

Notice of Meeting and Meeting Agenda Planning and Protective Services Committee

Wednesday, October 16, 2019

10:00 AM

6th Floor Boardroom
625 Fisgard St.
Victoria, BC V8W 1R7

K. Williams (Vice Chair), S. Brice, B. Desjardins, F. Haynes, M. Hicks, C. McNeil-Smith,
R. Mersereau, G. Orr, J. Ranns, B. Thompson (for R. Windsor), G. Young, C. Plant (Board Chair,
ex-officio)

1. Territorial Acknowledgement

2. Approval of Agenda

3. Adoption of Minutes

[19-817](#) Minutes of the September 18, 2019 Planning and Protective Services
Committee Meeting

Recommendation: That the minutes of the Planning and Protective Services Committee of September 18,
2019 be adopted as circulated.

Attachments: [Minutes September 18, 2019](#)

4. Chair's Remarks

5. Presentations/Delegations

6. Committee Business

[19-840](#) 2019-2022 Planning and Development Service Planning

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

That the initiatives proposed in the provisional budget related to the Planning and
Protective Service Committee Planning and Development mandate (Appendix A:
Community Needs Summary - Planning and Development) be advanced to the October
30, 2019 Provisional Budget review process.

Attachments: [Staff Report: 2019-2022 Planning & Development Service Planning](#)

[Appendix A: 2020 Community Needs Summary-Planning & Dev't](#)

[Appendix B: 2019-22 Service Planning and Budget Process](#)

[19-841](#) 2019-2022 Protective Services Service Planning

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

That the new initiatives proposed in the provisional budget related to the Planning and Protective Services Committee mandate (Appendix A: Community Needs Summary - Protective Services) be advanced to the October 30, 2019 Provisional Budget review process.

Attachments: [Staff Report: 2019-2022 Protective Services Service Planning](#)
[Appendix A: 2020 Community Needs Summary - Protective Services](#)
[Appendix B: 2019-2022 Service Planning and Budget Process](#)

7. Notice(s) of Motion

8. New Business

9. Adjournment

Next Meeting: November 20, 2019

To ensure quorum, please advise Sherri Closson (sclosson@crd.bc.ca) if you or your alternate cannot attend.

Meeting Minutes

Planning and Protective Services Committee

Wednesday, September 18, 2019

10:00 AM

6th Floor Boardroom
625 Fisgard St.
Victoria, BC V8W 1R7

PRESENT:

Directors: K. Williams (Vice-Chair), J. Brownoff (for S. Brice), B. Desjardins, F. Haynes, M. Hicks, C. McNeil-Smith (10:04 am), R. Mersereau, G. Orr (10:05 am), J. Ranns, B. Thompson (for R. Windsor), G. Young,

Staff: K. Lorette, General Manager, Planning and Protective Services; S. Carby, Senior Manager, Protective Services; J. Weightman, Planner, Regional and Strategic Planning; E. Gorman, Deputy Corporate Officer; S. Closson, Committee Clerk (Recorder)

Regrets: C. Plant (Board Chair, ex-officio)

The meeting was called to order at 10:01 am.

1. Territorial Acknowledgement

Vice-Chair Williams provided a Territorial Acknowledgement.

2. Approval of Agenda

MOVED by Director Haynes, **SECONDED** by Director Desjardins,
That the agenda for the September 18, 2019 Planning and Protective Services
Committee meeting be approved.
CARRIED

3. Adoption of Minutes

- 3.1. [19-722](#) Minutes of the July 17, 2019 Planning and Protective Services Committee Meeting

MOVED by Director Haynes, **SECONDED** by Director Mersereau,
That the minutes of the July 17, 2019 Planning and Protective Services
Committee meeting be adopted as circulated.
CARRIED

4. Chair's Remarks

The Chair noted to the committee members that the Municipal Regional Context Statements are due by November 15th and to remind municipal staff.

