

Notice of meeting of the  
**COMMITTEE OF THE WHOLE (STRATEGIC PLANNING)**

Civic Room, 770 Harmston Avenue

Thursday September 17, 2020, 1 pm to 5 pm and Friday September 18, 2020, 9 am to 3 pm

<b>Page</b>	<b><u>Day 1, September 17, 2020 beginning at 1 pm</u></b>	
	<b>1. Welcome and Introductions</b>	<b>30 min.</b>
	<ul style="list-style-type: none"> <li>• Strategic planning process</li> <li>• Setting the stage – based on <a href="#">Corporate Plan 2020</a> <ul style="list-style-type: none"> <li>○ Strategic Drivers</li> <li>○ COVID Renewal Process</li> </ul> </li> <li>• Session goals</li> <li>• Review agenda</li> </ul>	
3		
4		
	<b>2. What has changed since October 2019?</b>	<b>30 min.</b>
	<ul style="list-style-type: none"> <li>• Directors roundtable to share observations</li> </ul>	
	<b>3. Core Services:</b>	<b>45 min.</b>
6	<ul style="list-style-type: none"> <li>• Finance and Administration (key service outcomes and key initiatives)</li> </ul>	
9	<ul style="list-style-type: none"> <li>• Water Supply (key service outcomes and key initiatives)</li> </ul>	
11	<ul style="list-style-type: none"> <li>• Sewage Treatment (key service outcomes and key initiatives)</li> </ul>	
	Break	15 min.
	<b>4. Core Services:</b>	<b>90 min.</b>
	<ul style="list-style-type: none"> <li>• Electoral Area Services (all directors are encouraged to attend) <ul style="list-style-type: none"> <li>○ Key service outcomes and key initiatives</li> <li>○ Big questions about Electoral Area Services</li> </ul> </li> </ul>	
13		
15		
	End of Day 1 (4:30 to 5 pm)	

Page	<u>Day 2, September 18, 2020 beginning at 9 am</u>	
5.	<b>Review day one, process and session goals</b>	<b>15 min.</b>
6.	<b>Core Services:</b>	<b>90 min.</b>
	• Transit	
16	○ Backgrounder on transit and transportation	
19	○ Key service outcomes and key initiatives	
21	○ Big questions about transit and transportation	
	Break	15 min.
7.	<b>Core Services:</b>	<b>90 min.</b>
	• Regional Growth Strategy	
22	○ Backgrounder	
24	○ Key service outcomes and key initiatives	
26	○ Big questions about the Regional Growth Strategy	
	Lunch Break	45 min.
8.	<b>Core Services:</b>	<b>45 min.</b>
	• Recreation	
27	○ Backgrounder	
30	○ Key service outcomes and key initiatives	
32	○ Big questions about the recreation services	
9.	<b>Core Services:</b>	<b>30 min.</b>
	• Regional Emergency Services	
33	○ Backgrounder (emergency program)	
35	○ Key service outcomes and key initiatives	
10.	<b>Deliverables and Wrap-Up:</b>	<b>30 min.</b>
	1. Renewal Plan: a one to four page infographic and a short video describing: <b>Rethink Comox Valley: “a thoughtful review of services to support community recovery”</b>	
	○ Keep services affordable	
	○ Streamline processes	
	○ Protect quality of life	
	○ Care for the community	
	2. Workshop summary: report on two day strategic planning session that describes briefly the process and focusses on the outcomes, being the Renewal Plan and updated key service objectives and initiatives for each core service – enabling further work on key initiatives and developing the 2021-25 financial plan	
	End of Session (3 pm)	

# Strategic Drivers

The CVRD 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 ensuring we can adapt and respond to climate change impacts.



Community  
and Social Wellbeing

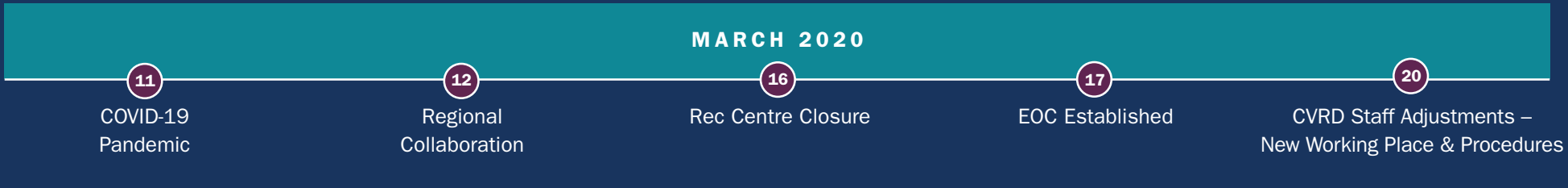
The social fabric of our communities, health and well-being of citizens, and community partnerships is ever present in guiding our service delivery.



Indigenous  
Relations

We are committed to reconciliation and relationship building with indigenous peoples and specifically K'ómoks First Nation (KFN).

TIMELINE



### CVRD COVID-19 Response & Renewal Framework (May 2020)

This framework is the guideline for defining the response and renewal actions to deliver CVRD services to the Comox Valley, in light of the COVID-19 pandemic.





