Capital Regional District

625 Fisgard St.,
Victoria, BC V8W 1R7

Notice of Meeting and Meeting Agenda
Planning and Protective Services Committee

Wednesday, October 11, 2017 | **9:30 AM** | **6th Floor Boardroom, 625 Fisgard St. Victoria, BC V8W 1R7**

A. Finall (Chair), G. Young (Vice Chair), R. Atwell, S. Brice, J. Brownoff, J. Ranns, L. Seaton, K. Williams, R. Windsor, B. Desjardins (Board Chair, ex-officio)

1. Approval of Agenda

2. Adoption of Minutes

2.1. 17-736 Minutes of the September 6, 2017 Planning and Protective Services Committee Meeting

Recommendation: That the minutes of the September 6, 2017 Planning and Protective Services Committee meeting be adopted as circulated.

Attachments: Minutes

3. Chair's Remarks

4. Presentations/Delegations

5. Committee Business

5.1. 17-713 2018 Service Plans Review Process

Recommendation: That the Planning and Protective Services Committee recommends to the Capital Regional District Board:

That the attached service plans be approved as presented.

Attachments: Staff Report: 2018 Service Plans Review Process
Appendix A: 2018 Service Plan Summary Discussion Report
Appendix B: Budget 2018 Proposed FTE Additions
Appendix C: Service Plan Summaries
Appendix D1: Health & Capital Planning Strategies Service Plan
Appendix D2: Protective Services Service Plan
Appendix D3: Regional & Strategic Planning Service Plan

5.2. 17-706 Previous Minutes of Other Committees and Commissions for Information

Recommendation: That the following minutes be received for information:

1. Local Government Emergency Program Advisory Commission, June 15, 2017

Attachments: Minutes: LGEPAC June 15, 2017

6. New Business

7. Adjournment

Next Meeting: 2018

To ensure quorum, please advise Pat Perna (pperna@crd.bc.ca) if you or your alternate CANNOT attend.

Capital Regional District

625 Fisgard St.,
Victoria, BC V8W 1R7

Meeting Minutes

Planning and Protective Services Committee

Wednesday, September 6, 2017 **3:00 PM** **6th Floor Boardroom**
625 Fisgard St.
Victoria, BC V8W 1R7

PRESENT:
Directors: A. Finall (Chair), G. Young (Vice Chair), R. Atwell, S. Brice, J. Brownoff, J. Ranns, K. Williams, B. Desjardins (Board Chair, ex-officio, 3:09)
Staff: K. Lorette, General Manager, Planning and Protective Services; S. Bagh, Senior Manager, Regional Strategic Planning; M. Barnes, Manager, Health and Capital Planning Strategies; S. Clarke, Community Planner, Health and Capital Planning Strategies; B. Reems, Corporate Officer; P. Perna, Committee Clerk (Recorder)

REGRETS: Directors Seaton and Windsor

The meeting was called to order at 3:02 pm.

1. Approval of Agenda

MOVED by Director Ranns, SECONDED by Director Brice,
That the agenda for the September 6, 2017 Planning and Protective Services Committee meeting be approved as circulated.
CARRIED

2. Adoption of Minutes

2.1. 17-593 Minutes of the May 24, 2017 Planning and Protective Services Committee Meeting

MOVED by Director Brownoff, SECONDED by Director Atwell,
That the minutes of the May 24, 2017 Planning and Protective Services Committee meeting be adopted as circulated.
CARRIED

3. Chair's Remarks

The Chair remarked on the importance of the Farmland Trust, impacts on development activity and population growth, the need for improvements and upgrades to maintain service levels, and the need for food security.

4. Presentations/Delegations

4.1. 17-598 Delegation: Marika Albert, Community Social Planning Council, Re: Community Health and Wellbeing Update

M. Albert spoke on the Regional Outcomes Monitoring Update, the role of the

Community Social Planning Council, their collection of data, and community consultation.

4.2. 17-641 Delegation: Savannah Carr-Wilson Re: Item 5.2. Regional Food and Agriculture Strategy Recommendations Update

S. Carr-Wilson spoke in support of establishing a regional food and farmlands trust. She provided a copy of correspondence dated September 5, 2017 from Deborah Curran, Acting Executive Director of the Environmental Law Centre, which is on file in the Legislative and Corporate Services Department.

4.3. 17-642 Delegation: Linda Geggie Re: Item 5.2. Regional Food and Agriculture Strategy Recommendations Update

L. Geggie spoke in support of the Regional Food and Agriculture Strategy.

4.4. 17-643 Delegation: Mike Nybetg Re: Item 5.2. Regional Food and Agriculture Strategy Recommendations Update

M. Nybetg was not present to speak.

4.5. 17-644 Delegation: Mary Alice Johnson Re: Item 5.2. Regional Food and Agriculture Strategy Recommendations Update

M. A. Johnson spoke on her farming endeavours and was in favour of land trust with long term leases.

5. Committee Business

5.1. 17-624 Community Health and Wellbeing Project Update

K. Lorette provided an overview of the report.

Discussion ensued on having more discussions with Vancouver Island Health Authority.

MOVED by Board Chair Desjardins, SECONDED by Director Brice,
That the Planning and Protective Services Committee recommends to the Capital Regional District Board:
That the Community Health and Wellbeing Project Update report be received for information.
CARRIED

5.2. 17-602 Regional Food and Agriculture Strategy Recommendations Update

K. Lorette provided an overview of the report.

Discussion ensued on the following:
- the process of advising the public when acquiring land
- land donated by municipalities
- use of farmland and Agriculture Land Reserve land
- leasing land long-term

MOVED by Director Brownoff, SECONDED by Director Brice,
That the Planning and Protective Services Committee recommend to the Capital Regional District Board:
That this staff report be received for information and 2018 funding of a feasibility study/business case be supported.
CARRIED
OPPOSED: Director Young and Board Chair Desjardins

5.3. 17-600 Previous Minutes of Other Committees and Commissions for Information

MOVED by Director Brice, SECONDED by Director Atwell,
That the following minutes be received for information:
1. Local Government Emergency Program Advisory Commission, April 20 and May 18, 2017
2. Regional Food and Agriculture Task Force, April 4 and May 26, 2017
CARRIED

6. New Business - None.

7. Motion to Close the Meeting

7.1. 17-626 Motion to Close the Meeting

MOVED by Director Brice, SECONDED by Director Brownoff,
That the meeting be closed in accordance with the Community Charter Part 4, Division 3, Section 90(1),(a), personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the regional district or another position appointed by the regional district.
CARRIED

8. Adjournment

MOVED by Board Chair Desjardins, SECONDED by Director Brownoff,
That the September 6, 2017 Planning and Protective Services Committee meeting be adjourned at 4:26 pm.
CARRIED

_____
Chair

_____
Recorder

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PPS 2017/01

REPORT TO THE PLANNING AND PROTECTIVE SERVICES COMMITTEE MEETING OF WEDNESDAY, OCTOBER 11, 2017

SUBJECT **2018 Service Plans Review Process**

ISSUE

All departments of the Capital Regional District (CRD) are currently working on 2018 financial plans, to be presented to the Committee of the Whole in November. The financial planning process begins with service plans, which establish the work plans over a four year cycle; the current service plans cover 2016 through 2019. This cover report is developed to provide information on the planning process to all Standing Committees and various Commissions reviewing the service plans.

BACKGROUND

Reporting on the service and financial planning process began with a report to the September 6, 2017, Finance Committee, which provided a high level overview of organizational service planning and the themes that were prevalent thus far in the 2018 budget process (Appendix A).

The planning cycle is aligned with the four-year election cycle and includes multi-year budgets to establish a longer-term focus regarding the allocation of resources required to deliver the programs and services needed by the community, and to accomplish Board priorities.

Guided by the Board's strategic priorities, staff have developed multi-year service plans. Service plans outline core service information including key service drivers such as trends and assumptions, service levels, workforce considerations, and performance measures. These plans also highlight divisional initiatives and implications for the overall work program and budget for a specific area. This iterative process is intended to provide staff with an effective planning tool to deliver their work efficiently and enable the committees to assess proposed service levels and the implications of new initiatives. The presentation of service plans to the appropriate committee and commissions allows for a more detailed assessment of service delivery and programs. This process provides committees and commissions the opportunity to review work programs and recommend service level adjustments and/or initiatives. All adjustments and/or initiatives have been vetted organizationally with a focus on identifying opportunities to realign or reallocate resources and identify potential synergies or efficiencies between departments and services. Options to reduce service levels have also been reviewed as part of the service planning process.

Service plans drive the financial planning process and provide necessary information to evaluate overall organizational requirements, new initiatives, proposed service levels and implications for the budget and financial plan. Service plans are presented on an annual basis to all standing committees and commissions.

Under Board direction, the presentation of budgets is segregated between the Electoral Area Services Committee (EASC) or service commissions with delegated authority and the Committee of the Whole in November. The EASC and/or the service commissions are responsible for reviewing and recommending approval to the Board for electoral area-only service budgets on November 1, 2017, while regional and sub-regional service budgets will be presented to the Committee of the Whole on November 29, 2017. Ultimately, the Board is responsible for approval of all of the service budgets.

ALTERNATIVES

Alternative 1

That the Planning and Protective Services Committee recommends to the Capital Regional District Board:

That the attached service plans be approved as presented.

Alternative 2

That the Planning and Protective Services Committee recommends to the Capital Regional District Board:

That the attached service plans be approved as amended.

IMPLICATIONS

2018 Financial Plans are being completed and will be presented for review and approval at the EASC and Committee of the Whole meetings in November. The Financial Plan will reflect the results of the committee review of service plans. The budget planning cycle is linked to the statutory five year financial plan which shows the planned contribution of operating revenue required to fund proposed capital projects together with planned borrowing and anticipated grants. The financial plan is developed to ensure consistency and alignment with the legislative authority of the various CRD services which, upon approval, provide the expenditure authority for the operations of the CRD.

Service plans being presented for approval are attached and outline additional resources required by department. Appendix B is a summary of additional FTEs being proposed and outlines the position and the source of funding.

CONCLUSION

The service and financial planning process are integral to providing ongoing service delivery. Departments have prepared service plans for presentation to the appropriate standing committee to provide a more detailed assessment and knowledge of service delivery and programs.

RECOMMENDATION

That the Planning and Protective Services Committee recommends to the Capital Regional District Board:

That the attached service plans be approved as presented.

Submitted by:	Amber Donaldson, MA, CPA, CMA, A/Senior Manager, Financial Services
Concurrence:	Nelson Chan, MBA, CPA, CMA, Chief Financial Officer
Concurrence:	Kevin Lorette, P.Eng., MBA, General Manager Planning & Protective Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

AD:ngm

Attachments: Appendix A: 2018 Service Plan Summary Discussion report (September 6, 2017)
Appendix B: Budget 2018 Proposed FTE Additions
Appendix C: Service Plans Summaries
Appendix D: Service Plans:
1. Health and Capital Planning Strategies
2. Protective Services
3. Regional and Strategic Planning

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REPORT TO THE FINANCE COMMITTEE
MEETING OF WEDNESDAY, SEPTEMBER 6, 2017

SUBJECT 2018 Service Plan Summary Discussion

ISSUE

A summary of organizational service planning information and themes that will be prevalent in the 2018 budget process is provided to allow for Finance Committee and Board discussion and to inform other Committees and Commissions.

BACKGROUND

The Capital Regional District (CRD) provides a broad range of services to businesses, institutions, organizations, visitors and over 378,000 residents of the region. Regional services are provided to the entire region; sub-regional services are provided to groups of participating municipalities, First Nations and three Electoral Areas; and local services are provided to individual municipalities, Electoral Areas or to defined areas within the region.