5. Presentations/Delegations

[19-801](#)

Delegation - James Anderson; Resident of CRD / Central Saanich: Re: Agenda Items 6.3 and 6.4: South Island 911/Police Dispatch Centre

Mr. Anderson spoke to items 6.3 and 6.4 regarding a Unified Fire Dispatch in the New South Island 911/Police Dispatch Centre.

6. Committee Business

6.1. [19-757](#)

Oak Bay Regional Context Statement

K. Lorette introduced the Oak Bay Regional Context Statement.

**MOVED by Director Mersereau, SECONDED by Director Hicks,
That the Planning and Protective Services Committee recommends to the Capital
Regional District Board:**

**That the District of Oak Bay regional context statement be considered in relation
to the 2018 RGS (Bylaw No. 4017) and be accepted in accordance with the
requirements of section 448 of the Local Government Act.**

CARRIED

6.2. [19-762](#)

Consideration of Regional Growth Strategy Amendment to Update
Population Projections

K. Lorette spoke to the Regional Growth Strategy Amendment regarding
population projections.

Discussion ensued on the following:

- BC Stats review for dwelling units
- Housing needs assessment
- BC Hydro capacity for projected growth

**MOVED by Director Hicks, SECONDED by Director Orr,
That the Planning and Protective Services Committee recommends to the Capital
Regional District Board:**

**a) That the feedback received during the consultation period on the proposed
amendment to update the CRD Regional Growth Strategy population, dwelling
unit and employment projections (Appendix C) be received; and**

**b) That staff be directed to refer proposed Bylaw No. 4328, "Capital Regional
District Regional Growth Strategy Bylaw No. 1, 2018, Amendment Bylaw No. 1,
2019" for a period of 60 days to the Juan de Fuca Land Use Committee,
municipalities and provincial and federal departments and agencies as identified
in the staff report, for comment.**

CARRIED

OPPOSED: Desjardins, Hicks

**MOVED by Director Hicks, SECONDED by Director Orr,
That staff contact the different utilities and find their status in regards to support of
future growth.**

CARRIED

6.3. [19-789](#)

Process and Steps to Create a Unified Fire Dispatch in the New South
Island 911/Police Dispatch Centre - Fire Chief Consultation

K. Lorette spoke to Item 6.3, the Process and Steps to Create a Unified Fire Dispatch in the New South Island 911/Police Dispatch Centre via a consultation with fire chiefs.

Discussion ensued on the following:

- Reason for limited support
- Unified approach benefit for public safety
- Future collaboration of municipalities and Fire Chiefs

**MOVED by Director Desjardins, SECONDED by Director Ranns,
That the Planning and Protective Services Committee not support the proposed feasibility study and discontinue fire dispatch unification efforts at this time.**

**MOVED by Director Orr, SECONDED by Director Mersereau,
That the motion be amended to add the words "and direct staff to revisit this initiative with the regional Fire Chiefs to report back to the Planning and Protective Services Committee in one year." after the words "at this time."**

**MOVED by Director Desjardins, SECONDED by Director Haynes,
That the amendment be amended to replace the words "in one year" with the words "in two years".**

CARRIED

**MOVED by Director Orr, SECONDED by Director Mersereau,
The question was called on the main motion as amended.
That the Planning and Protective Services Committee not support the proposed feasibility study and discontinue fire dispatch unification efforts at this time and direct staff to revisit this initiative with the regional fire chiefs to report back to the Planning and Protective Services Committee in two years.**

CARRIED

OPPOSED: Mersereau

6.4. [19-662](#) Process and Steps to Create a Unified Fire Dispatch in the New South Island 911/Police Dispatch Centre

Vice-Chair Williams deemed Item 6.4 not in order at this time given motion carried in Item 6.3.

6.5. [19-790](#) Capital Regional District Deputy Emergency Manager Board Appointment

K. Lorette spoke to the appointment of J. Reimer as the new Capital Regional District Deputy Emergency Manager.

**MOVED by Director Hicks, SECONDED by Director Orr,
That the Planning and Protective Services Committee recommends to the Capital Regional District Board:**

That Jonathan Reimer, Manager, Electoral Area Fire and Emergency Programs be appointed as the Capital Regional District Deputy Emergency Manager.