## IMMEDIATE

- Assessing 2020 functional tasks and work plans across all services
- Evaluating all CVRD services for fiscal efficiencies
- Adjusting priorities to align with the Board's COVID-19 lens
- Specific actions noted online at [www.comoxvalleyrd.ca/strategic](http://www.comoxvalleyrd.ca/strategic) and [www.comoxvalleyrd.ca/covid](http://www.comoxvalleyrd.ca/covid)
- Regional Emergency Operations Centre (EOC)
- COVID Action Teams (supporting community partners)
- Engaging with Comox Strathcona Regional Hospital District, Comox Strathcona Waste Management, sewage commission, water committee, Vancouver Island Regional Library, North Island 9-1-1 and other partners

## RENEWAL PHASE (MIDDLE & LONGER TERM)

- Assessing services for updates, improvements - with regular reports to CVRD Board, partners and stakeholders
- Regular Comox Valley community leader engagement (mayors, CFB Comox, RCMP, KFN Chief and Council, SD71, Island Health)
- Fall 2020 session with CVRD Board to ratify the strategy

## INFORMING THE COMMUNITY

- Social media
- Online and web
- Media
- Board/committee/commission meetings online [www.comoxvalleyrd.ca/agendas](http://www.comoxvalleyrd.ca/agendas)
- Virtual public meetings
- Paid advertising
- Connecting with stakeholders





## Finance and Administration

(Key Service Outcomes and Initiatives)

### Excerpt from 2019 Strategic Plan


















*“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.”*



### Short Term Renewal Actions:

1. Reduce the 2020 budget for Finance and Administration by 4 per cent (approx. \$300,000). Reduction examples include:
  - Reduced employee benefit contributions
  - Reduced professional training opportunities
  - Reduced meeting schedule and expenses
  - Reduced travel for meetings and conferences, such as the UBCM and FCM events
  - Reduced professional fees for projects deemed non-critical (software upgrades, consulting on systems improvements)
2. Revising grant-in-aid and other funding programs to support community groups with a single access point for funding applications, helping the public understand what funds are available, how to apply for those funds and aligning community projects with CVRD Board priorities.

### Systemic and Long-term Renewal Actions:

3. Adjust policies and bylaws to reduce red-tape, increase transparency, promote accountability and streamline process
4. Analyze cost savings opportunities (support services policy, remote working, software/hardware options)
5. Develop common, annual assent period
6. Develop and introduce aspects of the financial stability/sustainable service delivery framework
7. Support for economic recovery and development through task force and CVRD and CVEDS liaison
8. Eliminate process barriers for collaboration and empower CVRD staff to work with our partners on projects and initiatives from conception to delivery. Enable a centralized, focused advisory body that is held two or three times annually to broadly consider Valley-wide, important issues and ensure all service level needs and impacts in a more holistic manner.
9. Develop a comprehensive, corporate-wide personnel plan that spans five+ years with business cases describing the pressures, options and solutions.

<p><b>Excerpt from 2019 Strategic Plan</b> <b>Key service outcomes:</b></p> <ul style="list-style-type: none"> <li>✓ Fiscal responsibility and management</li> <li>✓ Quality information and communication for residents and businesses</li> <li>✓ Social procurement</li> <li>✓ Partnerships e.g. school district, elected officials forums</li> <li>✓ Community leadership e.g. electric vehicle best practices</li> </ul>	<p><b>Should any changes be made to the Key Service Outcomes?</b></p>
<p><b>Key 2019-2022 initiatives/directions:</b></p>	<p>Ramp up?            Stay the Course?            Slow down?            Drop off the list?  </p>
<p>1. Strategic planning process redesigned to a comprehensive step-by-step process for 2019/2020</p>	<p></p>
<p>2. Regular upgrades to existing systems (e.g. financial reporting and asset management) to achieve a higher degree of integration and more efficient practices (ongoing)</p>	<p></p>
<p>3. Comox Valley Economic Development Society Contract review (2020)</p>	<p></p>
<p>4. Regional office project (move in late 2019)</p>	<p></p>
<p>5. Coordinating asset management across all CVRD services (ongoing)</p>	<p></p>
<p>6. 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)</p>	<p></p>
<p>7. Revising grant-in-aid and other funding programs to support community groups with a single access point for funding applications, helping the public understand what funds are available, how to apply for those funds and aligning community projects with CVRD Board priorities.</p>	<p></p>
<p>8. Develop common, annual assent period</p>	<p></p>
<p>9. Develop and introduce aspects of the financial stability/sustainable service delivery framework</p>	<p></p>

10. Support for economic recovery and development through task force and CVRD and CVEDS liaison **	
11. Eliminate process barriers for collaboration and empower CVRD staff to work with our partners on projects and initiatives from conception to delivery. Enable a centralized, focused advisory body that is held two or three times annually to broadly consider Valley-wide, important issues and ensure all service level needs and impacts in a more holistic manner.	
12. Other initiatives?	

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\*\* A dedicated session with the CVRD Board of Directors is scheduled for mid-October to consider the economic development, economic recovery task force recommendations and future work plans





## Water Supply

(Key Service Outcomes and Initiatives)

### Excerpt from 2019 Strategic Plan

*“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 scheduled for completion in summer 2021. Distribution to residents and businesses is managed by municipalities and individual electoral area water services.”*

### Short Term Renewal Actions:

1. Deferred water rate increases to provide \$282,000 in annual savings for 2021/22:
  - Reduce travel and training, operational costs and some watershed protection plan activities
  - Extend the life of fleet vehicles

### Systemic and Long-term Renewal Actions:














2. Collaborate with neighbouring regional districts and municipalities to provide mutual aid for water systems if staffing or operations are insufficient.

