

**DATE:** January 10, 2019**FILE:** 8640-01**TO:** Chair and Directors  
Committee of the Whole**FROM:** Russell Dyson  
Chief Administrative OfficerSupported by Russell Dyson  
Chief Administrative Officer*R. Dyson***RE: 2019 – 2022 Strategic Priorities Chart****Purpose**

To recommend that the Strategic Priorities Chart, which is an outcome from the December 19, 2018 strategic planning session with the Comox Valley Regional District (CVRD) Board of Directors, be approved.

**Recommendation from the Chief Administrative Officer:**

THAT the Strategic Priorities Chart, as developed through the December 2018 strategic planning session and dated January 10, 2019, be approved.

**Executive Summary**

At its December 19, 2018 meeting, the Comox Valley Regional District Board held a strategic planning session, led by Gord McIntosh. This facilitated session explored a variety of interests and values and encouraged individual directors to identify priority items for the 2018 to 2022 term of office. Senior staff participated by providing context and background for project implementation. This included senior staff from Comox and Courtenay in consideration of the sewer and water services. At the meeting's conclusion, the priority items were identified and concise implementation plans and tasks were described. The items are now included in the CVRD Strategic Priorities Chart (Appendix A) and reflected under the "Now" and "Advocacy/Partnerships" headings. The chart also includes ongoing and operational priorities. A concise description of the implementation plans and tasks are noted in Appendix B.

Through the Office of the Chief Administrative Officer, the Executive Management Team is responsible for reporting results (outcomes) of the Board's objectives on a yearly basis in the form of the Annual Report. In order to ensure the Board is apprised of the current status of all strategic priorities leading up to the Annual Report, status reports are provided quarterly. The Board can expect an updated strategic priorities status report at its April meeting, which will also include an updated work plan. Attached as Appendix C to this report is a diagram illustrating the CVRD's strategic planning process.

The Comox Valley Regional District Board strategic priorities reflect the scope of work that staff will undertake from 2019 to 2022. Over the coming months, individual reports will be presented to various committees, as required, to advance these projects. The reports will include background information and functional parameters, providing the directors with context and rationale for the projects. This may lead to updates or changes to the specific language on the Strategic Priorities Chart.

Finally, during this term several new initiatives may come forward with the Board directing staff to undertake these additional initiatives. It is important to acknowledge that new initiatives will have an impact on accomplishing the original priorities.

Prepared by:

*J. Warren*

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James Warren  
General Manager of Corporate  
Services

**Stakeholder Distribution (Upon Agenda Publication)**

None	
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Attachments: Appendix A – “DRAFT Strategic Priorities Chart from December 2018 session”  
Appendix B – “Strategic Priorities Implementation Plans and Tasks”  
Appendix C – “CVRD Strategic Planning Process”