CARRIED

6.6. [19-712](#) Previous Minutes of Other CRD Committees and Commissions for Information

MOVED by Director Haynes, SECONDED by Director Mersereau,

**That the following minutes be received for information:
Provincial Policies Municipal Planners Meeting Discussion Notes - June 25, 2019
CARRIED**

7. Notice(s) of Motion

There were no Notice(s) of Motion.

8. New Business

There was no new business.

9. Adjournment

**MOVED by Director Desjardins, SECONDED by Director Haynes,
That the September 18, 2019 Planning and Protective Services Committee
meeting be adjourned at 11:17 am.
CARRIED**

Chair

Recorder



**REPORT TO THE PLANNING AND PROTECTIVE SERVICES COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 16, 2019**

SUBJECT **2019-2022 Planning and Development Service Planning**

ISSUE

To provide the Planning and Protective Services Committee with an overview of relevant initiatives undertaken by Regional and Strategic Planning in relation to planning and development in 2019 and planned for 2020 to deliver on approved Board Priorities and the Corporate Plan.

BACKGROUND

The Board completed its strategic planning early in 2019 and subsequently approved the *Capital Regional District (CRD) Board Strategic Priorities 2019-2022*. Top priorities included:

1. Community Wellbeing – Transportation & Housing
2. Climate Action & Environmental Stewardship
3. First Nations Reconciliation
4. Advocacy, Governance & Accountability

Following Board confirmation of priorities, staff prepared the 2019-2022 CRD *Corporate Plan* to identify potential initiatives to advance Board priorities. The Corporate Plan also identified initiatives to deliver on the CRD's established service mandates, approved plans and corporate priorities. Progress on the priorities is reported quarterly under the corporate priorities dashboard.

The Corporate Plan identified four initiatives under the Community Need - Planning and Development, that fall under the Planning and Protective Services Committee mandate. Appendix A Community Needs Summary – Planning and Development identifies core service levels and initiatives proposed for 2020.

The Service Planning process gathered information necessary to assemble a provisional budget for Committee and Board review. The purpose of this report is to explain how the Regional and Strategic Planning provisional budget connects to Board Priorities and the Corporate Plan.

A staff report (Appendix B) outlines the 2019-2022 Service Planning and Budget Process and was received at the October 2, 2019 Governance and Finance Committee.

ALTERNATIVES

Alternative 1:

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

That the initiatives proposed in the provisional budget related to the Planning and Protective Service Committee Planning and Development mandate (Appendix A: *Community Needs Summary – Planning and Development*) be advanced to the October 30, 2019 Provisional Budget review process.

Alternative 2:

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

That the initiatives proposed in the 2020 provisional budget related to the Planning and Protective Services Committee Planning and Development mandate (Appendix A: *Community Needs Summary – Planning and Development*) be referred back to staff for additional information.

DISCUSSION

Initiatives identified in the Corporate Plan (including Board Priorities) cannot be undertaken without resourcing. The Board determines resourcing through its annual review and approval of financial plans. To support the Board's decision-making, staff, through the service planning process, provide recommendations on funding, timing and service levels.

FINANCIAL IMPLICATIONS

All Planning and Development initiatives identified in Appendix A – Community Need Summary are funded through Regional and Strategic Planning's core budget and reserve transfers. Inclusion of proposed initiatives would have no new budget implications for 2020.

11-a-1

Regional Growth Strategy (RGS) Update – under legislation the CRD is required to provide updated population projections to form part of the RGS Bylaw. Projections have been completed and are being reviewed by municipal partners. This work is being done with existing resources.

11-a-2

Regional Context Statements – the CRD is required by legislation to have Regional Context Statements from each of the partner municipalities and Juan de Fuca official community plans approved for RGS consistency within two years of the date of adoption of the RGS. Three context statements have been approved and eight are being actively worked on. This work is being done with existing resources.