### Excerpt from 2019 Strategic Plan

#### Key service outcomes:

- ✓ High quality water
- ✓ An adequate water supply and license capacity 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 system redundancy
- ✓

**Should any changes be made to the Key Service Outcomes?**

Key 2019-2022 initiatives/directions:	Ramp up?  Stay the Course?  Slow down?  Drop off the list?   
1. Completion of the Water Treatment Project	
2. 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	
3. Ongoing implementation of the Comox Lake Watershed Protection Plan	
4. Municipal natural assets inventory (MNAI)	
5. Management planning for Coal Beach property	
6. Perseverance Creek risk reduction	
7. Asset management to confirm current conditions and define future asset renewal requirements	
8. Consideration of southern communities for expanded service (aligned with RGS goals and objectives)	
9. Other initiatives?	



## Sewage Treatment

(Key Service Outcomes and Initiatives)

**Excerpt from 2019 Strategic Plan**

*“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.”*

**Short Term Renewal Actions:**

1. Reduced revenue requirements over the next two years due to operational changes, limited travel/training and prioritizing work plans.
2. Skyrocket compost fee is waived for municipalities to ease financial pressures and increase use of the product.

**Systemic and Long-term Renewal Actions:**












1. Collaborate with neighbouring regional districts and municipalities to provide mutual aid for sewer systems if staffing or operations are insufficient.
2. Advance collaborative sewer services, in particular through decisions to treat wastewater from Royston and Union Bay at the main treatment plant.

**Excerpt from 2019 Strategic Plan**

**Key service outcomes:**

- ✓ Willemar Bluff risk reduction
- ✓ Asset management
- ✓ Affordability of service
- ✓ Infrastructure resiliency to climate change impacts
- ✓ Partnerships with KFN
- ✓ Reduce storm water infiltration

**Should any changes be made to the Key Service Outcomes?**

Key 2019-2022 initiatives/directions:	Ramp up?  Stay the Course?  Slow down?  Drop off the list?   
1. 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	
2. Upgrades and equipment at the CVWPCC to address odour, good neighbour, operations	
3. Area “A” analysis - In April 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	
4. Advance collaborative sewer services, in particular through decisions to treat wastewater from Royston, Union Bay and the KFN development lands at the main treatment plant.	
5. Completion of major capital upgrades at the biosolids compost facility to increase the capacity by 50 per cent	
6. Other initiatives?	



## Electoral Areas

(Key Service Outcomes and Initiatives)

### Excerpt from 2019 Strategic Plan

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













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

### Short Term Renewal Actions:

1. Increased efforts
  - Park maintenance contracts with mental health groups and non-profit organizations
  - Park patrols and enforcement to support public health and COVID-19 measures
  - Virtual events (public meetings, advisory and committee, building inspection, regulations)
2. Deferred / postponed:
  - Land-use planning: short-term rental policy work
  - Capital projects in ABC and Islands parks services results in \$290,000 towards reserves in 2020 (13 percent reduced spending)
  - Increased reserves in Comox Valley water distribution system due to reduced bulk rate
  - All site specific active transportation planning

### Systemic and Long-term Renewal Actions:

3. Improvements and changes:
  - a. CVRD bylaw compliance officers to enforce water restrictions
  - b. Building inspection department to
    - i. pursue software that promotes virtual operations and remote procedures
    - ii. rewrite building inspection bylaw for clarity
  - c. Examine delegating all development permit approvals to staff
  - d. Detailed water rate analysis to promote sustainable service delivery

<p><b>Excerpt from 2019 Strategic Plan</b> <b>Key service outcomes:</b></p>	<p><b>Should any changes be made to the Key Service Outcomes?</b></p>
<ul style="list-style-type: none"> <li>✓ Local government for rural areas</li> <li>✓ Advocating for equitable and appropriate service delivery</li> <li>✓ Infrastructure and community resiliency</li> <li>✓ Responding to and partnering with community groups and residents</li> </ul>	
<p><b>Key 2019-2022 initiatives/directions:</b></p>	<p><b>Complete? Ramp up? Stay the Course? Slow down? Drop off the list?</b></p> <p></p>
<p>1. Rural roadside garbage, recycling and organics collection – public engagement</p>	<p></p>
<p>2. Septic regulation / education (enhanced efforts)</p>	<p></p>
<p>3. Air quality (in rural areas)</p>	<p></p>
<p>4. Agricultural planning (grant application for regional plan is pending)</p>	<p></p>
<p>5. Regional parks</p>	<p></p>
<p>6. OCP updates: Cannabis policies (operational)</p>	<p></p>
<p>7. OCP updates: Saratoga settlement node (operational)</p>	<p></p>
<p>8. OCP updates: Development permit revisions (operational)</p>	<p></p>
<p>9. Building inspection department to</p> <ul style="list-style-type: none"> <li>a. pursue software that promotes virtual operations and remote procedures</li> <li>b. rewrite building inspection bylaw for clarity</li> </ul>	<p></p>
<p>10. Examine delegating all development permit approvals to staff</p>	<p></p>
<p>11. Grant programs and Community Hall services</p>	<p></p>
<p>12. Other initiatives?</p>	



## Electoral Areas

(Big Questions)

### **Big Questions:**

To assist with the discussion on Electoral Area Services as a Core Service, a series of questions are posed, prompting dialogue to generate ideas and determine some clarity around direction for this service.