The planning process, which is outlined in Appendix A, begins with the development of the service plans covering a four year span, with the current service plans covering 2015-2019 and are updated each year to allow for changes, both internal and external to the organization. A service plan update summary is then developed to illustrate any deviations that have occurred from the previous year. The service plan summary outlines changes in assumptions, trends, and issues, highlights anticipated performance to budget, updates division initiatives, and outlines required service adjustments and staffing levels. The updated service plans and service plan summaries will be presented to committees and commissions throughout October and November

CRD services generally fall into one of three categories:

1. Regional services which have either been mandated due to regulatory requirements or established with clear advantages with respect to operating efficiency, planning and the ability to leverage and make effective use of capital investments;
2. Sub-regional services with oversight by commissions which recommend operating budgets (including transfers to reserve funds) and capital expenditure plans annually; and
3. Services that are provided to a defined area within the region, also with oversight by a Commission of volunteers.

The Priorities Dashboard tracks the implementation of Board and Corporate priorities. These priorities have resulted in investments for initiatives that accomplish Board objectives, respond to community needs, and improve efficiency while considering the overall fiscal capacity and maximizing the potential to leverage grants.

2018 Service Plan

The Corporate Service Plan Update Summary (Appendix B) provides an organizational overview of the service plan update summaries that will be reviewed by Committees and Commissions in October and November. Changes in Assumptions, Trends, and Other Issues categorizes the primary themes from all service plans into three groupings:

a) Alignment to regulatory or legislative compliance,
b) Impacts due to external situational factors, and
c) Internal organizational impacts

Alignment to regulatory or legislative compliance
As the organization realizes continued growth, there is a need to realign the organization to reflect the scope and scale of similar local governments in administrative oversight, controls, regulatory and legislative frameworks.

The CRD is entering into increasingly complex partnering, operating, and third party agreements in support of strategic and corporate priorities. With Board endorsed policies on Climate Action, Risk & Asset Management as examples, the downstream impact of incorporating these emphases into all agreements is formidable. Furthermore, with many long term agreements expiring, there is a need to align renewed agreements with modern terms and conditions, and aforementioned Board supported policies and decisions. Through recent experiences this can result in challenging negotiations with existing providers.

There has also been an increase in recent years on the number of available grant opportunities in addition to the application, due diligence, and associated agreement requirements. Most funding programs require the recipient to adhere to stringent application, expenditure tracking and reporting guidelines, along with strict and often short deadlines.

Impacts due to external situational factors
External factors impacting the organization can have both positive and negative effects for the CRD and subsequently the municipalities and the region.

A strong and vibrant regional economy has resulted in a surge of development activity and population growth. The resulting direct and indirect impacts on current systems have led to a need for additional short and long term capital investment, various infrastructure improvements, and upgrades to maintain service levels within the region. Incremental ongoing operational maintenance, repairs and routine replacements will be required to support these systems as various services are impacted; for example, water connections and flow volume increases against current capacity. Subsequently, there is also an impact on internal staff capacity to maintain the pace of growth and expected service levels. Positively, development activity has resulted in additional revenue through increased volumes, in particular at Hartland landfill and wholesale water distribution.

Furthermore, a maturing organizational workforce combined with the capital region having one of the lowest unemployment rates in the country, will cause the CRD to continue to face challenges in staffing positions, especially those that require unique or specialized skills. This confluence will have both direct and indirect impacts on employee retention and turnover, vacancy duration, knowledge transfer, and transition periods of new personnel.

Internal organizational impacts
As the CRD has grown into a $500M organization, it is well positioned to drive a renewed internal focus on organizational resilience in alignment with corporate and strategic priorities for effective and efficient service delivery.

In order to achieve this, an Organizational Development Plan was developed as a key deliverable and engagement tool to enhance organizational resilience and promote revitalization. The plan's

multi-year organization wide implementation is designed to ensure a high performing organization by building a culture that is engaged, responsive, adaptive and aligned with our service mandate. It supports the implementation of the 2015–2018 Corporate Plan and focuses on strengthening the foundational core of the organization through employee development, communication, and engagement.

In the third quarter of 2017, the Chief Administrative Officer was informed by the Auditor General for Local Government the CRD had been selected for a performance audit of the organization's business continuity and emergency plans and processes. The CRD plays a critical role in providing necessary services to the community and should be equipped to ensure a comprehensive, coordinated and organized approach to emergency management. The audit will assess the effectiveness of emergency management plans and programs and will focus on emergency management, business continuity management, and key elements including related policies and procedures. A key focus for the CRD will be on developing and refining business continuity and emergency planning systems, and will do so by following industry best practices that are relevant to the size and complexity of the organization.

Furthermore, there continues to be increases in the complexity of relationships with First Nations requiring further capacity building for CRD in deepening relationships. With current staffing levels, relationship building has been successful, but deeper engagement may be required for implementation of the Truth and Reconciliation Commission's (TRC) calls to action. There is also an operational need to involve First Nations in shared decision making moving forward.

IMPLICATIONS

Because of the size and complexity of the organization and distributed location of operations throughout the region, there are many agreements and contracts that are negotiated and held in different locations. There is currently no central repository for completed contracts, agreements, or records management. This creates a significant risk to the organization that agreements are or will expire without a renewed contract or that wording and language is outdated or in need of standardization. An appropriate system along with policies and procedures will safeguard the CRD and will improve the process of knowledge transfer and continuity.

Investing in the development of organizational systems and setting up relevant processes and procedures are necessary to manage business, financial and legislative risks. Creating standardized processes will also assist staff in supporting services in both efficiency and effectiveness. Optimal and even automated reporting procedures will contribute to reducing manual processes, reconciliations, and in turn decrease the risk of significant errors.

With the regional growth rate exceeding and expected to continue to exceed the national average over the next 25 years, the CRD must implement systems, infrastructure, and appropriate resources to meet the steady demand on mandated, directed, delegated, and contractual and emergency services. In response to these challenges, one avenue the CRD should consider is additional shared service opportunities among the municipalities, electoral areas, and partner agencies. There is ongoing engagement and discussion among the region's CAOs and staff to proactively identify such opportunities.

CONCLUSION

The service planning process is an integral component of implementing the Board's strategic priorities and providing ongoing service delivery. Service plans define the work that will be performed over a four year period and provide the foundation for building operating and capital budgets. This report has been developed to provide an overview of the themes that will be prevalent when reviewing the service plans and service plan summaries for 2018.

RECOMMENDATION

That the Finance Committee recommend to the Capital Regional District Board:

That the 2018 Service Plan Summary Discussion report be received for information and referred to Committees and Commissions for information as part of the 2018 service and financial planning process.

Submitted by:	Amber Donaldson, MA, CPA, CMA, Acting Senior Manager, Financial Services
Concurrence:	Nelson Chan, MBA, CPA, CMA, Chief Financial Officer
Concurrence:	Larisa Hutcheson, P.Eng., Acting Chief Administrative Officer

Appendix A: CRD Planning Process
Appendix B: Corporate Service Plan Update Summary

Budget 2018

Proposed FTE Additions

Bylaw Enforcement & Animal Care

- Description: Dog management in Regional Parks continues to be a public concern resulting in a service level adjustment with greater focus and emphasis on the enforcement of existing regulations and bylaws.
- Impact: 0.5 FTE will be required to support Regional Parks in monitoring and enforcement.
- Funding: This position will be funded internally through allocation from Regional Parks.

SERVICE NAME: Health & Capital Planning Strategies

Changes in Assumptions, Trends, and Other Issues since 2017: *(linked to section 1.3 and 1.4 of the detailed service plan)*

- The Board has identified the need to explore a designated health facilities in Sooke, on the Saanich Peninsula, and in the Westshore.
- Support the CRDs Regional Housing First Program, including exploring potential mixed-use designated health facilities.
- Grant funding from Island Health for the healthy communities planner to advance the CHWB plan will expire at the end of December 2017.
- Research and policy development is increasingly relied upon to support healthcare infrastructure investments and community wellbeing initiatives. The CRD is well positioned to lead and facilitate the measurement and tracking of progress towards desired health and wellbeing outcomes through initiatives such as the Regional Outcomes Monitoring (ROM) Collaborative.
- Island Health is seeking a partnership with CRD to support a Southern Gulf Island community health coordinator.

Overall 2017 Budget Performance: *(linked to budget forecast to year end)*

- Health and Capital Planning Strategies (HCPS) Administration - There is an estimated $49,000 favourable variance due primarily to underspending in salaries and various administrative expenses. This variance will be carried forward to 2018 to the Feasibility and Administrative Reserve.
- Capital Regional Hospital District (CRHD) - no significant variation to budget.
- Community Health - There is a $25,900 (3.8%) favourable variance due primarily to underspending for the Clean Air bylaw update as well as CHWB project costs and legal fees. This variance will be carried forward to 2018.

Update to Division Initiatives: *(linked to section 3 of the detailed service plan)*

- Property Development Partnerships (Housing, Regional Infrastructure, Health and Wellbeing, Changing Demographics):
  - Work with Island Health to support capital projects and explore health care facilities in Board identified priority areas of Sooke, Saanich Peninsula, and the Westshore.
  - Conduct a feasibility study to determine best location for a future designated health facility.
- Property Acquisition (Housing, Health and Wellbeing, Changing Demographics):
  - Develop business cases to acquire strategic properties for future residential and dementia care.
- Asset Management (Housing, regional Infrastructure, Health and Wellbeing)
  - Facilitate discussion around the development of 950 Kings Rd. (Quadra Village) and Oak Bay Lodge.
- Community Health (Health and Wellbeing)
  - Build regional capacity to improve health and wellbeing through data collection and analytics (ROM Collaborative and Community Map), coordination of SGI Community Health Network, student engagement, regional forums, workshops, tools and resources.

Service Adjustments and Staffing Levels: *(linked to section 2 of the detailed service plan)*

- Community Health
  - Renewal of existing annual term position for 2018. 2018 term planner position to be funded by grants and offset of decreasing Island Health service contract. Previous 2011-2016 Island Health grants funded the term position Healthy Communities Planner. A term position is required to continue to support the implementation of the Community Health and Wellbeing Plan and support a Southern Gulf Island Community Health network coordinator.

Key Performance Indicators: (linked to section 4 of the detailed service plan)			
Indicator Name	**2017 Planned**	**2017 Projected**	**2018 Planned**
Service Goal: Expand, improve and maintain healthcare facilities.	Construction projects on time and on budget	Construction projects on time and on budget	Construction projects on time and on budget
Service Goal: Monitor expenditures and administration of payments to VIHA and other partners, including oversight of expenditure patterns of multiple capital and equipment projects to ensure CRD funds are spent according to approved project scope, schedule and budget.	Ensure CRD funds for minor capital and equipment are utilized within project scope, on time, and on budget.	Ensure CRD funds for minor capital and equipment are utilized within project scope, on time, and on budget.	Ensure CRD funds for minor capital and equipment are utilized within project scope, on time, and on budget.
Service Goal: Improved public health through public health bylaws development, implementation and enforcement.	Respond to all bylaw enquiries and make referrals to Island Health for enforcement within 7 days. Engage Island Health twice annually to ensure existing bylaws continue to address public health risks.	Respond to all bylaw enquiries and make referrals to Island Health for enforcement within 7 days. Engage Island Health twice annually to ensure existing bylaws continue to address public health risks.	Respond to all bylaw enquiries and make referrals to Island Health for enforcement within 7 days. Engage Island Health twice annually to ensure existing bylaws continue to address public health risks.
Service Goal: Greater regional coordination of wellbeing initiatives; provision of valid, reliable, local data, and; capacity-building through forums, workshops and planning tools.	Indicators and data collected through the ROM Collaborative are shared with community partners, including municipalities. Community Map is accessed regularly (unique page views) and updates are	Indicators and data collected through the ROM Collaborative are shared with community partners, including municipalities. Community Map is accessed regularly (unique page	Indicators and data collected through the ROM Collaborative are shared with community partners, including municipalities. Community Map is accessed regularly (unique page

	made annually to ensure information is accurate and relevant.	views) and updates are made annually to ensure information is accurate and relevant.	views) and updates are made annually to ensure information is accurate and relevant.

