

**DATE:** February 15, 2024, 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 Update

**Purpose**

To present an update on the Board’s 2023-2026 Strategic Plan.

**Recommendation from the Chief Administrative Officer:**

This report is for information purposes only.

**Executive Summary**

Strategic planning at the Comox Valley Regional District (CVRD) helps to identify the Board of Director’s goals and align CVRD’s service delivery with these goals. For the 2023 to 2026 term of office, sessions are held annually to refine goals and objectives. A two-day session was held in June 2023 following the October 2022 elections, resulting in a [Strategic Plan](#) that describes

Five Strategic Drivers:

<b>Fiscal Responsibility</b>	<b>Climate Crisis &amp; Environmental Stewardship &amp; Protection</b>	<b>Community Partnerships</b>	<b>Indigenous Relations</b>	<b>Accessibility, Diversity, Equity &amp; Inclusion</b>
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Eight Core Services

<b>Finance &amp; Administration</b>	<b>Electoral Area Services</b>	<b>Regional Sustainability</b>	<b>Transportation</b>
<b>Regional Emergency Services</b>	<b>Sewage Treatment</b>	<b>Water Supply</b>	<b>Recreation</b>

- Key Service Outcomes for each Core Service
- Key Initiatives for each Core Service

On a regular basis, Key Initiatives are updated, [most recently in December 2023](#). A further update to the Key Initiatives will be provided in April 2024, ahead of the scheduled May 30, 2024 strategic planning session.

The one-day strategic planning session on May 30, 2024 will have a brief overview of the drivers, core services and initiatives; and the bulk of time and effort will be focused on housing. The Board provided clear direction in 2023, and a substantive level of effort and attention has been given to that direction, which will be presented and available for debate/discussion in May 2024. Topic areas will include:

- Results or interim results of Strategic Housing Initiatives Project (presentation of information and potential facilitated discussion on options, roles, etc.)
  - CVRD Housing Organization
  - Regional Growth Strategy Housing Action Plan
  - Homelessness Needs Assessment and Community Plan
    - Includes policy structure for extreme weather response and warming centre
- Consideration for integrating CVRD roles in housing, which are to be determined based in part on results of the Strategic Housing Initiatives Project above, under the current 450 and 451 functions.

Allison Habkirk will assist the Board in the strategic planning session on May 30.

In January 2024, the CVRD Board had some discussion regarding the exploration of an alternate service delivery model for transit. Staff and BC Transit have discussed a presentation to the CVRD Board, which is being planned for the coming months. The presentation will provide a solid background on the current service delivery arrangement in the Comox Valley and other communities in BC, as well as present concepts to be considered in alternate service delivery models.

Additionally, an electoral area-specific discussion on strategic initiatives will be scheduled for June 2024. Of particular note will be those initiatives that continue to have uncertainty and are less well defined such as development of a septic regulation/education program, development of a watershed stewardship service, improving the Electoral Areas Services Committee and Ministry of Transportation and Infrastructure relationship and implementing/reviewing the community parks and greenways strategic plans. These initiatives have all previously been endorsed by the Electoral Area Directors and the Board.

CVRD staff will bring forward an update this spring to the [2023 Advocacy strategy](#) to confirm actions taken to date in the key priority areas of Housing, Climate Crisis

Response and Active Transportation and recommend any next steps. The strategy will also identify improving the Extreme Weather Response Shelter System as a key priority for regional advocacy at the Urban BC Municipalities conference (UBCM) in September. This topic is in support of [the resolution](#) endorsed by the local governments and submitted to the Association of Vancouver Island Coastal Communities (AVICC). In addition, staff will pursue meetings with local MLAs in advance of strategic planning to discuss CVRD priorities and obtain guidance and feedback that could inform meeting requests for UBCM.

Prepared by:

Concurrence:

***J. Warren***

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**Government and Community Interests Distribution (Upon Agenda Publication)**

Agency name	✓
Neighbourhood association	✓
User group	✓