1. What are the priorities in your Electoral Area now? What are the residents not getting that they really need/want?
2. Are there specific things you want to accomplish in the next two years?
3. Are these priorities regional services? Local services?
4. Do they fit into an existing service or do they require establishment of a new service?
5. Do they require new resources to accomplish them?



## Transit (Backgrounder)

### Comox Valley Regional District Strategic Planning Backgrounder, September 2020

#### Transportation Spectrum

- The transportation spectrum in the Comox Valley is wide ranging and includes traditional modes such as walking, cycling, public transit, private automobiles, ferries and airplanes.
- While not yet firmly established in the Comox Valley, new transportation trends are becoming an important consideration, for example mobility scooters, electric and autonomous vehicles, on-demand options like ride-hailing, carpooling, bike and car share programs as well as peer-to-peer car rentals.
- Many local stakeholders are involved in the Comox Valley transportation spectrum including the provincial government, CVRD and member municipalities as well as private entities such as taxi, ride-hail, inter-regional bus and airport shuttle companies.
- The RGS identifies several transportation objectives, including increasing public transit use, improving cycling and pedestrian infrastructure as well as developing and maintaining inter-regional networks. Other objectives could be considered a priority, including convenience, reducing community GHG emissions, improving health, decreasing traffic congestion, ensuring social inclusion or providing opportunities to reduce household expenditures.
- Mode share is an often used metric within the transportation sector and in most communities the private automobiles represent the largest share. Efforts can be made to shift toward other modes depending on the community priorities and different modes (and trends of transportation) work toward different objectives (e.g. cycling initiatives would help achieve improved health more than taxis).

#### CVRD Role (current)

- CVRD's most direct role in the transportation spectrum is through administration of the Comox Valley Transit Service.
  - This service involves a partnership with BC Transit to operate a fleet of buses in conventional (fixed-route) and paratransit (handyDART, community bus) systems.
- Other transportation initiatives that CVRD is involved in include:
  - Various Parks and Greenways services in the electoral areas, which are more oriented to recreation versus commuting however they do include paths and trails
  - The Comox Valley Regional Growth Strategy includes upcoming work on active transportation network planning and electric vehicle strategies



- The Integrated Regional Transportation Select Committee work resulted in the Memorandum of Understanding on regional transportation and encourages regular dialogue amongst the various organizations responsible for Comox Valley transportation.

### **Comox Valley Regional Transit**

- With respect to the Comox Valley Regional Transit system, the board sets direction on service priorities and levels and cost share's operation with the province.
- Ridership on the Comox Valley regional transit system increased approximately 28% in the last 5 years. Comox Valley regional transit is one of the highest performing transit systems of its size in BC (e.g. based on costs per hour, rides per hour etc.)
- Ridership and bus fare revenue have both suffered during the pandemic although both are recovering with ridership currently at 37% below normal (versus 60% during pandemic) and revenue at 40% below normal. Both the provincial and federal governments have committed to providing financial assistance for transit.
- The 2014 Comox Valley Transit Future Plan guides how the transit system grows over time and an update to this plan had been initiated prior to the COVID-19 pandemic. BC Transit is now suggesting to keep this work on hold until fall 2021 given the uncertainty in transit during the 5<sup>th</sup> Street bridge project, COVID-19 ridership recovery and the transportation sector generally (e.g. work from home uptake, new trends etc.). This will also allow other key information to be brought forward for consideration, such as the results of transit infrastructure and on-demand transit studies.
- Studies are currently underway to help determine locations, designs and costs for transit exchanges and transit priority measures in the Comox Valley and also to look at digital 'on-demand' transit throughout the province. The Comox Valley transit system does offer traditional 'on-demand' transit but to date these services have not seen much ridership.
- BC Transit is also pursuing electrification of its fleet across the province over the next 10 years. The timing of electric buses in the Comox Valley has not yet been determined.
- The board will need to provide direction to BC Transit this fall with respect to service levels over the next three years as part of the annual TIPS process. Consideration will be given to reducing, maintaining, or increasing transit service levels. Of utmost importance will be the question of how to provide transit service during the 5th Street bridge rehabilitation project. Based on the draft traffic management strategy provided by the City of Courtenay, which included transit priority measures, approximately 3,000 hours of additional transit service would be required to maintain existing service levels (i.e. number of bus trips). Should transit priority measures not be provided, significantly more service hours would be required. Further, should additional service hours not be available, transit users would experience significant service reductions and this could result in reduced ridership, both during bridge rehabilitation, and possibly longer term. A reduced transit service level would also not provide a viable alternative to alleviate traffic congestion levels during this project.