11-a-3

RGS Indicator Reporting – Legislation requires a RGS indicators report to be completed annually. The first RGS indicators report was completed and approved by the Board earlier this year. Future work on this initiative will be done with existing resources.

11-b-1

Staff were directed to seek input from municipal partners on their interest in participating in a regional Farmlands Trust. Input was based on willingness to provide financial and/or land resources. Input has been received from the majority of partner municipalities with one outstanding consideration re: provision of land. Staff will report back with input from municipal partners. This work will be completed within existing resources.

BOARD PRIORITY IMPLICATIONS

Planning and development initiatives advance Board priorities and the Corporate Plan. Board approval of the budget/financial plans will enable staff to effectively and efficiently deliver services as outlined in the Board’s priorities and Corporate Plan.

CONCLUSION

Effectively and transparently aligning financial planning to Board Priorities/Corporate Plans is considered a governance best-practise. Regional and Strategic Planning Initiatives that advance Board priorities and the Corporate Plan will be funded through the division’s core budget and reserves. Regional and Strategic Planning has identified no new budget implications for 2020.

RECOMMENDATION

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

That the initiatives proposed in the provisional budget related to the Planning and Protective Service Committee Planning and Development mandate (Appendix A: *Community Needs Summary – Planning and Development*) be advanced to the October 30, 2019 Provisional Budget review process.

Submitted by:	John Hicks, MCIP, RPP, Transportation Planner, Regional & Strategic Planning
Concurrence:	Kevin Lorette, P.Eng., MBA, General Manager Planning & Protective Services
Concurrence:	Nelson Chan, MBA, CPA, CMA, Chief Financial Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

JH:tt

Attachments: Appendix A: 2020 Community Needs Summary – Planning and Development
Appendix B: 2019-2022 Service Planning and Budget Process

COMMUNITY NEED SUMMARY

Planning & Development

Strategy

Target Outcome

We envision keeping approved plans current and monitoring for effectiveness.

Related Strategies

- [Regional Growth Strategy](#)
- [Regional Food & Agricultural Strategy](#)
- [Regional Housing Affordability Strategy](#)

Core Service Levels

Regional Growth Strategy

- Prepares and updates the Regional Growth Strategy (RGS)
- Monitors RGS indicators and progress towards targets
- Evaluates development applications for consistency with RGS provisions

Regional Planning

- Prepare monthly and quarterly construction and development activity reports for building permits and subdivisions
- Provide monthly, quarterly and annual sub-regional profiles and fact sheets
- Monitor and report on completion of Board Strategic Priorities
- Disseminate Statistics Canada data
- Fulfill custom information, data and mapping requests, on demand
- Conduct special studies as directed

#	Initiatives	Description	Implement- ation Year	New FTEs For 2020	Budget Impact
11a-1	RGS Update	Prepare and update Regional Growth Strategy with new population projections	2019		Already funded
11a-2	Regional Context Statements	Review municipal Regional Context Statements and JdF OCPs for RGS consistency	2020		Already funded
11a-3	RGS Indicator Reporting	Report on and advance RGS implementation/indicators	2019		Already funded
11b-1	Affordable Farming Analysis	Undertake analysis regarding options for CRD support	2019		Already funded

Business Model

Value Proposition
<p>Regional Planning</p> <p>The Regional and Strategic Planning division prepares, updates and monitors the Regional Growth Strategy and collaborates with others to encourage implementation.</p>

Who Contributes
<ul style="list-style-type: none"> Regional Planning: All municipalities, all EAs and Tsawout and Songhees Nations Regional Growth: All municipalities, JdF EA (not SSI or SGI EAs) and Tsawout and Songhees Nations

Metrics

Metric #1

Target: Minimize change to the Urban Containment Policy Area (UCPA) from the date of adoption of the 2018 RGS.

Current Status: With support from our municipal partners through DPAC we are meeting the target. Since the March 2018 adoption of the RGS, there have been no changes to the UCPA.

Metric #2

Target: Receive Board approval of the municipal Regional Context Statements and JdF OCPs for RGS consistency within two years of RGS adoption.