Contact

Name: Michael Barnes
Title: Manager, Health and Capital Planning
Contact Information: 250.360.3114

SERVICE NAME: Protective Services

Changes in Assumptions, Trends, and Other Issues since 2017: *(linked to section 1.3 and 1.4 of the detailed service plan)*

- Construction on South Island Communications Centre to start Fall of 2017 complete Jan 2019. This facility will consolidate the 911 PSAP and Police Dispatch services in the CRD into a single operational site with E-Comm as the contracted operator.
- Increased collaboration with FN's on emergency management in the CRD. This is aligned with EMBC's recent agreement with INAC to provide emergency program support to FN's.
- The BCSPCA no longer providing vet services to strays. This decrease in service from that sector is now impacting CRD budgets as we are now having to absorb additional vet service costs.
- OFC fire training guidelines per the Playbook severely challenging some rural fire services to meet these standards. This creates inequity in some areas that are challenged with recruitment and retention of volunteers.
- IWS is undertaking post-disaster planning for the CRD water system. This will be aligned with the overall CRD emergency plans and will inform other local authorities in the region with respect to their post disaster plans related to water supply.
- The Regional Emergency Management Partnership (REMP) between the CRD and the province is beginning implementation of its strategic plan to improve collaborative response to regional emergencies. This will assist with the overall regional coordination of resources and response amongst local authorities in the region in the event of a multi-jurisdictional emergency.
- The AGLG is undertaking an audit of the CRD's Emergency Management program in October 2017. This audit will review all aspects of the CRD's emergency program and will provide a report back on results.

Overall 2017 Budget Performance: *(linked to budget forecast to year end)*

- **Regionally Funded Services (Corporate Emergency, Hazmat, Regional Support**) – There is a $20,000 favourable (12.2%) variance due to the cessation of the use of E Team. This variance will be used to fund improvements required for the Regional Emergency Operations Centre in 2017.
- **Fire Protection –** No significant variances from budget expected.
- **Animal Care –** Continued pressure on vet services and legal expenses will result in overspending of $32k. This will be offset by a budgeted Contingency of $29k and recoveries from Bylaw.
- **Emergency Communication/Dispatch – (911 Call Answer, 912 PSAP)** – Call Answer Levies (CAL) are anticipated to be $150,000 (10%) below budget. RCMP contract for services estimated to be $80,000 (68%) below budget, offset by shortfall in CAL revenue in 912 PSAP service of $50,000 (11%). Remaining surplus to be carried forward to 2018. Payback to Victoria, Saanich PSAP members will be $103,000 (11%) below budget.

Update to Division Initiatives: *(linked to section 3 of the detailed service plan)*

- Construction on the Port Renfrew/Pacheedaht Earthquake Early Warning/Tsunami siren system begins in fall of 2017. The project will see the establishment of three sirens in this high risk area to warn residents of potential tsunamis.
- Construct South Island Communications Centre to meet January 2019 operational target.
- Upgrade Emergency Communications Infrastructure to ensure effective communications within the region and to external agencies in the event of telecommunications system failure.
- Acquire reserve fire apparatus for EA Fire services to provide timely spare when frontline engines are down for repair and maintenance to ensure service continuity. The spare would be held at Hartland Landfill and would also act as on site fire suppression support to Hartland as required. This is a collaborative purchase with Hartland.

- Enhance on call Duty Emergency Manager capability to better serve the organization and to relieve excessive after hours pressure on the two current emergency managers that take call.
- Improve EOC/building supplies for emergencies to ensure that emergency operations can be sustained during disaster events consistent with legislative requirements.

Service Adjustments and Staffing Levels: *(linked to section 2 of the detailed service plan)*

- Increase of on-call Duty Emergency Manager capability to better serve the organization and to relieve excessive after hours pressure on the two current emergency managers that take call. $25K funded through requisition.
- Increase parks patrols in Regional Parks by Bylaw Officers, $100K recovery from Parks to fund a .5 FTE and additional auxiliary hours to provide four hours of Parks patrol daily x 365

Key Performance Indicators: (linked to section 4 of the detailed service plan)			
Indicator Name	**2017 Planned**	**2017 Projected**	**2018 Planned**
In section 4 of your Servcie Plan, select 2017 and 2018 indicators or measures and summarise at a high level. If you have any new or updated KPIs or unchanged KPIs related to 2017 and 2018 you'll add them here. This table is a snapshot of your service plan section 4 related to 2017/2018 indicators.			
Maintain and enhance public safety through emergency management and response	**2017 planned metric**	**2017 projected metric**	**2018 planned metric**
Corporate Emergency Operations Centre	2 exercises per year	2 exercises per year	2 exercises per year
Hazardous Material Response Readiness	Ensure a minimum of 70 hazmat technicians	Ensure a minimum of 60 hazmat technicians	Ensure a minimum of 60 hazmat technicians
911 Call Answering	95% of 911 calls are heandled within 15 seconds	95% of 911 calls are heandled within 15 seconds	95% of 911 calls are heandled within 15 seconds
Trained SAR volunteers	30 trained volunteers on roster	30 trained volunteers on roster	40 trained volunteers on roster
Ensure Quality Animal Care Services for Region			
Ensure Quality Animal Care Services for Region	Rehome more than 90% of dogs and cats from CRD animal care facilities annually	Rehome more than 90% of dogs and cats from CRD animal care facilities annually	Rehome more than 90% of dogs and cats from CRD animal care facilities annually

Contact

Name: Shawn Carby
Title: Senior Manager, Protective Services
Contact Information: 250.360.3186

SERVICE NAME: Regional & Strategic Planning

Changes in Assumptions, Trends, and Other Issues since 2017: *(linked to section 1.3 and 1.4 of the detailed service plan)*

- Implementation of the Transportation Data Review completed in 2017 will require funding. Completion of projects will respond to stakeholder demand for improved transportation data.
- Adoption of the Regional Growth Strategy has been delayed because not all municipalities accepted the document, thus triggering a legislatively mandated dispute resolution process, which will continue through 2017 and into 2018.
- Following Board approval of the Regional Food and Agriculture Strategy in late 2016, there is increased interest from some municipalities and external stakeholders in having the region play a greater role in supporting agriculture.

Overall 2017 Budget Performance: *(linked to budget forecast to year end)*

- There is a $22,000 (5.3%) favourable variance in Regional Growth Management due to UBCM gas tax grant coverage of most RGS expenses. This variance will be transferred to the RGS Reserve to fund future Regional Growth Service projects so as to reduce/avoid future requisition impacts. Currently, the Reserve is at $695,000.

Update to Division Initiatives: *(linked to section 3 of the detailed service plan)*

- The following new initiatives (all related to the Active and Multi-Modal Transportation Priority) are proposed to be funded with reserves in 2018:
  - Transportation Indicators: Develop transportation indicators and sub-indicators
  - Transportation Protocols: Establish protocols to coordinate and share local, regional and provincial transportation data
  - Travel Time Surveys: Develop a travel time survey program
  - Transportation Key Facts: Provide policy-relevant factual information to decision makers/public
  - Goods Movement Data: Identify data needs and recommend process for collecting

- The following new initiative (related to the Agricultural Land & Food Security Priority) is proposed to be funded in 2018 as a supplemental:
  - Regional Food and Farmland Trust Options Feasibility Study/Business Case

- The following initiative originally planned for 2017 is proposed to be delayed:
  - Transportation Model Recalibration: Full recalibration is not required until 2021 (Active and Multi Modal Transportation Priority)

Service Adjustments and Staffing Levels: *(linked to section 2 of the detailed service plan)*

- No staffing adjustments planned for 2018. Increased service pertaining to implementation of transportation data review recommendations.
- Farming Infrastructure Research Project in 2018 - $50k
- Regional Food & Farmland Trust Study in 2018 - $30k

Key Performance Indicators: (linked to section 4 of the detailed service plan)			
Indicator Name	**2017 Planned**	**2017 Projected**	**2018 Planned**
Service Goal: Prepare, update and monitor RGS			
Adoption of Regional Growth Strategy (RGS)	Adoption	Delayed Due to Dispute Resolution	Adoption
Establishment of RGS Monitoring Plan	Completion	Delayed Due to Dispute Resolution	Completion
Provision of observations on RGS Implementation	Available within 1 year of adoption	Available within 1 year of adoption	Available within 1 year of adoption
Service Goal: Develop policy, plans, studies and reports under direction of Board			
Establishment of Transportation Service	Establishment	Delayed pending release of provincial report	Board consideration
# Local Governments/Agencies Supported Towards Advancement of Active Transportation Infrastructure and Programming	20 schools 10 municipalities 1 EA	30 schools 10,821 students 10 municipalities 1 EA; 1575 residents	6 schools 1 municipality (user-pay funded)
Service Goal: Provide regional, subregional and municipal statistics			
# Information Requests Responded To	150	222 (1)	200
% of Standard Data Requests Provided within 4 Business Days	90%	98% (1)	98%

(1) Projected to year-end based on year-to-date information available on June 22, 2017.

Contact

Name: Signe Bagh, MCIP

Title: Senior Manager, Regional and Strategic Planning

Contact Information: 250.360.3244

Service Plan for Health and Capital Planning Strategies Division

2016-2019

Capital Regional District

Date submitted: September 08, 2017~~January 2016~~
Date updated: ~~October 2016~~September 08, 2017

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1 Overview

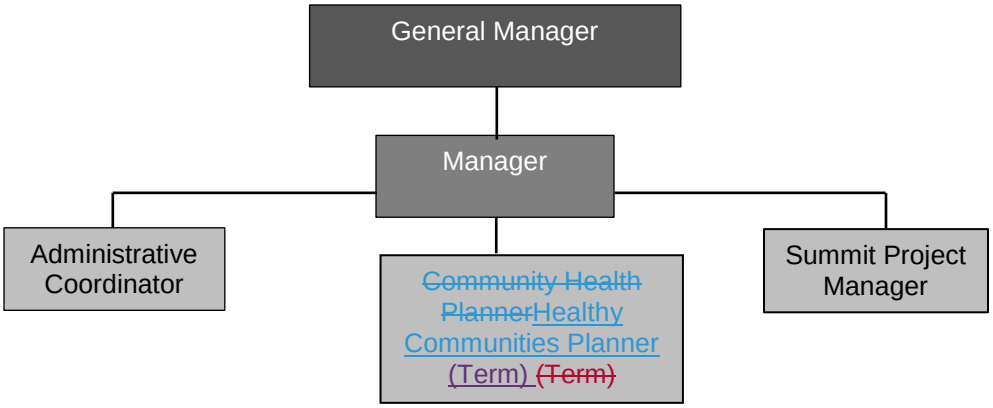
1.1 Division & Service Summary

The Division works with the Vancouver Island Health Authority (Island Health) and other community partners to expand, improve and maintain healthcare facilities in the capital region. Facilities ~~are categorized as: a) traditional acute care; and, b) non-traditional health care such as residential care, primary care and supportive/affordable housing.~~and expenditures are categorized into five key areas: major capital projects (greater than $2 million), minor capital projects ($100,000 to $2 million), healthcare equipment, non-traditional projects, and land holdings.

The Division has two primary areas of responsibility: the Capital Regional Hospital District (CRHD) and Community Health.