### **CVRD Role (future)**

- The board has choices to make with respect to its role in the transportation spectrum. Key to this is understanding the desired objectives. The CVRD has established key drivers and these can be used to focus future transportation objectives. The drivers with the most relevance to transportation include fiscal responsibility and climate crisis.
- With respect to fiscal responsibility, it will be important to utilize CVRD funding effectively to ensure the affordability while also resulting in the highest impact or benefit (e.g. largest mode shift, or reduction in GHG, for the investment). Another lens to fiscal responsibility could be to consider CVRD's role in helping its residents reduce household expenses. According to Stats Canada, private automobile use represents the second largest annual household expense.
- Accelerating actions toward GHG emissions reductions is an important way to addressing the climate crisis. On-road transportation, primarily associated with the private automobile, is the largest source of GHG emissions in the Comox Valley.
- As mentioned above, some modes and trends in transportation will have more impact on transportation objectives, and likewise on the board's strategic drivers.
- The board could choose to focus on existing services, e.g. public transit, and to use these services to achieve desired objectives and drivers. Or the board could consider additional, amended or expanded services to focus on other modes and objectives.
- An important consideration in CVRD's role is to look at the role of other stakeholders. Other governments or private operators may be better suited to dealing with certain modes. Collaborations with municipal and provincial governments can be developed to achieve desired transportation objectives, and CVRD could consider partnerships with private companies as well. For example, the City of Vancouver has partnerships in place to provide bike and car share services (Mobi, Evo).



## Transit

(Key Service Outcomes and Initiatives)

### Excerpt from 2019 Strategic Plan

*“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.”*









### Short Term Renewal Actions:

1. Enhanced support for transit through COVID-19
  - advocate for financial assistance to offset fare revenue loss
  - support for transit improvements (optimized scheduling, infrastructure, planning)
  - maintain service levels during 5th Street bridge project
  - align service levels with September 2020 return to school

### Systemic and Long-term Renewal Actions:

2. Consider services, infrastructure, supports, public requirements and integrating with other modes and opportunities across jurisdictions for long-term transit plans.

Excerpt from 2019 Strategic Plan Key service outcomes:	Should any changes be made to the Key Service Outcomes?
<ul style="list-style-type: none"> <li>✓ Affordable fares</li> <li>✓ Access equity</li> <li>✓ Greenhouse gas reduction</li> <li>✓ Alternative services in rural areas</li> <li>✓ Link high need users to services e.g. food bank, farmers market</li> <li>✓ Integration with School District 71 student transportation needs</li> <li>✓ Mode shift – Transit Future Action Plan</li> </ul>	

Key 2019-2022 initiatives/directions:	Ramp up?  Stay the Course?  Slow down?  Drop off the list?   
1. Annual Transit Improvement Plans based on BC Transit and local input	
2. Development of a Transit Future Action Plan to: <ul style="list-style-type: none"> <li>a. review mode share targets and service levels</li> <li>b. local government land use and transportation plans and</li> <li>c. identify future service and infrastructure needs and cost implications</li> </ul>	
3. Other initiatives?	



## Transit

(Big Questions)

### Big Questions:

To assist with the discussion on Transit as a Core Service, a series of questions are posed, prompting dialogue to generate ideas and determine some clarity around direction for this service.

1. Should “transit” as a Core Service be expanded to incorporate the broader range of topics that are covered under “transportation”?
2. Are there services other than what we think of as traditional transit services (buses, handy dart) you want to take on? What objectives are associated with taking on new roles (GHG reductions, health improvements, affordability)?
3. Assuming new resources would be required to provide new services do you want to reduce current funding on traditional services to fund new services or increase funding to enable new services? E.g. do we want to increase the size of the pie?
4. How can your municipal councils and the CVRD board collaborate more effectively?



# Regional Growth Strategy

(Backgrounder)

## Comox Valley Regional District Strategic Planning Backgrounder, September 2020

The following updates describe the 2020 work plan for the RGS service.

Strategic Priority	Description	Status
Regional Housing Needs Assessment	Regional assessment of current and projected housing needs	<b>Complete</b>

### Next steps:

- Incorporate data into RGS review background work
- Incorporate data into RGS dashboard
- Findings provide data for poverty reduction strategy

Strategic Priority	Description	Status
Regional Airshed Planning	Develop a regional air shed roundtable group to identify key actions to improve air quality and reduce pm2.5 levels.	<ul style="list-style-type: none"> <li>- Steering Committee established</li> <li>- Roundtable established (September 15 inaugural meeting)</li> <li>- 2020 wood stove exchange underway</li> <li>-</li> </ul>

### Next steps:

- Application to BC Lung/MoE for 2021 wood stove exchange program

Strategic Priority	Description	Status
RGS Education and Outreach Campaign	Digital education campaign (revised under Covid conditions)	<b>Complete</b>

### Next steps:

- Continue to use advertising campaign and incorporate in other projects

Strategic Priority	Description	Status
Climate Action	Series of GHG emissions reduction projects (e.g. community climate action grant program, EV chargers, Transition 2050 Strategy)	<b>Underway</b>

**Next steps:**

- Through the 2021-25 Financial Planning Process, consider allocating resources development of a regional climate action plan that will:
  - o Establish a baseline of community GHG emissions;
  - o Identify reduction targets and the “bold moves” needed to reach the targets;
  - o Quantify reduction actions within the scope of local government jurisdiction to support decision making; and
  - o Coordinate regional efforts.
- Identify opportunities to implement the Transition 2050 residential retrofit market acceleration strategy (e.g. feasibility of financing program, Clean BC energy efficiency top up program)

Strategic Priority	Description	Status
Regional Poverty Reduction Strategy	Local strategy to reduce poverty with a focus on housing, transportation, childcare and equity.	Underway

**Next steps:**

- Award consulting contract
- Convene project team and establish an advisory committee, including community partners and residents with lived experience of poverty

Strategic Priority	Description	Status
Multi-modal transportation planning	Regional active transportation network plan	Underway