Current Status: Progress towards this target is being made. The Board has approved three municipal context statements and eight others are being actively worked on.

Metric #3

Target: Increase the amount of land in food crop production in the Growth Management Planning Area by 5,000 hectares by 2038.

Current Status: We are making some progress toward this target. The most recent statistics from 2016 show there has been a slight increase in land being used for farming.



Making a difference...together

REPORT TO THE GOVERNANCE AND FINANCE COMMITTEE MEETING OF WEDNESDAY, OCTOBER 2, 2019

SUBJECT 2019-2022 Service Planning and Budget Process

ISSUE

To provide the Governance and Finance Committee with an overview of initiatives undertaken in 2019 and planned for 2020 to deliver on approved Board Priorities and the Corporate Plan.

BACKGROUND

The Board completed its strategic planning early in 2019 and subsequently approved the *CRD Board Strategic Priorities 2019-2022*. Top priorities included:

1. Community Wellbeing – Transportation & Housing
2. Climate Action & Environmental Stewardship
3. First Nations Reconciliation
4. Advocacy, Governance & Accountability

Related to the above, the Board also identified 18 specific initiatives to be started/completed over its four-year term (Attachment 1).

Following Board confirmation of priorities, staff prepared the 2019-2022 *CRD Corporate Plan* to identify potential initiatives to advance Board Priorities. The Corporate Plan also identified initiatives to deliver on the CRD's established service mandates, approved plans and corporate priorities. Progress on the priorities is reported quarterly under the Corporate Priorities Dashboard.

Following completion of the Corporate Plan, staff commenced annual Service Planning. The Service Planning process identified resource implications to implement the Corporate Plan initiatives (including Board Priorities) as well as proposed adjustments to service levels and other departmental initiatives. The Service Planning process gathered information necessary to assemble a provisional budget for Committee and Board review.

DISCUSSION

Initiatives identified in the Corporate Plan cannot be undertaken without resourcing. The Board determines resourcing through its annual review and approval of financial plans. To support the Board's decision-making, staff, through the Service Planning process, provide recommendations on funding, timing and service levels to achieve the initiatives in the Corporate Plan.

In past years, service planning was undertaken division-by-division, with review and consideration of alignment and connection to Board Priorities and the Corporate Plan made primarily at the executive level. Staff have revised the Service Planning process to better align budget proposals to Board Priorities.

The revised Service Planning process centres on the preparation of business cases that outline the operational and cost implications of each initiative in the Corporate Plan as well as any proposed new operational initiatives. Specifically, the business cases capture the following information:

- drivers for new initiatives (is it a Board Priority, Corporate Priority or an initiative from an approved strategic plan?);
- community needs being responded to;
- how the initiative will make a difference;
- whether there is a need for additional resources;
- timing of the proposed initiative;
- cross-divisional staff effort required to complete the initiative;
- costs;
- funding sources;
- readiness to proceed;
- alternatives; and
- risks.

Divisional Managers completed business cases for their areas of responsibility, much like they previously completed divisional service plans. Departmental General Managers reviewed the business cases. Finally, the Executive Leadership Team assessed the business cases and prioritized/recommended those now being advanced for Committee/Board approval. Business cases were prepared and reviewed in consideration of the core service mandate and responsibility, key drivers, community needs, the most effective service delivery approach and the impact on other departments in the organization. In addition, departments identified the value proposition and key performance metrics associated with each community need.

Among the Board-directed initiatives, the items being advanced to the Standing Committees and Commissions are either currently underway or if requiring additional resources, have been incorporated in the proposed 2020 provisional budget. Remaining items are proposed to be considered for the 2021-2022 budgets unless Committees/Commissions direct advancing these initiatives earlier. Staff have also identified a number of departmental initiatives that will advance items that are strategies or have been identified by Committees and Commissions. The proposed new initiatives that require additional funding have been reflected in the provisional budget.

