

**DATE:** July 9, 2019

**TO:** Chair and Directors  
Committee of the Whole

**FROM:** Russell Dyson  
Chief Administrative Officer

**RE:** **Strategic Planning Session – Fall 2019**

**FILE:** 6430-04

Supported by James Warren  
Acting Chief Administrative  
Officer  
*J. Warren*

### **Purpose**

To introduce and obtain support for the proposed strategic planning framework that will guide the Board's strategic planning session scheduled for fall 2019.

### **Recommendation from the Chief Administrative Officer:**

THAT the framework presented in this staff report, dated July 9, 2019, to guide the Comox Valley Regional District strategic planning session for fall 2019 be approved.

### **Executive Summary**

The Comox Valley Regional District Board of Directors regularly undertakes a strategic planning session to deliberate on topics related to the Comox Valley Regional District's (CVRD) core services and determine the direction under which the CVRD will conduct its work. The annual meeting has been scheduled for the early fall of each year to align with the financial planning process.

### 2018 Strategic Plan

The current board conducted its first strategic planning session December 2018. The seven priorities from this session are as follows:

1. **TRANSPORTATION and TRANSIT:** The Board has asked for a report outlining the potential for new targets for ridership. This will be delivered in advance of the strategic planning session.
2. **AIR QUALITY:** Working with municipal partners, a concept for a local air quality council is being developed. This will be delivered in advance of the strategic planning session.
3. **COMOX VALLEY ECONOMIC DEVELOPMENT:** The Board is engaged with the Comox Valley Economic Development (CVEDS) 2030 strategic plan, a performance review is underway and discussions on a contract renewal will happen in the late fall.
4. **SUSTAINABILITY STRATEGY:** A priority of the Board was to establish a scorecard, staff will present a report before the strategic planning session outlining the status of the Comox Valley Sustainability Strategy (CVSS) and the relevance of the Regional Growth Strategy as a background for discussions at the strategic planning session.
5. **SEWER SYNERGIES/EXPANSION:** The CVRD continues to work through the Liquid Waste Management Plan (LWMP) and assess alternatives for servicing to Electoral Area A.
6. **AGRICULTURE - FOOD STRATEGY:** CVEDS have included a variety of agricultural initiatives in their preliminary report. The CVRD Board conducted an orientation session in June.
7. **REGIONAL HOUSING:** A regional approach to the study has been adopted with a funding application submitted. The Board increased its contribution to the Regional Growth Strategy service in the 2019 budget to help facilitate this project.

## 2019 Proposed Framework

### Strategic Drivers

Since the 2018 elections, the CVRD Board has considered a number of internal and external factors as it deliberates on service delivery, setting financial plans, establishing policies and generally conducting its business. Some of those factors include affordability, senior level government regulations, applying to local government services, fiscal constraint, community well-being, public safety, accessibility and economic growth. In particular, staff have recognized that the Board has placed emphasis around three strategic drivers:

- Sustainability
- Climate Crisis and
- Indigenous Relations.

### Core Services

Parks	Sewage Treatment	Water Supply
Transit	Regional Growth Strategy	Recreation
Finance and Administration	Emergency Programs	Cultural, Heritage, Arts

### Key Priorities

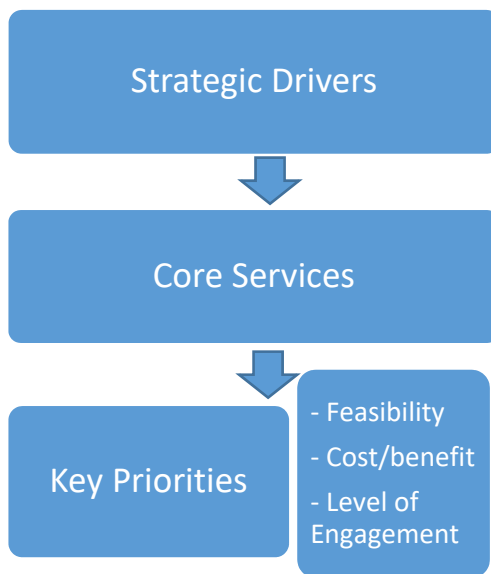
Part of the Board's role during strategic planning will be to confirm the drivers that most reflect the Board's interests and that can be applied to the CVRD's business.

Recognizing the CVRD core services account for the bulk of public expenditures and responsibilities, applying the strategic drivers to how these services are delivered is of utmost importance.