**Next steps:**

- Award consulting contract and finalize regional transportation planning memorandum of understanding



## Regional Growth Strategy

(Key Service Outcomes and Initiatives)

### Excerpt from 2019 Strategic Plan

*“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.*

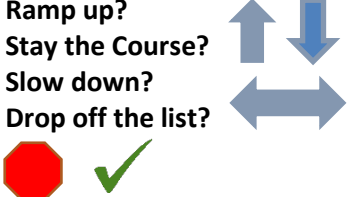
*The RGS provides broad opportunity for data collection, monitoring and reporting to support the regional district, municipal and senior government decision-making and public awareness and education.”*

### Short Term Renewal Actions:

1. Enhanced support and attention on
  - climate change response (electric vehicle strategy and grant funding opportunities, and multi-modal transportation planning)
  - sustainable funding levels for RGS

Excerpt from 2019 Strategic Plan Key service outcomes:	Should any changes be made to the Key Service Outcomes?
<ul style="list-style-type: none"> <li>✓ Settlement that is socially, economically, environmentally healthy</li> <li>✓ Adequate housing supply for current and future needs</li> <li>✓ Affordable housing</li> <li>✓ Affordable servicing</li> <li>✓ Partnerships with KFN and other organizations</li> <li>✓ Improved air quality</li> <li>✓ RGS monitoring and evaluation</li> </ul>	



Key 2019-2022 initiatives/directions:	Ramp up? Stay the Course? Slow down? Drop off the list? 
1. Regional housing needs assessment	✓
2. Air quality framework identified to improve Comox Valley air quality	↑
3. Multi-modal integrated regional transportation implementation agreement	✓
4. Integrating regional growth principles with sustainability strategy principles – develop CVSS Scorecard	↔
5. Review of the RGS	↓
6. Regional approach and cooperation to: <ul style="list-style-type: none"> <li>a. BC Energy Stepcode</li> <li>b. Transportation</li> <li>c. Plastic bags</li> <li>d. Food security/system</li> <li>e. Farming</li> </ul>	↔
7. Partnerships with KFN & food security organizations	↔
8. Evaluation and reporting framework (dashboard) and data collection	↑
9. Climate change mitigation and adaptation planning	↔
10. Poverty reduction strategy	↑
11. Other initiatives?	



## Regional Growth Strategy

(Big Questions)

### **Big Questions:**

To assist with the discussion on the Regional Growth Strategy as a Core Service, a series of questions are posed, prompting dialogue to generate ideas and determine some clarity around direction for this service.

1. Is there interest in going further than establishing policies; for example establishing a service(s) and dedicating resources?
2. Given the CVRD Board's declaration of the Climate Crisis in early 2019, what does this mean and how can this be accomplished?
3. How can your municipal councils and the CVRD board collaborate more effectively?



# Recreation

(Backgrounder)

## RECREATION WORKPLAN INFORMATION

Renewal phase begins with modified procedures and reduced programming levels. Phases to continue with a gradual increase into 2021 and look to further increase service levels in the future to assist with community and economic recovery. Staff continue to collaborate with municipal partners and community groups as we work towards increasing recreational programs and services levels further.

### Comox Valley Sports Centre Commission strategic plan – update on goals

#### 1. Asset Management

- Continue maintenance upgrades during shut down, utilizing the asset management process through the recently completed life cycle assessment; developing long-term plans for recreation infrastructure and sustainable service delivery; specifically includes renovation to 1974 concession (provides for concession and CVRD programming – ie Young Chefs on the Run)
- Exhibition grounds landscape overview/plan
- Sports Centre pool basin study

#### 2. Partnerships

- Includes School District and K'ómoks First Nations for capital improvement and Indigenous programming; clubs/community groups on service delivery (swim clubs, minor hockey, figure skating, Boys and Girls club); Acting Comox Valley continues to promote low cost or free activities
- More than 250 users and groups at recreation and exhibition grounds developing COVID-19 safety plans and returning to use in a long-term safe manner
- Creating a new dressing room at Sports Centre with the Comox Valley Glacier Kings Junior B Hockey Club
- Aligning projects/contributions with CVRD core values and Board strategic plan and Sports Commission strategic goals (example is grant funds for soccer fieldhouse)
- Curling club lease agreement to be negotiated (curling to begin November 15th)
- Supporting public health directives and other non-traditionally related non-profits (coordinating LUSH Valley activities with the recreation re-activation plan)

#### 3. Connectivity

- Walking connectivity – mapping, signage (Visitor's Centre – Where to Walk maps, Active Comox Valley mapping system for parks, trails)

#### 4. Accessibility

- Continue progress of regional low income pass and promote Active Comox Valley initiatives for low or no cost
- Programming that provides ease to the users, affordable, safe services (register online hockey league to assist with keeping the bubble consistent)
- Grants/mezzanine renovations for unique and different programming

## 5. Volunteer Engagement

- Support community groups with their Return to Play plans
- Link volunteer groups to provide support for various events and activities; hosting annual volunteer fair, volunteer recognition program under development