Service Purpose , Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
Capital Regional Hospital District (CRHD) The Division is the operational division of the CRHD, which provides the local taxpayer's share of capital funding to expand, improve and maintain ~~acute~~ health care facilities in the Capital Region. The CRHD is enabled by the *Hospital District Act* and is incorporated under *Letters Patent* issued in 1967. VIHA is responsible for the delivery of health care in the Region.	All municipalities, electoral areas, First Nations, non-profit housing providers, private housing providers, community, BC Housing, Island health~~VIHA~~, school districts, and other community planning and funding partners ~~such as the United Way~~ and ~~and~~ numerous community foundations.	CRHD requisitions. Capital project budgets.	The CRHD functions on behalf of the CRHD Board of Directors. The Division reports to the CRHD Board of Directors through the ~~Planning, Transportation and Protective Services~~Hospital and Housing Committee which makes recommendations to the CRHD Board.
Community Health Includes responsibility for public health bylaws, addressing homelessness by funding the Greater Victoria Coalition to End Homelessness~~Division's mandate under the Homelessness Secretariat~~, and healthy communities planning.	All municipalities, electoral areas, First Nations, non-profit housing providers, private housing providers, community, BC Housing, Island Health~~VIHA~~, school districts, and other community planning and funding partners such as the United Way and numerous community foundations.	CR~~H~~D requisitions.	The Division reports to the CRD Board of Directors through the Planning & Protective Services Committee, which makes recommendations to the CRD Board.~~The Division reports to the CRHD Board of Directors through the Planning, Transportation and Protective Services Committee which makes recommendations to the CRHD Board.~~

1.2 Organization Chart



1.3 Key Trends, Issues & Risks – Service Specific

~~Changing community health and well-being needs require diverse service delivery models. Understanding the broader community health trends and changing care needs can help staff identify potential impacts on health facility requirements in the Region.~~

There are continued investments needed for health facility upgrades, replacement and/or expansion projects, as well as medical equipment. Island Health saw the number of older adults waiting for placement in residential care increase by 22% between the Winter (Jan) of 2016 and the subsequent Fall (Sept). ~~Technical analysis and cost/benefit exercises are required to determine best investment strategies.~~Continued partnership with Island health is needed to identify gaps and solutions.

The Division needs to be able to respond to emerging opportunities such as strategic land acquisition for future health-related facilities in order to meet future demands across the region. The board has identified the need to explore designated health facilities in Sooke, on the Saanich Peninsula, and in the Westshore.

Support the CRDs Regional Housing First Program including exploring potential mixed use designated health facilities.~~, requiring additional planning resources.~~

Market pressures such as i~~I~~ncreased construction activity has resulted in competition for trades that could impact the cost and schedule of construction projects.~~. This has resulted in advancing the early construction works for the Summit at Quadra Village project.~~

Grant funding from Island health for the healthy communities planner to advance the CHWB plan will expire at the end of December 2017.

Research and policy development is increasingly relied upon to support healthcare infrastructure investments and community wellbeing initiatives. The CRD is well positioned to lead and facilitate the measurement and tracking of progress towards desired health and wellbeing outcomes through initiatives such as the Regional Outcomes Monitoring (ROM) Collaborative.

Island Health is seeking a partnership with CRD to support a Southern Gulf Island community health coordinator.

1.4 Link to Priorities

HOUSING

- ~~encourage~~Encourage participation in the Regional Housing Trust Fund and determine options for ~~leveraging equity in~~collaboration and multi-use sites in partnership with CRHC.~~ CRD assets to develop new housing~~

HEALTH & WELLBEING

- Engage in community consultation to determine support for the Community Health & Wellbeing Plan prior to completion and adoption.

REGIONAL INFRASTRUCTURE

- Eensure that resources are available for investment in current and future infrastructure, demonstrating efficiency and value for money and meeting regulatory and service requirements.
- Ddevelop and implement asset management planning framework and tools to continue proactive and responsible management of assets and infrastructure., ~~both natural and engineered~~

CHANGING DEMOGRAPHICS

- ~~establish a task force to explore and identify age-friendly priorities and participate in government and partner programs~~Develop tools, acquire land for development and support designated health ~~care~~facilities for older adults.

PUBLIC ENGAGEMENT & COMMUNICATIONS

- D~~d~~evelop public participation strategies, including implications and performance metrics, as part of all major initiatives and implement more options for two-way dialogue and engagement.

2 Services

2.1 Service Levels

	Service Level Adjustments in Role/Scope				
Service	**Base year 2015**	**Year 1 (2016)**	**Year 2 (2017)**	**Year 3 (2018)**	**Year 4 (2019)**
CRHD	• Acute care facilities planning • Deliver capital projects • Strategic property acquisition and planning of property development • Research, analyze and coordinate with VIHA in preparation of the CRHD's Ten Year Capital Plan and individual project capital funding requests • Monitor expenditures and administration of payments to VIHA and other partners, including oversight of expenditure patterns of multiple capital and equipment projects to ensure CRD funds are spent according to approved project scope, schedule and budget • Analyze the implications of provincial and VIHA policy on the district, inform the Board and Committee of the likely implications of provincial and Health Authority policy and provide direction and advocate for the Region's interests	Ongoing~~Adjust to meet service delivery needs, as required~~	Planning and implementation of capital projects are ongoing. The ten year capital plan is updated annually. Capital and equipment is processed as it is received and new policies and process have been implemented to improve efficiencies.~~Review and assess~~	Adjust to meet service delivery needs, as required	Review and assess

	• Participate in and provide oversight of health capital project implementation • Develop CRHD short- and long-term capital policies and strategies • Monitor the broader health system and commission health care facility research				
Community Health	**Public Health:** • Enact and enforce public health bylaws. • Contract with the Medical Health office of Island Health to conduct research, education and enforcement in support of existing or planned health-related bylaws, *e.g.*, Clean Air (non-smoking), Tanning, Tattoo, and Vehicle Idling Control. • Provide oversight of public health bylaws enforcement. **Community Health:** • Healthy communities planning	**Public Health:** Ongoing **Community Health:** ~~Potential implementation of Community Health & Well-Being Plan (subject to approval of the Plan by the Board)~~Data and analytics, including coordination of ROM Collaborative and initial development of Community Map (Connecting Older Adults Map). Capacity-building and public engagement through consulting, coordination, liaison, hosting of workshops, and provision of tools and resources as needed.	**Public Health:** Service agreement with Island health renewed for another year. Bylaws were monitored and updated as needed in consultation with Island Health. ~~VIHA grant funding to advance work on the draft CHW plan~~ **Community Health:** Data and analytics, including coordination of ROM Collaborative and regular maintenance of and updates to Community Map. Capacity-building and public engagement through consulting, coordination, liaison, hosting of forums and workshops, and provision of tools and resources as needed.	**Public Health:** Ongoing **Community Health:** Data and analytics, including coordination of ROM Collaborative and regular maintenance of and updates to Community Map. Capacity-building and public engagement through consulting, coordination of Southern Gulf Islands (SGI) Community Health Network, liaison, forums and workshops, and provision of tools and resources as needed.	Review and assess

2.2 Workforce Considerations

	Workforce (FTEs)				
Service	**Base year 2015**	**Year 1 (2016)**	**Year 2 (2017)**	**Year 3 (2018)**	**Year 4 (2019)**
CRHD	3 *	3 *	3 *	3 *	3 *
Community Health	0	0	~~1 ***~~01	~~0~~01 ***~~*~~	~~0~~0 ***~~*~~
Total	3	~~3~~4	~~3~~4 ~~4~~***	~~3~~3~~4~~	~~3~~3~~3~~

~~* New term FTE from Environmental Engineering for Summit Project Manager.~~

***** Additional term FTE will be required to support the Division's mandate for Project Management of capital projects emerging from innovative capital project development and business solutions. The FTE will be funded by the capital project. An amendment to the budget will be brought forward once the Board approves the capital project.

****** The~~A~~ term (Planner) position ~~is provided for the work on advancing the draft CHW Plan. This is being funded~~ previously funded through grants from Island Health ~~grant funding from 2016.~~will expire at the end of December 2017. A term position is required to continue to support the implementation of the Community Health and Wellbeing Plan and support a Southern Gulf Island Community Health network coordinator.

~~*** Budgetary changes in 2017 reflect a change in the role of the Senior Manager of Health and Capital Planning Strategies to a Manager position.~~

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	*Priority Reference* (if applicable)	Budget Implications
2017~~6~~			
Summit at Quadra Village To be completed fall~~in~~ 2019	Complete the ~~design and begin~~tender of major construction packages and oversee the schedule and budget ~~construction~~ of construction of this residential and dementia care facility.	Health & Wellbeing Regional Infrastructure Changing Demographics	Core budget
Property Development Partnerships	Seek partnership opportunities to acquire and develop vacant ~~Mt. View parcels and other~~ CRHD-controlled assets. Conduct a feasibility study to determine the best location for a future designated health facility.	Housing Health & Wellbeing	Core budget
Asset Management	Sell 3810 Carey Rd. for market value. Facilitate discussion around the development of 950 Kings ~~rd~~Rd. and Oak Bay lodge.	Housing Regional Infrastructure Health & Wellbeing	Core budget
Asset Management Policy Development	Develop policies related to use of CRHD assets.	Housing Regional Infrastructure	Core budget
Community Health	Consult with~~Implement specific actions in~~ community around the CHW Plan and build regional capacity to improve wellbeing through data and analytics (ROM Collaborative), coordination of SGI Community Health Network, student engagement, regional forums, workshops, tools and resources. Regularly engage with Island Health to ensure public health bylaws remain relevant and responsive to regional public health risks.	Health & Wellbeing ~~Changing Demographics~~	Core budget
~~**Seniors Isolation Strategy**~~	~~Develop strategy on how to best improve housing and social conditions for seniors to reduce social isolation and support aging in place.~~	~~Changing Demographics~~ ~~Housing~~ ~~Health & Well-Being~~	~~Core budget~~
2018~~7~~			
Property Acquisition	Develop business cases to acquire strategic properties for future residential and dementia care. ~~Acquire strategic properties for future residential and dementia care.~~	Housing Health & Wellbeing Changing Demographics	Core budget

Title & Estimated Completion Date	Description	*Priority Reference* (if applicable)	Budget Implications
~~**Mt. View Village Parcel Development**~~**Asset Management**	~~Initiate capital project development partnerships to achieve strategic priority outcomes while reducing costs to taxpayers.~~Manage existing land holdings. Determine best strategic use of 950 Kings rd. and Oak Bay lodge. Facilitate discussion and partnership around the development of Quadra village.	Housing Health & Wellbeing	Core budget
Property Development Partnerships	Work with ~~community agencies~~Island Health to support ~~non-traditional~~ capital ~~projects~~projects.	Housing Regional Infrastructure Health & Wellbeing Changing Demographics	Core budget
Strategic Asset (Property) Management Planning	Leverage equity in all CRHD assets.	Housing Regional Infrastructure Health & Wellbeing	Core budget
~~**Capital Regional Hospital District Executive**~~**Hospital and Housing Committee**	Provide support to the ~~newly created~~Hospital and Housing Committee ~~CRHD Executive Committee.~~	Housing Regional Infrastructure	Core budget
Community Health ~~**Community Health**~~	Build regional capacity to improve wellbeing through data and analytics (ROM Collaborative), coordination of SGI Community Health Network, student engagement, regional forums, workshops, tools and resources. Regularly engage with Island Health to ensure public health bylaws remain relevant and responsive to regional public health risks.	Health & Wellbeing ~~Health & Wellbeing~~	Core budget~~Core budget~~
2019~~**8-2019**~~			
Property Development	Initiate partnerships to achieve strategic priority outcomes while reducing costs to taxpayers.	Housing Health & Wellbeing	Core budget
Community Health ~~**Community Health**~~	Build regional capacity to improve wellbeing through data and analytics (ROM Collaborative), coordination of SGI Community Health Network, student engagement, regional forums, workshops, tools and resources. Regularly engage with Island Health to ensure public health bylaws remain relevant and responsive to regional public health risks.	Health & Wellbeing ~~Health & Wellbeing~~	Core budget~~Core budget~~

4 Goals & Performance Indicators

Service Goals	Indicators or Measures
Expand, improve and maintain healthcare facilities.	• ~~Capital projects completed on time and on budget~~Manage capital projects on time and on budget and land holdings to meet anticipated health infrastructure needs for the region.
Research, analyze and coordinate with Island Health in preparation for the CRHD's Ten Year Capital Plan and individual project capital funding requests. ~~Island Healthfor.~~ ~~Improve regional coordination on community health issues~~	• Update the ten year capital plan annually.
Monitor expenditures and administration of payments to VIHA and other partners, including oversight of expenditure patterns of multiple capital and equipment projects to ensure CRD funds are spent according to approved project scope, schedule and budget.	• Ensure CRD funds for minor capital and equipment are utilized within project scope, on time, and on budget.
Improved public health through public health bylaws development, implementation and enforcement.	• Respond to all bylaw enquiries and make referrals to Island Health for enforcement within 7 days. • Engage Island Health twice annually to ensure existing bylaws continue to address public health risks. • ~~Ensure Island Health has a regular point of contact within the division in case need for a new public health bylaw arises.~~Sufficient property acquisitions and/or developments to meet anticipated community investment needs • ~~Prepare a new financing model for capital and operating cost strategies by 2017~~ • ~~Participation rates of residents in two-way dialogue and engagement opportunities*~~
Greater regional coordination of wellbeing initiatives; provision of valid, reliable, local data, and; capacity-building through forums, workshops and planning tools.	• ~~Community Health & Wellbeing Plan is completed and community is engaged prior to finalizing.~~ • Indicators and data collected through the ROM Collaborative are shared with community partners, including municipalities. • Community Map is accessed regularly (unique page views) and updates are made annually to ensure information is accurate and relevant.