- At the October 2019 strategic planning session, **the Board can confirm the strategic drivers are accurate and encompass the Board's interests.**
- The **Board can also commit to the key priorities for the term**, which may be those that already exist, either through the existing strategic priorities chart, the existing five-year financial plan, or as new priorities.
- Directors can expect a report on the current strategic priority item related to Sustainability in advance of the strategic planning session. Reports will also be provided in advance of the October session on transit ridership, air quality and CVRD's core services in general.

- During the strategic planning session, priorities will be assessed according to
  - project feasibility,
  - costs and benefits, and
  - degree of and priority for public engagement.
- From the strategic planning session, the Board will communicate to the public, staff and interested parties with its strategic drivers and how they apply to the CVRD’s core services to help deliver on the Board’s mandate.
- At regular intervals the Board can revisit its strategic drivers and key priorities, ensuring the CVRD is continuing to meet the Board’s expectations.

### Proposed Framework



Appendix A is an illustration of the strategic drivers applying to the nine core services delivered by the CVRD. Appendix B highlights the fall 2019 strategic planning session itself, providing the Board with some advance knowledge about what to expect.

To date, a number of topics have been referred to the upcoming strategic planning session, and the Board should consider these topics during the discussions around key priorities. Staff will have background materials for contextual purposes to assist with the Board’s decision-making process. Those topics are noted in Appendix C.

Prepared by:

***J. Warren***

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James Warren  
General Manager of Corporate Services

Attachments: Appendix A – “Strategic Drivers Applied to the CVRD’s Core Services”  
Appendix B – “Proposed Fall 2019 Strategic Planning Session Outline”  
Appendix C – “Matters Referred to Fall 2019 Strategic Planning Session”

Appendix A – Strategic Drivers Applied to the CVRD’s Core Services



**Strategic Drivers to be applied to the CVRD’s Core Services**  
 Board to confirm its Strategic Drivers, which could include affordability, senior level government regulations applying to local government services, fiscal constraint, community well-being, public safety, accessibility, economic growth, sustainability, the climate crisis and indigenous relations.

Parks	Sewage Treatment	Water Supply
Finance and Administration	Regional Growth Strategy	Recreation
Transit	Emergency Programs	Cultural, Arts, Heritage

Comox Strathcona Waste Management	Comox Strathcona Regional Hospital District	North Island 911
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Note: CVRD also delivers services for CSWM, CSRHD and NI911

## Appendix B – Proposed Fall 2019 Strategic Planning Session on October 17 and 18, 2019

(note: the format is draft and may be adjusted to better meet CVRD Board interests)

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Welcome, Vision, Core Values, Strategic Planning and Process Overview

Keynote Speaker – State of the Region

Team Building Exercise

Board Question – Are the Strategic Drivers accurate and do they encompass the Board’s interests

Board Activity – Setting the Key Priorities (in smaller groups or as a whole)

For each of the CVRD Core Services, the format described can align Board interests with service delivery

- Presentation: existing financial plan projects, existing strategic plan items and new projects
- Discussion: what are the top priorities to deliver on strategic drivers
  - o For each priority consideration given to feasibility, costs/benefits and public engagement
- Report: summarize top two or three priorities

### CVRD Core Services

1. Parks
2. Sewage Treatment
3. Water Supply
4. Finance and Administration
5. Regional Growth Strategy
6. Recreation
7. Transit
8. Emergency Programs
9. Culture, Arts and Heritage

(note: services with own strategic processes can benefit from regional view, though dedicated process continues to reside with participants)

Next Steps and Closing Remarks

(following the strategic planning session, staff will collate the top two or three priorities for each Core Service and present a report in late fall 2019. The report will describe the strategic planning process and session findings, itemize the key priorities and illustrate the ways in which delivering on those priorities will help to meet the Board’s strategic drivers)

## Appendix C – Matters referred to Fall 2019 Strategic Planning Session

<b>Topic</b>	<b>Referral Date</b>
Consideration for more aggressive transit/transportation mode share targets	June 25, 2019
Recognition of the climate crisis with discussions to cover <ul style="list-style-type: none"> <li>• an approach to monitor and report on the impacts of climate change as well as progress toward greenhouse gas reductions;</li> <li>• the establishment of a regional climate action committee;</li> <li>• methods of ensuring climate action is considered as part of CVRD programs and projects; and</li> <li>• sufficient resources are available to implement climate action initiatives.</li> </ul>	May 28, 2019
Sustainability, the role of the Regional Growth Strategy and a scorecard	Previous strategic planning session
Air quality and a model for delivery	Previous strategic planning session