## IMPORTANT ASPECTS ON THE HORIZON

### 2021 budget assumptions

- Current orders of the Provincial Health Officer (PHO) will remain in place
- 2 meter physical distancing; bubbles of five to six people; gatherings limited to 50 people or less
- Outbreaks and communication plan; safety and exposure control plan
- Guidelines of WorkSafeBC and viaSport (just to name two) to be adhered to
- Increased cleaning and disinfection of high touch points (BC Centre for Disease Control)
- Participation numbers will be limited for programs, classes and drop-in offerings
- Increased administration and staffing in some areas
- Anticipate generating just 50% of historic revenues while incurring 70% of historic expenditures
- Progressive re-establishment of public trust
- Operations and participation return to previous levels in the last quarter of 2021 as society returns to the 'new normal'

Recreation services can continue to play an important role in the Comox Valley's renewal phase by:

- Delivering services in a flexible, fiscally responsible manner while protecting public health
- Re-evaluating traditional operating models with a focus on new registration requirements and lesson structures
- Deferring some capital expenditures such as lighting and sound system upgrades
- Promoting healthy lifestyles and invigorating community spirit through physical activity

## DEGREE OF UNCERTAINTY

The impact COVID-19 has had on recreation services is probably the greatest impact of any of the CVRD services. Moving forward there remain many uncertainties and a flexible approach will be needed to ensure the community's needs are met. All of this while applying fiscal responsibility and program efficiency.

- Need to balance risk, resources, capacity and public demand when deciding to further reopen facilities and offer outdoor/ indoor programs and services
- A further focus on outdoor opportunities may be required in coming years through partnerships or new services offered by the CVRD.
- Continuously updating COVID-19 safety plans and adapting programming still attempting to provide adequate recreation services to the community

- Ongoing changes in processes for staff and customers, combined with very large decrease in the number of patrons than can actively participate in programs (i.e. aquatic fitness classes reduced from 80 to 24)
- Recreation services is looking at how to maximize revenue, facility usage and public satisfaction levels during our "new normal".
- Outdoor programming is prioritized for spring and summer and other initiatives are proposed in fall/winter
- Should the Aquatic Centre continue to remain closed for a longer term (beyond January 2021), exempt roles can focus on partnerships, asset management and Active Comox Valley



## Recreation

(Key Service Outcomes and Initiatives)

### Excerpt from 2019 Strategic Plan

*“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.”*












### Short Term Renewal Actions:

#### 1. Completed

- maintenance upgrades during COVID-19 shut down (supported by asset management and the 2017 indoor rec facilities masterplan)
- community / user group support through a revised Active Comox Valley program
- support user groups and clubs return to play plans (swim clubs, minor hockey, figure skating, Boys and Girls club)
- conservative approach to recreation restart plan following public health guidelines

### Systemic and Long-term Renewal Actions:

2. Continue to work in collaboration with our partnering municipalities, stakeholders and the community to
  - a. look at ways to address the loss of sales and services revenue and
  - b. evaluate and move towards a new programming and services model.

<p><b>Excerpt from 2019 Strategic Plan</b>  <b>Key service outcomes:</b></p> <ul style="list-style-type: none"> <li>✓ Supporting the health of citizens</li> <li>✓ Asset management</li> <li>✓ Partnerships between jurisdictions and external stakeholders</li> <li>✓ Connectivity to recreational services</li> <li>✓ Accessibility to recreational services</li> <li>✓ Volunteer engagement</li> <li>✓ Cooperation with School District 71 facilities.</li> <li>✓ Greenhouse gas and environmental impact reduction</li> <li>✓ Partnerships with K'ómoks First Nation</li> </ul>	<p><b>Should any changes be made to the Key Service Outcomes?</b></p>
<p><b>Key 2019-2022 initiatives/directions:</b></p>	<p>Ramp up?                   Stay the Course?                   Slow down?                   Drop off the list?    </p>
<p>1. Implementation of the CVRD Sports Centre Strategic Plan 2019-2021</p>	
<p>2. Opportunities for organizational improvement including information technology supports, management structural changes</p>	
<p>3. Implementation of a low-income regional pass</p>	
<p>4. Energy reduction improvements such as: switching to LED lighting; evaluating heat reclamation potential; and acquisition of electric ice resurfacing equipment</p>	
<p>5. Enhanced programming with First Nations involvement</p>	
<p>6. Other initiatives?</p>	



## Recreation

(Big Questions)

### **Big Questions:**

To assist with the discussion on Recreation as a Core Service, a series of questions are posed, prompting dialogue to generate ideas and determine some clarity around direction for this service.

1. What is the importance of outdoor programming and recreation space, considering the current and potential ongoing limitations with traditional recreation infrastructure including pools and ice sheets?
2. How can your municipal councils and the CVRD board collaborate more effectively?





## Regional Emergency Services

(Backgrounder)

The *Emergency Program Act S. 6(3)* requires that a local authority establish and maintain an emergency management organization.