CORPORATE PRIORITIES (Board/CAO)	
<b>NOW</b>	
<ol style="list-style-type: none"> <li>1. <b>TRANSPORTATION and TRANSIT:</b> Review transit reports, recent changes and current service plans; consider regional multi-modal transportation planning and the role of the Integrated Regional Transportation Select Committee</li> <li>2. <b>AIR QUALITY:</b> consider an air quality council – determine feasibility with stakeholders to assess, report and recommend Comox Valley initiatives</li> <li>3. <b>COMOX VALLEY ECONOMIC DEVELOPMENT:</b> strategic plan engagement, performance and contract review</li> <li>4. <b>SUSTAINABILITY STRATEGY:</b> Review Comox Valley Sustainability Strategy (CVSS), complete report on progress and develop a regular scorecard</li> <li>5. <b>SEWER SYNERGIES/EXPANSION:</b> Liquid Waste Management Plan (LWMP) and south sewer business case review with Sewage Commission and service area</li> <li>6. <b>AGRICULTURE - FOOD STRATEGY:</b> Review agriculture study from CVEDS, provide input and guidance</li> <li>7. <b>REGIONAL HOUSING:</b> Review needs assessment terms of reference, propose a regional approach to municipalities</li> </ol>	
<b>ONGOING</b> <ul style="list-style-type: none"> <li>• Regional Office Project Construction</li> <li>• Water Treatment Plant Construction</li> <li>• Recreation Review Implementation</li> <li>• Utilities governance</li> <li>• Regional Growth Strategy engagement</li> <li>• Zoning Bylaw update</li> <li>• Lazo Marsh drainage improvements</li> </ul>	<i>Advocacy / Partnerships</i> <ul style="list-style-type: none"> <li>• <i>Employee Housing (CVEDS and/or private sector)</i></li> <li>• <i>EcDev 2030 Strategy (CVEDS)</i></li> <li>• <i>Air Quality: UBCM resolution</i></li> <li>• <i>Food Security Council: LUSH Valley proposal</i></li> </ul> <hr/> <i>CSWM Board</i> <ul style="list-style-type: none"> <li>• <b>Regional Organics Implementation</b></li> </ul>
OPERATIONAL STRATEGIES (CAO/Executive Management Team)	
COMMUNITY SERVICES	
<ul style="list-style-type: none"> <li>• <b>TRANSPORTATION and TRANSIT:</b> Review Dantec report, recent service changes and Transit Future Plan; finalize service enhancements with Board (fall 2019). Consider regional multi-modal transportation with IRTSC refresh and partner commitment (fall 2019)</li> <li>• <b>AIR QUALITY:</b> Wood stove regulations, education and incentives, air quality council – determine feasibility with stakeholders (summer 2019)</li> </ul>	
CORPORATE SERVICES	
<ul style="list-style-type: none"> <li>• Legislative support for <b>TRANSPORTATION</b> and <b>AIR QUALITY</b> initiatives; review role of IRTSC and potential air quality council (through fall 2019)</li> <li>• Utilities governance: staff and committee/commission review and determine any actions (summer 2019)</li> </ul>	
ENGINEERING SERVICES	
<ul style="list-style-type: none"> <li>• <b>SEWER SYNERGIES/EXPANSION:</b> <ul style="list-style-type: none"> <li>• Review business case, options, economic/social/environmental impacts (summer 2019)</li> <li>• Liquid waste management plan (LWMP): public and technical engagement, goal setting, options (spring 2019)</li> </ul> </li> <li>• Water treatment project: tendering and construction design enter contract (June 2019)</li> <li>• Lazo Marsh drainage improvements: options and impacts under investigation (spring 2019)</li> <li>• <b>Regional Organics Implementation</b> through CSWM Board: finalize site and confirm municipal support (April 2019)</li> </ul>	
EXECUTIVE SERVICES	
<ul style="list-style-type: none"> <li>• Regional office project: under construction (complete by November 2019)</li> <li>• Strategic Planning Updates and implementation update before next session (September 2019)</li> </ul>	
PLANNING AND DEVELOPMENT SERVICES	
<ul style="list-style-type: none"> <li>• <b>COMOX VALLEY ECONOMIC DEVELOPMENT SOCIETY:</b> performance and contract review (spring 2019)</li> <li>• <b>SUSTAINABILITY STRATEGY:</b> Review CVSS, complete progress report, develop a regular scorecard (fall 2019)</li> <li>• <b>AGRICULTURE STRATEGY:</b> Review CVEDS' Ag Study, provide input and guidance through strategic plan (summer 2019)</li> <li>• <b>REGIONAL HOUSING:</b> Needs assessment Terms of Reference proposed to partners through RGS (spring 2019)</li> <li>• Regional growth strategy: education and engagement (throughout 2019)</li> <li>• Comox Valley Zoning Bylaw: reviewing updates (summer 2019)</li> </ul>	

## **Appendix B**

Strategic Priorities Implementation Plans and Tasks  
from December 19, 2018 session (more specific action plans to be developed for each topic)

### **Transportation and Transit**

#### **Multi-modal regional transportation:**

- refresh the Integrated Regional Transportation Select Committee terms of reference to enable IRTSC to develop a plan/strategy;
- consider resources (dollars and expertise);
- need to get input from partners and financial support from partners in 2020 budget;
- agreement on a process with partners for September 2019

#### **Transit:**

- review existing reports (Dantec and Transit Future Plan);
- review recent improvements and service plans;
- continue implementing current service enhancements for fall 2019

### **Air Quality**

Consider an Air Quality Council, similar to neighbouring jurisdictions (including Alberni Valley) as an advisory council through fall 2019

### **Comox Valley Economic Development**

Engage in joint meeting with Comox Valley Economic Development Society for input into strategies, receive updated on activities (information), future process plans and where CVRD can support CVEDS' goals; discuss upcoming performance review in preparation for March 2020 contract term;

### **Sustainability Strategy**

Review the Comox Valley Sustainability Strategy for currency and accuracy, complete progress report, develop a regular scorecard (fall 2019)

### **Sewer Synergies / Expansion**

Review business case, options, economic/social/environmental impacts for Electoral Area A sewer servicing, considering linkages with Comox Valley Sewerage System (summer 2019)

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### **Agriculture – Food Strategy**

Review agriculture study from CVEDS, provide input and guidance through the CVEDS strategic plan (summer 2019)

### **Regional Housing**

- Housing needs assessment is a legislative requirement where each government is required to conduct one;
- explore potential for regional coordination with other local governments; proposal to partners is required;
- regulations expected in January 2019 and must be completed in three years;
- action is to prepare a terms of reference for local government partners to determine interests in partnering.
- separately, CVEDS can be requested to complete an employee housing action plan.