Contact

Name: ~~Vacant~~Michael Barnes
Title: Manager, Health and Capital Planning Strategies
Contact information: 250-360-3114

Service Plan for Protective Services

2016-2019

Capital Regional District

Date submitted: October 7, 2015
Date updated: ~~October 2016~~July 2017

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1 Overview

1.1 Division & Service Summary

The Protective Services Division is focused on planning, administration and operation for public safety, emergency management and response, and bylaw and animal care services. The division manages services of both a regional and local electoral area nature. Included in this division are:

Regional services including Hazmat Response, 911 Call Answer and Regional Emergency Support

Sub-regional services including Fire Dispatch, Animal Care and Bylaw

Electoral Area services including Fire Protection, Emergency Management and Search and Rescue

The purpose of Protective Services is to maintain a comprehensive Emergency Management and Response Organization to ensure appropriate and timely response to emergency incidents in our areas of responsibility (regional, sub-regional and electoral areas).

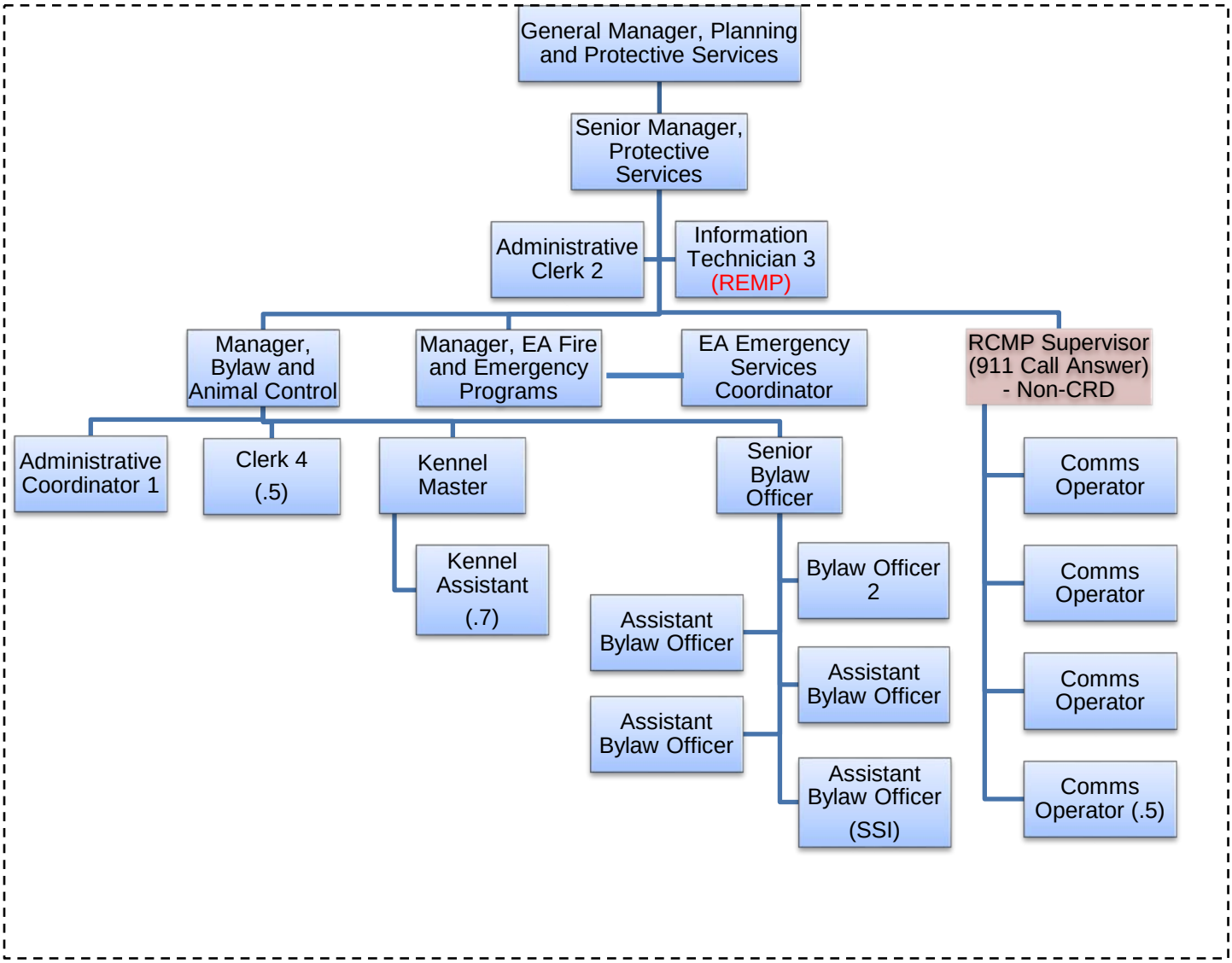
Bylaw and Animal care respond to complaints, seek voluntary compliance and use regulatory and legal enforcement options to enforce bylaws in the three Electoral Areas for noise, nuisance and unsightly premises, as well as soil deposit and removal in the Juan de Fuca (JdF) Electoral Area (EA).

Service Purpose~~.~~, Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
911 Call Answer (Regional) Administration and oversight of 911 Call Answer services within the Capital Regional District, with operational responsibility for the areas served by the RCMP.	Police, Fire and Ambulance Dispatch	Call Answer Levy	Planning~~, Transportation~~ and Protective Services Committee (P~~T~~PSC)
Hazmat Response (Regional) Operation and administration of the regional Emergency Hazardous Material Response team in partnership with the region's fire departments.	Regional service includes members from fire departments across the region. Japan Gulch Water Treatment Plant staff cross trains with the Hazmat team for preplanning responses	Regional Requisition	P~~T~~PSC Greater Victoria Fire Chiefs Association (GVFCA) Policy Group Operational Working Group (Team members, GVFCA reps and CRD)
CRD Emergency Management Responsible for local emergency management programs in each of the electoral areas supported centrally by the CRD Emergency Operations Centre (EOC). Provision of 24/7 On Call Duty Emergency Manager, Operation of Regional/EA Emergency Communications centres.~~,~~ t~~T~~he CRD EOC will be provide support to internal~~-~~ departments and external agenc~~y~~ies during emergencies.~~-~~ Support provided to departmental emergencies such as those affecting water systems or other CRD assets, through Advance Planning, response and After Action reviews.	EA Emergency Programs, all departments	General legislative funding for corporate initiatives, local EA requisitions for each local EA program	Emergency Management Committee (EMC) Emergency Coordination Committee (ECC) Electoral Area Services Committee (EASC) Southern Gulf Islands (SGI) Advisory Commission JdF & Salt Spring Island (SSI) Community Coordinators Group

Regional Emergency Management Coordination (Regional) Developed to provide a coordinating role for resource and information sharing among local municipal and electoral area programs, supported by the CRD Local Government Emergency Program Advisory Commission (LGEPAC) and Regional Emergency Planning Advisory Commission (REPAC). Regional Emergency Management Partnership (REMP) supported through human Resources and strategic direction	Municipal and EA Emergency Programs	Regional Requisition	P~~T~~PSC LGEPAC REPAC REMP
Fire Dispatch (Sub-Regional) Operational management of fire dispatch for the three electoral areas (JdF, SGI and SSI) along with participating municipalities (Sooke, Metchosin, Langford and Highlands).	Fire Departments in Sooke, Metchosin, Highlands, Langford, EA Fire departments and EA Emergency Programs	Requisition of participating jurisdictions	P~~T~~PSC Working group of fire department representatives
Bylaw Services (Sub-Regional)	All EAs, District of Highlands, and District of Metchosin, internal Customers	Requisition and internal recoveries for the EA. Fee for service to District of Highlands and District of Metchosin and internal customers	EASC
Animal Care Services (Sub-regional)	All EA, the Highlands, Metchosin, Sooke, Colwood, Langford, View Royal, Central Saanich, North Saanich, Saanich and Sidney	Requisition for the EA, Highlands, Sooke and Metchosin. By contract for Colwood, Langford, View Royal, Central Saanich, North Saanich, Saanich, and Sidney	EASC
EA Emergency Coordination Oversight and administration of the Electoral Area Emergency Programs.	Support to all three EA	Funding for two FTE is provided through a requisition to the three EAs	EASC
SGI Emergency Program Operation of a community based emergency management program, utilizing input from a local Advisory Commission to develop a program that is supported by the CRD EOC and meets the needs of the local residents and area.	SGI	Funded by requisition to the SGI EA	EASC
SSI Emergency Program Operation of a community based emergency management program that is supported by the CRD EOC and meets the needs of the local residents and area.	SSI	Funded by requisition to the SSI EA	EASC
JdF Emergency Program Operation of a community based emergency management program that is supported by the CRD EOC and meets the needs of the local residents and area.	JdF	Funded by requisition to the JdF EA	EASC

JdF Search and Rescue (JdF SAR) Program oversight and administration for the JdF SAR service.	JdF	Funded by requisition to the JdF Response costs covered by EMBC	EASC
SSI Search and Rescue (SSI SAR) Financial support to the SSI SAR Society to cover overhead (non-operational) costs.	SSI	Funded by requisition to the SSI EA	EASC
EA Fire Services ~~Operation~~ Oversight and support of and to Fire and Rescue Commissions and services.	All residents and visitors within jurisdiction set out in establishing bylaw	Funded by requisition to the residents of the service area	EASC

1.2 Organization Chart



1.3 Key Trends, Issues & Risks – Service Specific

Changes in technology from the consumer side (cell phones, texting, social media, and GPS locations) have driven the need to enhance technology at the service side and look at the integration of information and technology throughout the emergency management and response areas.

Increasingly the public expects instantaneous advice and direction when events do occur (earthquake/tsunami warnings). From the service side this is driving the need for mass notification systems and the ability to integrate situational awareness information into the EOC.

Over the past several years focus has been on the creation of efficiencies within existing budgets in order to meet higher community expectations. These efficiencies have now been realized. indicating Further service level increases will require budgetary expansions.

The CRD has been chosen by the AGLG to undergo an audit of our emergency management program including all service area emergency plans. The audit expected to be completed in October of 2017.

A process for First Nations engagement has been commenced, It. It is expected this will become an additionalenhance FN engagement in regional emergency preparedness and will align with EMBC and function to RREMP initiatives.

Collaborations on service improvement has resulted in the establishment of the Regional Emergency Management Partnership (REMP) with Emergency Management BC (EMBC) which is designed to improve regional emergency planning for cross jurisdictional disasters in alignment with provincial level planning.

Work has begun with key stakeholders around The unification of 911 and Police Dispatch services and building of the South Island Communications Centre to support police responders within the region is underway.