- Comox Valley emergency program was established in 1991
- Program delivery includes coordinating with all Comox Valley CAOs and support all Comox Valley local authorities with emergency preparedness and planning, including in electoral areas
- Since 1991 the emergency program workloads have increased and the reasons are not limited to this list:
  - provincial recommendations from the 2003 BC wildfires Filmon report;
  - implementing lessons learned from local authorities audit of their emergency management services;
  - impacts and learnings from COVID (emergency management and business continuity);
  - more locally
    - climate change;
    - population growth in the valley;
    - statutory and regulatory changes to provincial emergency legislation;
    - future changes that will come out of the recent EPA review;
    - greater awareness and expectations of the public of potential emergencies that could threaten community well-being.
- Emergency program service is funded by
  1. Tax requisition from Electoral Areas of A, B, and C for supporting emergency preparedness and CVRD business continuity for the rural area and Comox Valley-wide community;
  2. Service agreements with Cumberland, Courtenay and Comox, which expire at the end of 2021, at an amount equivalent to the tax rate

Strategic direction:

1. Creating a truly regional emergency management service
2. Full review and planning for the program
3. Define community wildfire and FireSmart program delivery as part of electoral area fire services

### **Develop a Regional Emergency Management Service delivery model (incorporating EOC After Action Report findings)**

- Following the COVID-19 Phase 1 Emergency Operations Centre, an After Action Report has been prepared identifying themes for adjustments in operations, information sharing, policy group decision making and information technology enhancements within a regional EOC.
- Full report for Board consideration in Fall 2020

### **After Action Report Themes**

#### **Theme: Policies, Procedures and Training**

- Define Policy Group structure and roles/responsibilities better for a regional EOC
- Clarify decision-making process and provide a “map” of roles (agencies, EOC, policy groups, etc.)
- Encourage more regular participation in the EOC from our region’s Island Health representative (as the lead agency responsible for pandemics) and other identified key response agencies.
- Provide more EOC training for internal and external organizations as well as for the Policy Group (Incident Command System 100 and other emergency management training)
- Involve more community groups (i.e. Coalition to End Homelessness, Salvation Army, Food Banks, Soup Kitchens, etc.) either in the EOC as before or maybe more appropriately through the Operations Section to receive information updates regarding public messaging, directives, funding initiatives (i.e. United Way), etc.

#### **Theme: EOC Enhancements**

- Develop prior to 2<sup>nd</sup> wave of COVID-19 the Harmston EOC so that core EOC personnel (management team and key support functions) can work together in a physical facility with appropriate technology and physical distancing measures in place
- Utilize technology to ensure internal EOC communications are separate from day to day business of those involved in the EOC (e.g. email addresses specific to EOC functions)

#### **Theme: Communications**

- Ensure that all local government personnel and councils are kept informed of decisions and public messaging even if they are not in the EOC
- Provide consistent messaging throughout the region while allowing for some specific unique decisions within each local jurisdictions

#### **Theme: Balancing Emergency Management and Business Continuity Responsibilities**

- Real concerns from staff that they were torn between their work and EOC responsibilities
- Suggest helping management understand that EOC work is the priority when staff are filling a shift in the EOC and allowing that uninterrupted attention is critical.
- Consider retaining legal advice now to gain better perspective on what local authorities are and are not legally responsible for and what choices may need to be made in the future to meet potential new requirements from Health, Emergency Management and WorkSafeBC legislative changes.



## Regional Emergency Services

(Key Service Outcomes and Initiatives)

### Excerpt from 2019 Strategic Plan

*“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.”*

### Short Term Renewal Actions:

1. Prepare for COVID-19 second wave:
  - Advance planning for EOC
  - Collaborate with IT for remote operations
  - Address EOC “After Action Report” findings
  - Support to volunteer programs to meet public health and WorkSafeBC requirements
2. Increased efforts to relocate program office, equipment, and volunteer programs (ESS and Emergency Radio Communications) with consideration for search and rescue
3. Deferred / postponed (\$29,500 in 2020 savings):
  - “Fracture on Fifth” earthquake exercise
  - Minor capital and operational expenses
  - Replacement of most water tanks on Hornby for fire protection
  - Mobi-cad system at Oyster River Fire.
4. Cancelled:
  - HAM radio course and town hall presentations for Denman and Hornby evacuation guidelines

### Systemic and Long-term Renewal Actions:

1. Develop a Regional Emergency Program Service delivery model (incorporating EOC After Action Report findings)

<p><b>Excerpt from 2019 Strategic Plan</b> <b>Key service outcomes:</b></p>	<p><b>Should any changes be made to the Key Service Outcomes?</b></p>
<ul style="list-style-type: none"> <li>✓ Emergency prevention and mitigation</li> <li>✓ Emergency Operations Centre preparedness</li> <li>✓ Business and resident emergency preparedness</li> <li>✓ Support for emergency staff and volunteers</li> <li>✓ KFN partnerships and bridging</li> <li>✓ Emergency food supply preparedness</li> </ul>	
<p><b>Key 2019-2022 initiatives/directions:</b></p>	<p><b>Complete? Ramp up? Stay the Course? Slow down? Drop off the list?</b></p> <p></p>
<p>1. Completion of the new Regional Emergency Operations Centre a. Developing, training and implementing the EOC personnel plan capable of filling three shifts for a stage 3 activation</p>	<p></p>
<p>2. Preparation for 2020 earthquake emergency functional exercise (“Fracture on Fifth”)</p>	<p><b>Postponed</b></p>
<p>3. National Disaster Mitigation Program – Flood Risk Mapping for entire CVRD Coastline, in collaboration with CVRD Planning</p>	<p></p>
<p>4. Consideration of Merville and Mount Washington fire service buildings</p>	<p></p>
<p>5. Community Fire Smart Program and wildfire protection planning</p>	<p><b>Postponed</b></p>
<p>6. Exploration of available space for volunteers (Search and Rescue)</p>	<p></p>
<p>7. Develop a Regional Emergency Program Service delivery model (incorporating EOC After Action Report findings)</p>	<p></p>
<p>8. Other initiatives?</p>	