IMPLICATIONS

Committee/Commission/Board feedback on proposed new initiatives will be used to finalize budgets and financial plans. The budget review will identify the impact of core inflation, highlight key cost drivers, and explain changes in year over year costs. The provisional budget has been prepared in alignment with the Board approved budgeting guidelines and will be presented at the October 30, 2019 Committee of the Whole meeting.

Board approval of the budget/financial plans will enable staff to effectively and efficiently deliver services. Service delivery feedback will set the stage for the Board's annual review of its priorities.

CONCLUSION

Staff has revised the Service Planning process to effectively and transparently align financial planning to implement Board Priorities and the Corporate Plan. As this is a significant process change additional work will be undertaken to improve this process each year. The initiatives brought forward for 2020 have been evaluated in consideration of the organizational capacity, alignment with existing core service delivery and with regard to the financial impacts.

RECOMMENDATION

That the Governance and Finance Committee received this report for information.

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

Attachments: Attachment 1 - 2019-2022 CRD Board Priorities on a Page

Priorities	Community Wellbeing – Transportation & Housing	Climate Action & Environmental Stewardship	First Nations Reconciliation	Advocacy, Governance & Accountability
Initiatives	<ul style="list-style-type: none"> • Work with government/community partners to plan for and deliver an effective, long-term regional multi-modal transportation system and to increase use of public transit, walking and cycling. • Protect the E&N Corridor as a transportation corridor and participate in a Provincial working group to come to agreement on the future use of the E&N corridor. • Create and deliver more affordable housing across the region in a manner aligned with the Regional Growth Strategy in order to address the needs of a diverse & growing population, including vulnerable residents. 	<ul style="list-style-type: none"> • Declare a Climate Emergency and take a leadership role to pursue regional carbon neutrality by 2030. • Work with local governments to further reduce emissions from buildings, transportation and solid waste. • Explore additional opportunities for resource recovery and identify best practices to further reduce waste, increase recycling and find beneficial uses for waste. • Ensure appropriate funding for parks and trails infrastructure, improvements and maintenance by updating the Regional Parks Strategy with consideration to ecological, recreation and reconciliation principles, land acquisition capacity, and expanded partnerships with First Nations and parks user groups. • Develop model bylaws and best practices for use by municipalities and electoral areas. 	<ul style="list-style-type: none"> • Look to First Nations for leadership in understanding how to create new regional planning and decision-making systems together on their Traditional Territories. • Seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals. • Work with First Nations on taking care of the land and water while providing space for cultural and ceremonial use, food and medicine harvesting, traditional management practices and reclaiming Indigenous place names. • Prepare an ecological asset management plan that includes natural infrastructure, First Nations guiding principles, First Nations language and place names, historical uses and invasive species management. 	<ul style="list-style-type: none"> • Develop an advocacy strategy to ensure all occupied properties have the opportunity to access high-speed internet services. • Develop a comprehensive strategy and operational review to reflect the unique needs and governance of each electoral area. • Explore more comprehensive regional coordination of emergency services, including an assessment of regional hazards, risks and vulnerabilities. • Achieve triple bottom-line sustainable budgets through innovation and streamlining while recognizing the need for infrastructure revitalization and accountability to taxpayers. • Seek 100% participation in the CRD arts function and facilitate a discussion of the region’s art facility needs. • Explore how the CRD can best contribute to regional economic development.
Desired Outcomes	<ul style="list-style-type: none"> • We envision that residents have access to affordable housing and convenient, green and affordable multi-modal transportation systems that enhance community wellbeing. 	<ul style="list-style-type: none"> • We envision reduced GHG emissions, triple-bottom line solutions and progress on adaptation. 	<ul style="list-style-type: none"> • We envision strong relationships with First Nations based on trust and mutual respect, partnerships and working together on shared goals. 	<ul style="list-style-type: none"> • We envision effective advocacy, coordinated, collaborative and transparent governance of our committees and commissions, and fiscal/corporate accountability.

CRD Corporate Priorities on a Page

Business Capacity & Continuity

We will further advance our workforce planning and Organizational Health & Safety programs to support organizational capacity and resilience.