Recently, the Office of Fire Commissioner (OFC) has established a new *Fire Services Act* that may have impact on CRD service requirements related to fire investigations and inspections. The associated regulations are in development and expected as early as Fall 2016 and will dictate service expectations on regional jurisdictions. Regional districts are lobbying to have input on these new regulations.

Regional Services

- 911 Call Answer Support:
  - Public is increasingly engaged with events resulting in increases in number of calls per incident.
  - Increased call volumes put pressure on staffing levels.
  - Expectations of the public to be able to connect with 911 across a wide array of technologies.
  - Reductions in landline Call Answer Levy (CAL).
  - Provincial take-over of responsibility for Public-Safety Answering Point (PSAP) services and call answer levies is a possibility along with attendant reduction in revenues.
  - Construction of the South Island Communications Centre that will house the Unification ofunified 911 call answer and police dispatch services for the region will be underway in the fall of 2017 with an anticipated completion of January 1, 2019is being built. progressing.
  - Ability of BCEHS to accept medical calls in a timely fashion causing delays and transfer of calls from 911 centre
- Hazmat Response:
  - Increasingly the public is less tolerant of the occurrence of hazardous materials incidents and when they do occur the expectation is for a rapid and effective response.
  - The provision of the service requires ongoing training to ensure safety and efficiency.
  - Structure and staffing of the service requires ongoing participation of the partner fire departments many of which are unionized. As training by necessity must occur outside of regular duty hours for these individuals, significant overtime costs are incurred.
  - Reliance on cooperation of all fire departments to support integration of career, paid on call and volunteer fire-fighters (FFs).
  - Potential for Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) attack due to proximity of Parliament building is being highlighted by the Legislature
- Regional Emergency Support:
  - Increased frequency and complexity of emergency events.
  - Heightened public awareness and concern regarding lack of readiness/response capability:

- Increasing educational requirement expectations of volunteers (time commitment).
- ~~Inability~~ Challenges to provide timely information out to residents and integrate situational awareness into EOC operations may compound the severity of any local or regional disaster.
- CRD Regional ~~communciations~~communications centre's ~~approach~~ability to facilitate timely communications during major events
- Challenges with training and maintaining Emergency Communications Centre volunteer operators.
- Challenges in establishing, training and maintaining skill sets for EOC staff
- Signing of the REMP MOU with the province will improve regional coordination during large scale emergencies.
- Changing demographics in rural areas leading to aging volunteers or part time residents leads to reduction in available volunteers for critical programs.

Sub Regional Services

- Fire Dispatch:
  - Continually increasing call volumes.
  - Imminent change to 700 ~~mhz~~MHz ~~National trend to frequency~~ spectrum for all first responder agencies, may have significant impact on equipment budgets. ~~change to 700 mhz~~.
  - Interoperability capacity between response services.
  - Continued changes to technology need to be strategically addressed in conjunction with 911 Call Answer or we will lose the high level of service currently achieved.
  - Interdependency between dispatch centres including technical and wired connectivity.
- Bylaw and Animal Care Services:
  - Loss of current contracts could further decrease service capability and economy of scale.
  - BCSPCA no longer providing veterinarian services to strays, this now falls on regional animal care service to cover. This is not covered under existing contracts.
  - Legal costs for animal control is increasing and not provided for under existing contracts.

Electoral Area Services

- Electoral Area Emergency Coordination and Fire Services:
  - Public expectations of government's ability to provide leadership and restoration of service following major incidents continue to increase.
  - Focus of the program has to continue to reflect each community's specific and unique needs to ensure that the emergency program is able to respond appropriately in an all-hazards manner to any incident.
  - Changing demographics in rural areas leading to aging volunteers or part time residents points to reduction in available volunteers for critical programs.
  - SSI Emergency Program requires new post seismic event facilities
  - ~~Provincial Fire Commissioners Office has created new requirements tying service levels to specific training/staffing/equipment levels.~~
  - Support levels for emergency programs can vary.
  - Climate change continues to impact frequency and severity of weather events (wildfire risks, drought, severe winter storms etc.).
  - Decreasing availability of volunteers can limit program and response capability and effectiveness.
  - Provincial Fire Commissioners Office has created new requirements tying service levels to specific training/staffing/equipment levels resulting in some significant challenges potentially impacting long term viability of smaller volunteer based fire services.
  - Increasing challenges in meeting administrative burdens of many EA fire departments
  - Ongoing and increasing pressures on volunteer recruitment and retention as well as issues related to training for all volunteer based EA services (Fire departments and Emergency Programs)
  - ~~Severe~~Significant challenge in a~~A~~bility to meet and maintain compliance with new government fire service guidelines in all service areas.
  - The new Fire Services Act that may have impact on CRD service requirements related to fire investigations and inspections.

1.4 Link to Priorities

PUBLIC ENGAGEMENT & COMMUNICATIONS

- develop public participation strategies, including implications and performance metrics, as part of all major initiatives and implement more options for two-way dialogue and engagement
- share stories of collaboration and accomplishments

PROTECTIVE SERVICES

- collaborate with partners to prepare for, respond to and recover from emergencies

EDUCATION, OUTREACH & INFORMATION

- demonstrate transparency and increase visibility through the provision of accessible, relevant, timely and usable data and information

2 Services

2.1 Service Levels

	Service Level Adjustments in Role/Scope				
Service	**Base year 2015**	**Year 1 (2016)**	**Year 2 (2017)**	**Year 3 (2018)**	**Year 4 (2019)**
911 Call Answer	Working with PSAPs on unification model	Implementation of unified approach	Continued implementation of new technologies	~~Review & Assess~~build and commissioning of new SICC	Adjust to meet service levels, as needed
Hazmat Response	Focus training maintaining response capacity and multi-agency response	Review & Assess	Adjust to meet service levels, as needed	Review & Assess	Adjust to meet service levels, as needed
CRD Emergency Management	Local electoral area emergency planning and response support	Review & Assess	Adjust to meet service levels, as needed	Review & Assess	Adjust to meet service levels, as needed
Regional Emergency Management Coordination	Partnering with Province for enhanced Regional Cooperation	Review & Assess	Adjust to meet service levels, as needed. REMP introduced	Review & Assess	Adjust to meet service levels, as needed
Fire Dispatch	Implementation of full service fire dispatch	Review & Assess	Adjust to meet service levels, as needed	Review & Assess	Adjust to meet service levels, as needed
Bylaw and Animal Care Services	Bylaw officers working 7 days/week from 8 am to 6 pm. A bylaw officer on call for issues from 6 pm to 8 am and all day long on Statutory holidays	Review & Assess	Adjust to meet service levels, as needed	Review & Assess	Adjust to meet service levels, as needed
EA Coordination	Partnering with Province for enhanced Regional Cooperation	Review & Assess	Adjust to meet service levels, as needed	Review & Assess	Adjust to meet service

					levels, as needed
SGI Emergency Program	Focus training maintaining response capacity Focus on integrated emergency exercises with CRD EOC and multiple EAs	Review & Assess	Adjust to meet service levels, as needed	Review & Assess	Adjust to meet service levels, as needed
SSI Emergency Program	Focus training maintaining response capacity Focus on integrated emergency exercises with CRD EOC and multiple EAs	Review & Assess	Adjust to meet service levels, as needed	Review & Assess	Adjust to meet service levels, as needed
JdF Emergency Program	Focus training maintaining response capacity Focus on integrated emergency exercises with CRD EOC and multiple EAs	Review & Assess	Adjust to meet service levels, as needed	Review & Assess	Adjust to meet service levels, as needed
JdF SAR	Focus training maintaining response capacity	Review & Assess	Adjust to meet service levels, as needed	Review & Assess	Adjust to meet service levels, as needed
EA Fire Services	Complete Fire Service review	Implement strategies to meet OFC guidelines	Review & Assess	Adjust to meet service levels, as needed	Review & Assess

2.2 Workforce Considerations

Regional

	Workforce (FTEs)				
Service	**Base year 2015**	**Year 1 (2016)**	**Year 2 (2017)**	**Year 3 (2018)**	**Year 4 (2019)**
911 Call Answer	3.5	3.5	3.5	3.5	3.5
Hazmat Response	73 (Non CRD)	80 (Non CRD)	80 (Non CRD)	6080 (Non CRD)	8060 (Non CRD)
CRD Emergency Management	5	5	5	5	5
Total	8.5	8.5	8.5	8.5	8.5

Sub-regional

	Workforce (FTEs)				
Service	**Base year 2015**	**Year 1 (2016)**	**Year 2 (2017)**	**Year 3 (2018)**	**Year 4 (2019)**
Bylaw and Animal Care	10.2	10.2	10.2	10.2	10.2
Total	10.2	10.2	10.2	10.2	10.2

Both services were combined as of February 1, 2015 and will be blended into one budget in future years.

Electoral Area

	Workforce (FTEs)				
Service	**Base year 2015**	**Year 1 (2016)**	**Year 2 (2017)**	**Year 3 (2018)**	**Year 4 (2019)**
Emergency Management	*	*	*	*	*
Emergency Programs	1.5	1.5	1.5	1.5	1.5
JdF SAR	0.5	0.5	0.5	0.5	0.5
Total	2.0	2.0	2.0	2.0	2.0

**** 5 FTE split between Regional and Electoral Area Emergency Management.***

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Strategic *Priority Reference* (if applicable)	Budget Implications
2016			
Situational Awareness Integration System	Undertake review of existing situational awareness software and assess integration compatibility with Mass Notification System.	Protective Services	Core Budget
Regional Emergency Management Partnership	To establish a local/regional/provincial partnership, designed to enhance emergency management across the CRD through the provision of greater regional cooperation, coordination, collaboration and communications.	Public Engagement and Communications Protective Services	Core Budget
Regional Emergency Management Coordination	Continued work on coordinated response protocols, (i.e., tsunamis), along with continued efforts in coordinated public education such as the workbook.	Public Engagement and Communications Protective Services	Core Budget
Regional Emergency Management Coordination	Undertake review of requirements to accommodate EOC staff families during major event.	Protective Services	Core Budget
Increase communications infrastructure resilience	Ensure uninterrupted communications linkages are in place.	Protective Services	Core Budget
911 Amalgamation	Review and pursue opportunities to amalgamate 911 PSAP services in the CRD.	Protective Services	Core Budget
Fire Services	Fire services in the EAs will be required to comply with the new Fire Services Guidelines released by the Office of the Fire Commissioner (OFC) by June 2016. Presently there are a number of deficiencies with fire services that need to be addressed in order to comply.	Protective Services	Single Supplemental $53,000
Increase the number of First Nations contracts for Animal Control	Enter into discussions to provide animal control services to First Nations not currently under contract.	First Nations Protective Services	Core Budget.
Animal Care in Disasters	Establish a regional animal care plan for emergency and disaster events.	Protective Services	Core Budget

Title & Estimated Completion Date	Description	Strategic *Priority Reference* (if applicable)	Budget Implications
2017			
Hazmat Response	Conduct full Service Review as the team has responded 19 times from 2011 to June 2015.	Protective Services	Core Budget
Hazmat Response	Conduct Cost Recovery (service fees) review – initiate bylaw change to accommodate.	Protective Services	Core Budget
CRD Recovery Plan	This was a divisional initiative for 2014; the completion of this was envisioned to ~~may~~ become a part of the Regional Emergency Management Partnership identified for 2016, ~~failing that it will become~~It is now a stand-alone project.	Protective Services	Core Budget
Regional Emergency Management Coordination	Continued work on coordinated response protocols, (i.e., tsunamis), along with continued efforts in coordinated public education such as the workbook.	Protective Services	Core Budget
911 Amalgamation	Implement approved 911 amalgamation initiatives.	Protective Services	Reserves
2018			
Regional Emergency Management Coordination	Continued work on coordinated response protocols, (i.e., tsunamis), along with continued efforts in coordinated public education such as the workbook.	Protective Services	Core Budget
	Continued support of REMP		Core Budget
	~~Reserve Fire Apparatus~~	~~Applies to JDF & SGI EA's and depts. within.~~	~~10,000/A adjusted for inflation~~
	~~Upgrade Emergency Communciations Infrastructure~~		~~$45,000 one-time supplemental and $12,000/A adjusted for inflation~~
	CRD Staff Incident Management Team		Within core budgets of participating departments/divisions
	Increase of on call Duty Emergency Manager capability to better serve the organization and to relieve excessive after hours pressure on the two current emergency managers that take call.~~Enhance "On call capability"~~		$25,000/A shared with EA and Corporate Services starting in 2019. 2018 increase funded by surplus
	EOC/Bldg Emergency Supplies		5,000 one time supplement
911 Amalgamation	~~Implement approved 911 amalgamation initiatives.~~Construct South Island Communications Centre	Protective Services	~~Reserves~~Borrowing Bylaw

