Completion of the new Regional Emergency Operations Centre <ul style="list-style-type: none"> a. Developing, training, and implementing the EOC personnel plan capable of filling three shifts for a stage 3 activation 	Stay the course
2. Preparation for 2022 earthquake emergency functional exercise (“Fracture on Fifth”)	Stay the course
3. Completion of Merville Fire Services Building	Stay the course
4. Feasibility for Mount Washington fire service building	Ramp up
5. Community Fire Smart Program and wildfire protection planning	Stay the course
6. Develop a Regional Emergency Program Service delivery model (incorporating EOC After Action Report findings)	Ramp up

2020-2021 Accomplishments

- National Disaster Mitigation Program – Flood Risk Mapping for entire CVRD Coastline, in collaboration with CVRD Planning
- Chipper Program
- KFN Fire Smart Program

CURRENT SIGNIFICANT CORE SERVICE OPERATIONAL ACTIVITIES – 2021

<p style="text-align: center;">Finance and Administration Core Services</p> <ul style="list-style-type: none"> • Fibre optic network development to connect facilities and infrastructure • Implementation of computerized maintenance management system • Corporate records management program maintenance and development • Development of automated corporate workflow processes • Graham Lake Improvement District potential conversion • Elector approval processes for various service initiatives e.g. Mt. Washington Fire Hall, Black Creek-Oyster Bay Water Service boundary extension, Denman, and Hornby High-Speed Internet Contribution Service establishment • Processing of access requests under the Freedom of Information and Protection of Privacy Act • Review of support services policy and GIS cost recovery • Planning for 2022 general local elections • Ongoing coordination of board, committee, commission meetings (approximately 130 per year) • Regional Parks Service 	<p style="text-align: center;">WATER SUPPLY</p> <ul style="list-style-type: none"> • The provision of safe, clean drinking water to approximately 60,000 residents (all systems combined) • Working with Information Systems department on implementing a Computer Maintenance Management System (CMMS) for water services • Royston water meter radio read installations along Island Hwy (safety initiative) • BCOB water meter radio read installations along Island Hwy (safety initiative) • Royston - Minto Road fire flow improvements • BCOB – Schultz/Paulsen/Oyster River Way water system looping connection • Coal beach property management • Concrete cylinder pipe emergency repair at Puntledge River • Watershed protection plan education, curriculum development and communications • Watershed monitoring and data collection • DCC bylaw updates as required • Water master planning for BCOB and Union Bay
<p style="text-align: center;">RECREATION</p> <ul style="list-style-type: none"> • Enhanced outdoor programming • Sport field study pressures • Field house agreement • COVID protocols • Hockey league and ice allocation review • Staff recertification and recruitment challenges • Many minor and major capital projects • Concession contracts • Re-start of exhibition grounds • Aquatic services review • Regional recreation pass (building on the low income recreation pass concept/approach) 	<p style="text-align: center;">REGIONAL SUSTAINABILITY</p> <ul style="list-style-type: none"> • Homelessness supports service 2020 service review implementation • Homelessness Coalition partner grant contracts • Strengthening Communities Grant (\$1.2 million grant - implementation with City of Courtenay and Coalition to End Homelessness) • Residential Retrofit Acceleration Strategy implementation • Wood Smoke Reduction Program • Clean BC rebate implementation (CVRD 2021 top-ups fully expended – overwhelmingly successful uptake) • Road to 2030 (now working with grant recipients on capacity building component of grants) • GHG emissions calculation • RGS “Hub” site development (digital monitoring tool) • Active transportation network plan implementation

<p style="text-align: center;">TRANSPORTATION</p> <ul style="list-style-type: none"> • Transit Infrastructure Study • CVRD fleet management • CVRD Active Commuter Challenge • Transit Improvement Program (TIPs) • Transportation alternatives assessment 	<p style="text-align: center;">SEWAGE TREATMENT</p> <ul style="list-style-type: none"> • The provision of safe and effective wastewater management for Courtenay, Comox and KFN that meets and most often exceeds all provincial and federal requirements (approx. 40,000 residents) • Willemar Bluff forcemain risk mitigation – gabion basket repair and depth of cover maintenance • Primary Clarifier B and C Scum trough rebuild • Primary Clarifier rehabilitation • King Coho sewer system upgrades
<p>ELECTORAL AREA SERVICES</p> <ul style="list-style-type: none"> • 69 planning applications (to August 31, 2021) • 189 building permit applications totalling \$44,880,415 construction value (to August 31, 2021) • 77 active bylaw complaint files (228 files opened in 2021 to Sept) • Bylaw compliance adjudication system development • Environmental development permit area review project (underway) • Food Hub Feasibility step 1 implementation • Coastal Flood Adaptation Strategy • KFN Cultural Heritage Permit and Policy – assessing options for implementation • Greenshores pilot project – Dyke Road • Greenshores incentive project – Gartley Beach • UBE master development agreement implementation • Denman Cross Island Trail • Union Bay playground • Community Hall COVID response (collaboration and funding) • One Spot Trail advancement • Bates parking lot at Seal Bay Park • Boat ramps • Brandt Park • Lazo connector trails • Supporting planning applications • HIRRA and Denman Works contract renewal • 2023 grant recipient contract prep • Rural community grant programs • Arts and Culture grant programs • Rainwater and liquid waste management planning 	<p>EMERGENCY PROGRAMS</p> <ul style="list-style-type: none"> • Seasonal readiness meetings • Heat wave policy • Fire training centre on Hornby • COVID adjustments in CVEP and Fire • Livestock emergency planning • Neighbourhood Emergency Preparedness Program guidelines • UBID Fire transition • Emergency Operations Centre and Emergency Support Services changes both internally and provincially • Superior shuttle on Denman • Fire regulation bylaw reviews