Fiscal Responsibility

We will integrate asset management and risk analysis into our capital planning processes to strengthen our fiscal management practices and support resource sustainability.

Transparency

We will streamline our service planning tools and establish KPIs to effectively track and report progress on Board Priorities, Corporate Priorities and operational service activities, thereby enhancing accountability.

Efficiency & Collaboration

We will develop a partnership directory and guidelines document to guide staff and existing/potential partner groups and enable greater collaboration.

Customer Service

We will enhance our systems and policies to respond to evolving best practices, adhere to legislative requirements, and provide efficient, accessible, customer service.





**REPORT TO THE PLANNING AND PROTECTIVE SERVICES COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 16, 2019**

SUBJECT **2019-2022 Protective Services Service Planning**

ISSUE

To provide the Planning and Protective Services Committee with an overview of relevant initiatives undertaken by Protective Services in 2019 and planned for 2020 to deliver on approved Board Priorities and the Corporate Plan.

BACKGROUND

The Board completed its strategic planning early in 2019 and subsequently approved the *Capital Regional District (CRD) Board Strategic Priorities 2019-2022*. Top priorities included:

1. Community Wellbeing – Transportation & Housing
2. Climate Action & Environmental Stewardship
3. First Nations Reconciliation
4. Advocacy, Governance & Accountability

Following Board confirmation of priorities, staff prepared the 2019-2022 CRD *Corporate Plan* to identify potential initiatives to advance Board priorities. The Corporate Plan also identified initiatives to deliver on the CRD's established service mandates, approved plans and corporate priorities. Progress on the priorities is reported quarterly under the corporate priorities dashboard.

The Corporate Plan identified 10 initiatives under *Protective Services*. Staff have identified one additional initiative. Appendix A provides an overview of the Community Needs Summary – Protective Services and identifies the core service levels and a list of the new initiatives proposed for 2020.

The Service Planning process gathered information necessary to assemble a provisional budget for Committee and Board review. The purpose of this report is to explain how the Protective Services provisional budget connects to Board Priorities and the Corporate Plan.

A staff report (Appendix B) outlines the 2019-2022 Service Planning and Budget Process and was received at the October 2, 2019 Governance and Finance Committee.

ALTERNATIVES

Alternative 1:

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

That the initiatives proposed in the provisional budget related to the Planning and Protective Services Committee mandate (Appendix A: *Community Needs Summary – Protective Services*) be advanced to the October 30, 2019 Provisional Budget review process.

Alternative 2:

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

That the initiatives proposed in the 2020 provisional budget related to the Planning and Protective Services Committee mandate (Appendix A: *Community Needs Summary – Protective Services*) be referred back to staff for additional information.

DISCUSSION

Initiatives identified in the Corporate Plan (including Board Priorities) cannot be undertaken without resourcing. The Board determines resourcing through its annual review and approval of financial plans. To support the Board’s decision-making, staff, through the service planning process, provide recommendations on funding, timing and service levels.

FINANCIAL IMPLICATIONS

Protective Services has identified two initiatives that will have budget implications for 2020: 7a-1 and 7a-13 (Table 1).

Table 1: Community Needs Summary – Protective Services, Initiatives 7a-1 and 7a-13

#	Initiatives	Description	Implement-ation Year	New FTEs For 2020	Budget Impact
7a-1	Regional Coordination of Emergency Services	Support CRD Board in exploring more comprehensive regional coordination of emergency services, including an assessment of regional hazards, risks & vulnerabilities	2020	1.0 Ongoing	Included in Provisional Budget
7a-13	Emergency Exercise	An exercise to test collaboration of relevant parties in responding to a major regional emergency	2020		Included in Provisional Budget

7a-1

The *Emergency Program Act* requires local authorities to be prepared for emergencies. There is an expectation with the public and municipal and agency partners that the CRD is effectively prepared to mitigate, plan for, respond to and recover from emergencies and disasters. The demands of the corporate emergency program have grown considerably over the last number of years and the Auditor General for Local Government Audit identified a number of areas that require enhancement.