Title & Estimated Completion Date	Description	Strategic *Priority Reference* (if applicable)	Budget Implications
Fire Services	Port Renfrew/Pacheedaht Earthquake Early Warning/Tsunami siren system	Port Renfrew Fire Department	$10,000/A maintenance & operating costs
	Acquire reserve fire apparatus for EA Fire services to provide timely spare when frontline engines are down for repair and maintenance to ensure service continuity. The spare would be held at Hartland Landfill and would also act as on site fire suppression support to Hartland as required. This is a collaborative purchase with Hartland.	Applies to JDF & SGI EA's and depts. within.	$13,460/A adjusted for inflation
2019			
Regional Emergency Management Coordination	Continued work on coordinated response protocols, (i.e., tsunamis), along with continued efforts in coordinated public education such as the workbook.	Protective Services	Core Budget
	Upgrade Emergency Communications Infrastructure		$45,000 one-time supplemental and $12,000/A adjusted for inflation
911 Amalgamation	Complete 911 amalgamation.	Protective Services	
2016-2019			
Regional Emergency Management Coordination	Undertake to EOC Level 3 activation staff training. EOC Essentials & ICS as well as full-scale functional exercises.	Protective Services	Continuous supplemental $10,600
Mass Notification System	Strategic planning sessions were held in each EA, these indicated a mass notification system to be a strategic priority. The intent is to provide where possible advance notice of events and as required direction to residents. A Pilot Project was completed in 2015.	Protective Services	Continuous supplemental $6,000
Situational Awareness Integration System	Undertake review of existing situational awareness software and assess integration compatibility with Mass Notification System.	Protective Services	Core Budget
JdF Search & Rescue	Review Operations ensuring compliance with all relevant regulations.	Protective Services	Core Budget
Fire Dispatch	~~2017~~ 2018 will be the ~~2nd~~ 3nd of 5 years in which the payment to Langford for Fire Dispatch	Protective Services	Continuous supplemental $49,500

Title & Estimated Completion Date	Description	Strategic *Priority Reference* (if applicable)	Budget Implications
	increases approved for budget in 2016.		
EA Fire Services	~~• Continued work on coordinated response protocols (SOGs).~~ • Ensuring record keeping requirements of new Fire Commissioner Playbook are met. • Integration of long range capital planning into budgets.	Protective Services	Core Budget

4 Goals & Performance Indicators

	Service Goals	Indicators or Measures
	Maintain and enhance public safety through emergency management and response	• # of Emergency Operations Centre staff training exercises annually* (target ~~4~~ 2 per year) • 95% of 911 calls handled within 15 seconds • Number of volunteers registered in electoral area emergency programs* (baseline 900 volunteers in 2015) • Ensure a minimum of ~~70~~ 60 hazmat technicians and 40 Juan De Fuca Search & Rescue members are trained over 3 years • # of CRD educational workshops delivered or partnered on annually* (target minimum of 33)
	Ensure Quality Animal Care Services for Region	• Rehome more than 90% of dogs and cats from CRD animal care facilities annually

Contact

Name: Shawn Carby
Title: Senior Manager, Protective Services
Contact information: 250-360-3186

Service Plan for Regional & Strategic Planning

2016-2019

Capital Regional District

~~***Date submitted:*** *Revised as per Board resolution November 18, 2015*~~

Date updated: ~~October 6~~September 15, 201~~6~~7

Making a difference...together

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1 Overview

1.1 Division & Service Summary

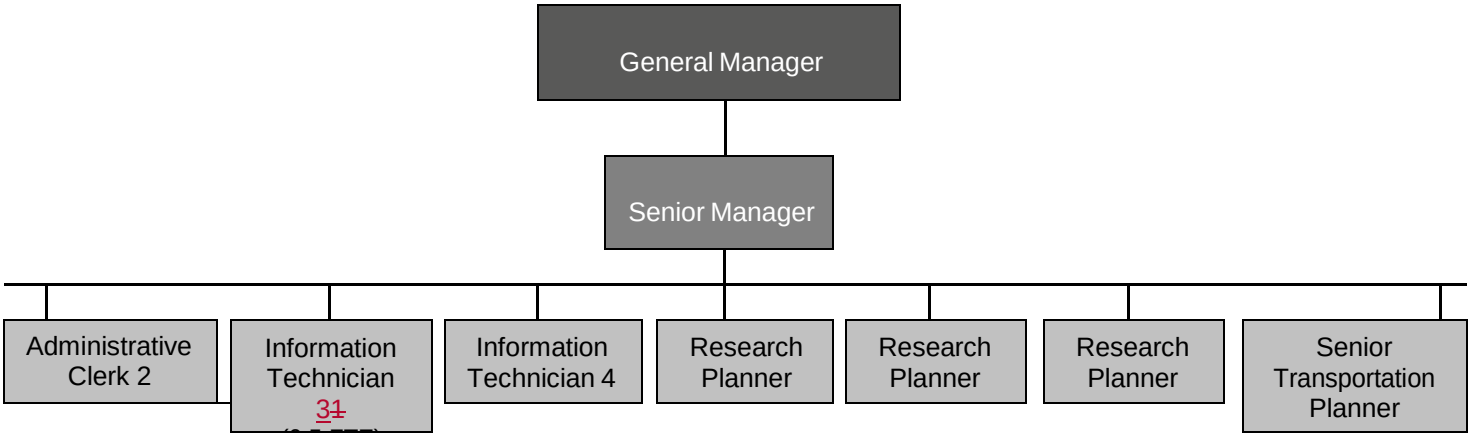
Regional and Strategic Planning provides information and planning services for municipalities, electoral areas and community agencies, including regional planning and regional growth services.

~~This Service Plan has been prepared in anticipation of a Transportation Service being approved in 2016.~~ Transportation initiatives (Section 3) have ~~, for 2016,~~ been planned so as to fall within the mandates of *existing* functions within Regional Information Systems (within Regional and Strategic Planning), as detailed in Section 2.1.

Future introduction of a Transportation Service would~~ill~~ require amendment of this Service Plan to transfer transportation functions to the new Service. The components of this Service Plan that would be transferred are indicated in blue text throughout this Service Plan.

Service Purpose, Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
Regional Planning • provides regional, sub-regional and municipal statistics and prepares trend analyses • develops policy, plans, studies and reports under direction from the CRD Board • supports preparation and monitoring of Board's Strategic Plans • oversees development of the regional transportation model and applies model to respond to municipal and electoral area (EA) information requests • analyzes the impacts of actual and projected changes to the transportation system • provides advice and information to the CRD Board, other departments and other jurisdictions on policies and issues related to land use planning, transportation, and population related data	All municipalities All EAs Tsawout and Songhees	Requisition, Grants	CRD Board Planning, Transportation and Protective Services Committee (PTPSC) Transportation Select Committee CRD Board
Regional Growth • prepares and updates the Regional Growth Strategy (RGS) • monitors RGS indicators and progress towards targets • evaluates development applications for consistency with RGS provisions	All municipalities Juan de Fuca EA (not Salt Spring Island or Southern Gulf Islands EAs) Tsawout and Songhees	Requisition, Grants	PTPSC

1.2 Organization Chart



1.3 Key Trends, Issues & Risks – Service Specific

The below-noted trends, issues and risks pertain to both the Regional Planning and Regional Growth services within the Regional and Strategic Planning Division.

- Number and scope and complexity of special projects being given to Regional Planning is increasing, as is demand for regional planning information/knowledge/expertise. Regional disagreement on issues such as regional growth policy is prolonging timelines for project completion. There is increased interest from some municipalities and stakeholders in having the region play a greater role in supporting agriculture. Credibility could be impacted if resources are spread too thin and projects are tackled without necessary resources.

- Focus on implementation is eclipsing focus on planning/policy development (e.g., deer management pilot project, active transportation, agricultural initiatives). Ebbs and flows of divisional projects challenge stakeholder relationship-building efforts – relationships require consistency and ability for the organization to predictably add value. If programs are not delivered in the context of long term stability supported by secure funding, then CRD credibility will be compromised.

- Expectations for engagement/communications/outreach are increasing and evolving. The ability of the CRD to engage stakeholders will be compromised in the absence of stable services.

- The manner in which information is absorbed is changing -- there is greater desire for information to be conveyed visually – so the Division will need to effectively communicate increasingly complex issues using a broader set of platforms, in visually appealing, succinctly conveyed, relevant ways.

- Demand for specialized data/information/modelling is increasing, with expectations for very short turn-around times.

- Availability of grants supporting the projects mandated in delivery is decreasing/becoming more complex. For example, grant sources that once helped implement plans, such as the Regional Transportation Plan, have been broadened to include other focus areas, thus making less available for implementation of Regional Planning initiatives.

- Division is dependent on outside sources (Statistics Canada, etc.) for both quantity and quality of data that is analyzed and distributed. Relevance of work will be compromised if adjustments are not made to approaches to data collection/modelling programs to respond to technological changes and to evolving customer needs for localized data delivered on short timelines. Implementation of 2017 data review recommendations requires funding.

1.4 Link to Priorities

CLIMATE CHANGE

- develop a climate framework to guide decision-making, establish a working group to identify climate change priorities and maximize partnerships

LAND USE PLANNING

- present the amended Regional Growth Strategy to the Board for adoption

ACTIVE & MULTI-MODAL TRANSPORTATION

- manage trails as transportation corridors, establish a Transportation Service, deliver active transportation programming and complete feasibility studies
- establish a working group to identify transportation priorities and participate in government programs

AGRICULTURAL LAND & FOOD SECURITY

- review opportunities for regional agricultural incentives and initiate food security educational programming
- develop new policies to encourage farming and agri-tourism and propose land-banking solutions through the completion of the Food & Agricultural Strategy
- establish a working group to identify agricultural priorities and a task force to identify infrastructure priorities

PUBLIC ENGAGEMENT & COMMUNICATIONS

- develop public participation strategies, including implications and performance metrics, as part of all major initiatives and implement more options for two-way dialogue and engagement

EDUCATION, OUTREACH & INFORMATION

- expand on successful education partnerships and program delivery to include innovative in-person outreach and educational programs
- demonstrate transparency and increase visibility through the provision of accessible, relevant, timely and usable data and information

2 Services

2.1 Service Levels

	Service Level Adjustments in Role/Scope				
Service	**Base year 2015**	**Year 1 (2016)**	**Year 2 (2017)**	**Year 3 (2018)**	**Year 4 (2019)**
Regional Planning	Conduct annual bicycle and vehicle counts and provide public access to data	May be slight reduction in # of traffic counts (given increasing costs and constant budget); Elimination of January bike count (still leaving 3 counts in 2016) to free up resources to allow for a review of the count program	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required

Apply regional transportation data model to regional and sub-regional projects, on demand	Review and assess	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Contribute data and expertise to support inter-jurisdictional transportation projects and initiatives	Review and assess	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Implement and monitor the Regional Transportation Plan including the Pedestrian and Cycling Master Plan	Review and assess	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Disseminate Statistics Canada data	Review and assess	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Prepare monthly and quarterly construction and development activity reports for building permits and subdivisions	Review and assess	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Fulfill custom information, data and mapping requests, on demand	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Provide monthly, quarterly and annual sub-regional profiles and fact sheets	Review and assess	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Monitor and report on completion of Board Strategic Priorities	Review and assess	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Conduct special studies as directed	Adjust to meet service delivery needs, as required	Broaden scope to provide programming, advocacy, business plan and policy support to agricultural land and food security matters (one year)	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Provide specialized support, expertise and information to CRD divisions and departments	Review and assess	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required

Regional Growth	Advise on Regional Growth Strategy (RGS) consistency of development applications	Review and assess	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
	Conduct special studies	~~Complete RGS~~Adjust to meet service delivery needs, as required	Adjust to meet	~~Adjust to meet~~Complete RGS	Adjust to
	Implement the Deer Management Pilot Project	Program, as funded by one time supplementary funding completed in 2015 -- not ongoing	N/A	N/A	N/A

2.2 Workforce Considerations

	Workforce (FTEs)				
Service	**Base year 2015**	**Year 1 (2016)**	**Year 2 (2017)**	**Year 3 (2018)**	**Year 4 (2019)**
Regional Planning*	5.5	5.5*	5.5	5.5	5.5
Regional Growth	2	2	2	2	2
Total	7.5	7.5	7.5	7.5	7.5

NOTE – Transportation Service

On August 12, 2015, the Board directed staff to pursue establishment of a Transportation Service. ~~It is anticipated that a bylaw enabling such will be brought forward in 2016.~~ If a Transportation Service~~the~~ bylaw is approved, it is anticipated that some FTEs from the Regional Planning function would be dedicated to the Transportation Service under a scenario where the scope of services to be offered is the same as it was in 2015. Expansion of services would require additional resources.

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	*Priority Reference* (if	Budget Implications
2016			
CRD Transportation Service To be completed in 2016	Prepare a service establishment bylaw to create a transportation service. The Board will identify functions for inclusion in the service.	Active & Multi-Modal Transportation	To be determined upon bylaw development
CRD and VRTC Reporting and Communications Framework To be completed in 2016	Implement a series of processes and protocols to increase the CRD role in transit and strengthen the working relationship between the Victoria Regional Transit Commission (VRTC) and the Board.	Active & Multi-Modal Transportation	Core Budget
Local Food Educational Programming Completed in 2016	Deploy programming to promote local food and its benefits by using existing templates from other projects and partnerships with external agencies.	Agricultural Land & Food Security	Core budget

Title & Estimated Completion Date	Description	*Priority Reference* (if applicable)	Budget Implications
Senior government agricultural programs and policies	Support the Board Working Group and other agencies with advocacy efforts by providing input and advice generated from the Food & Agriculture Strategy and the update of the Regional Growth Strategy.	Agricultural Land & Food Security	Core budget
Farming Incentives and Policy Development To be completed in 2016	Complete the Food and Agriculture Strategy which will contain detailed ideas, incentives and policies for the region to move food and agriculture policy ahead and enhance the regional food system.	Agricultural Land & Food Security	Core budget
Regional Transportation Data Collection and Dissemination Review To be completed in 2017	Identify ways that technological, process and methodological approaches can be refined to improve cost efficiencies and data quality while better meeting customer needs. Explore the potential for web-based customer applications.	Active & Multi-Modal Transportation Education, Outreach & Information	Core budget
Active & Safe Routes to School Travel Planning To be completed in 2018	Support school travel planning activities across the capital region in partnership with local governments and school districts. Design and implement a program to support interested participants in identifying and mapping active and safe routes to schools and identifying infrastructure gaps on school grounds and in surrounding neighbourhoods. Support school-led educational programs and funding applications for improvements to the physical environment for increasing use of active transportation.	Active & Multi-Modal Transportation Public Engagement & Communications	Two single supplemental requests of $125,000 for 2016 and 2017
Active Transportation & Healthy Communities Program To be completed in 2018	Coordinate a two-year, capacity-building program which includes education, training, skills development, material development and research initiatives in partnership with other divisions, public sector agencies and not-for-profit organizations. The program will collect new information and data on motivators and deterrents for active transportation in both rural and urban areas and is designed to motivate and support the increased use of walking, cycling and other forms of active transportation among target populations.	Active & Multi-Modal Transportation Education, Outreach & Information	Program execution supported by $100,000 grant from Victoria Foundation and $50,000 grant from the Real Estate Foundation. CRD Traffic Safety Commission has provided contribution of $50,000 over two years. Above-noted Safe Routes to School Planning work would complement the Active Transportation and Healthy Communities Program.

2017			
Origin/Destination Survey	Complete this survey, completed every five years, which gathers up-to-date, statistically representative data on mode choices across the region to update the regional transportation model.	Active & Multi-Modal Transportation Education, Outreach & Information	Reserves $400,000
Growth Projections Updates	Update the 2038 population, dwellings and employment projections with new base year information from 2016 census and National Housing Survey data.	Education, Outreach & Information	Reserves $80,000
2018			
Farming Infrastructure Research Project	Undertake research with assistance of consultants with agricultural business experience to determine viable, sustainable options and solutions for farming infrastructure needs.	Agricultural Land & Food Security	Single supplemental request of $50,000
Regional Food and Farmland Trust Options Feasibility Study/Business Case	Undertake a feasibility study/business case that assesses potential models for a regional food and farmland trust	Agricultural Land & Food Security	Single supplemental request of $30,000
Transportation Indicators	Develop transportation indicators and sub-indicators in consultation with local, regional and provincial partners	Active & Multi-Modal Transportation Education, Outreach & Information	Reserves $5000
Transportation Protocols	Establish protocols to coordinate and share local, regional and provincial transportation data	Active & Multi-Modal Transportation Education, Outreach & Information	Reserves $3000
Travel Time Surveys	Develop a travel time survey program	Education, Outreach & Information	Reserves $25,000
Transportation Key Facts	Provide policy-relevant factual information to decision makers/public	Education, Outreach & Information	Reserves $5000
Goods Movement Data	Identify goods movement data needs and recommend process for collecting needed information	Education, Outreach & Information	Reserves $10,000
Support of new Board Strategic Priorities 2019 – 2022 To be completed by 2019	At the outset of each new Board mandate, the Board-prioritizes strategic priorities for the following four years.		Core Budget – funded through Executive Services budget
2019			

Pedestrian & Cycling Master Plan (PCMP) Update To be completed by 2019	Work with municipal partners and community stakeholders to update the PCMP (and/or specific components of the plan).	Active & Multi-Modal Transportation Public Engagement & Communications	Single supplemental request of $30,000

4 Goals & Performance Indicators

Service Goals	Indicators or Measures
~~Fulfil regulatory mandate under *Local Government Act* related to Regional Growth Strategy~~Prepare, update and monitor RGS	• Adoption of Regional Growth Strategy* • Establishment of Regional Growth Strategy Monitoring Plan* • Qualitative observations on Regional Growth Strategy Implementation*
~~Improve coordination of regional transportation services and support expansion of infrastructure~~Develop policy, plans, studies and reports under direction of Board	• Establishment of CRD Transportation Service* • # local governments and agencies supported towards advancement of active transportation infrastructure and programming
~~Advance policy, research programming to support local food and agriculture~~	~~• # of policies promoting and encouraging farming and agri-tourism in the region*~~ ~~• Observations and reporting on infrastructure enhancements and/or deficiencies*~~ ~~• # of partnerships focused on local food education*~~
~~Maintain high quality customer service for information and data provision~~Provide regional, sub-regional and municipal statistics	• # of requests fulfilled per year for building inspection, transportation, demographic and/or development data* • % of standard data requests provided within 4 business days • ~~90% of standard data requests provided within 4 business days~~

**Corporate indicator – Multiple divisions may contribute to this measure*

Contact

Name: Signe Bagh
Title: Senior Manager, Regional and Strategic Planning
Contact information: 250-360-3244

LOCAL GOVERNMENT EMERGENCY PROGRAM ADVISORY COMMISSION
Minutes of Meeting Held Thursday, June 15, 2017 at 9:30 a.m.
CRD – 625 Fisgard Street – #107

Present:	Shawn Carby	Capital Regional District *(Chair)*
	Maegan Thompson	Saanich (*Vice Chair*)
	Brittany Schina	EMBC
	Dave Cockle	Oak Bay
	Geoff Amy	City of Colwood
	Ian Elliott	CRD (*Recording Secretary*)
	Peter Ensor	CRD voting for SSI
	Ian Foss	EMBC
	Jeri Grant	Juan de Fuca Electoral Area
	Blair McDonald	Esquimalt
	Troy Mollin	View Royal
	Tanya Patterson	Victoria
Phone:	Stephanie Dunlop	Metchosin (voting)

1. Welcome and Introductions: S. Carby called the meeting to order at 9:30 a.m. Welcome and introductions were made.

2. Approval of agenda:

It was **Moved** by M. Thompson and **Seconded** by J. Grant that the agenda of the Local Government Emergency Program Advisory Commission (LG EPAC) be approved as amended. Add10c, Sharing LGEPAC approved minutes with REPAC, M. Thompson

Motion Carried

3. Approval of minutes from previous meeting:

It was **Moved** by G. Amy and **Seconded** by D. Cockle that the minutes from the **May 18, 2017** meeting be approved as circulated.

Motion Carried

4. Business arising from previous minutes: Review of previous action items.

5. Other Agency Minutes: no additional minutes at this time

6. Presentation: P. Ensor gave an overview of the Community Wildfire Preparedness Mapping System as developed for Hinton Alberta.

Action Item: Distribute PowerPoint and Digital Map via email

7. EMBC, update of response activities this spring, wildfire 2017 outlook, Policies 5.11 deployment, 5.12 temporary dykes, 4.02 sandbagging. Description of new flood response devices and machines. Quick summary of TEAMS deployments this spring. Thanks to all Local Governments that have sent personnel to support affected communities.

8. Working Groups Updates:

a. REPAC: I. Elliott on behalf of the REPAC Executive gave an overview of the proposed outline for the next mini-conference. Discussion ensued and recommendations were made to go ahead with an Earthquake theme to support ShakeZone and ShakeOut. Meeting date to be Thursday September 7, 0900-1200 hrs in the Boardroom at CRD HQ.

Action Item: Bring a refined proposal and draft agenda to the next LGEPAC meeting for review.
Action Item: Send out a placeholder invitation to the REPAC Membership for September 7, 2017.
Action Item: Include a reminder for agencies to sign up for ShakeOut 2017 (include link)

b. Public Education Working Group: An update was given on the new Vic-Alert system recently rolled out. Also briefing on the ShakeZone Project regarding scheduling, insurance and costs. Also, clarification was given regarding the Workbook Edition 4 Project.

Action Item (holdover): I. Elliott to research editorial cost to create an Edition 4 (full editorial and format review) and report back to the Commission.

Action Item: Send out request to confirm participant logos for promotional materials for ShakeZone 2017.

c. REMP Working Group: D. Cockle gave an update of the recent Steering Committee Meeting on June 12, where approval of the 2017 workplan was achieved.

Action Item: I. Elliott to send out approved 2017 REMP plan to the membership

d. Evacuation Working Group: Documents housed in SharePoint for membership access.

9. Old Business:

a. Opportunities to participate in HEMBC radio training: I. Elliott gave an update of this program including ongoing integration into CRERCC and WARA.

Action Item: Detailed overview of project development to be provided at next meeting.

b. Regional Emergency Contact List updating: I. Elliott gave a presentation on the final trial format. A "Public Works" tab will be added as suggested, then the document will be populated and placed in SharePoint for further member review.

10. Roundtable: general discussion and information.

12:02 pm: meeting adjourned.

Next regular meeting, 9:30 am, Thursday July 20, 2017 at CRD HQ, 625 Fisgard Street, Room 107