A dedicated 1.0 FTE would support corporate emergency planning and CRD operations and departments and provide incident support, agency coordination, advance planning, and after action reviews. This position would be funded through allocation recovery: 50% from Integrated Water Services (IWS), 40% from Solid Waste, and 10% from Panorama Recreation.

Approving this initiative would result in no 2020-2022 requisition increase for Protective Services. However, there will be a financial impact to IWS, Solid Waste and Panorama Recreation.

7a-13

A key recommendation from the AGLG audit was “The Capital Regional District should consider conducting full-scale and/or larger-scale joint exercises that test the collaboration of all relevant parties involved in responding to a major emergency in the region, upon completion of progressive, smaller, in-house exercises that help staff to first become familiar with their roles and responsibilities.” The CRD Board approved an Action Plan that identified \$25,000 for this initiative in 2020.

The *Emergency Program Act* expects local authorities to exercise their emergency plans and validate planning assumptions. Regional exercises are planned to recur every three years as part of the CRD emergency management cycle.

BOARD PRIORITY IMPLICATIONS

Board approval of the budget/financial plans will enable staff to effectively and efficiently deliver services as outlined in the Board’s priorities.

CONCLUSION

Effectively and transparently aligning financial planning to Board Priorities/Corporate Plans is considered a governance best-practise. Protective Services has identified two initiatives that will have budget implications for 2020: 7a-1 and 7a-13 as identified in Appendix A. These initiatives ensure that the CRD meets legal requirements and public expectations regarding regional emergency management.

RECOMMENDATION

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

That the initiatives proposed in the provisional budget related to the Planning and Protective Services Committee mandate (Appendix A: *Community Needs Summary – Protective Services*) be advanced to the October 30, 2019 Provisional Budget review process.

Submitted by:	Jonathan Reimer, MSc., Acting Senior Manager, Protective Services
Concurrence:	Kevin Lorette, P.Eng., MBA, General Manager Planning & Protective Services
Concurrence:	Nelson Chan, MBA, CPA, CMA, Chief Financial Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

JR:tt

Attachments: Appendix A – 2020 Community Needs Summary – Protective Services
 Appendix B – 2019-2022 Service Planning and Budget Process

COMMUNITY NEED SUMMARY

Protective Services

Strategy

Target Outcome

We envision effective regional co-operation in protecting public safety and preparing for, responding to, and recovering from emergencies.

Related Strategies

- Regional Climate Action Strategy
- Regional Growth Strategy

Core Service Levels

911 Call Answer

Administration and oversight of 911 Call Answer services across the Capital Regional District (CRD).

Hazmat Response

Operation and administration of the regional Emergency Hazardous Material Response team in partnership with the region's fire departments.

Fire Dispatch

Operational management of fire dispatch for the three electoral areas (JdF, SGI and SSI) and participating municipalities (Sooke, Metchosin, Langford and Highlands).

Bylaw & Animal Care Services

Operation of a bylaw enforcement & animal control program that responds to municipal & CRD operations' requests.

CRD Emergency Management

Operation of a central CRD Emergency Operations Centre (EOC) to support local and regional emergencies, including

- Provision of 24/7 On-Call Duty Emergency Manager,
- Operation of Emergency Communications Centres,
- Support to internal departments and external agencies during emergencies impacting water systems and other CRD assets or services. Support includes advance planning, response coordination, site support, and after action reviews.

Regional Emergency Management Coordination

Coordinate 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). One FTE allocated to the Regional Emergency Management Partnership (REMP) supported through Protective Services staff and strategic direction.

#	Initiatives	Description	Implement- ation Year	New FTEs For 2020	Budget Impact
7a-1	Regional Coordination of Emergency Services	Support CRD Board in exploring more comprehensive regional coordination of emergency services, including an assessment of regional hazards, risks & vulnerabilities	2020	1.0 <small>Ongoing</small>	Included in Provisional Budget
7a-2	REMP Support	Support the Regional Emergency Management Partnership in the development of a regional concept of operations for response to multi-jurisdictional emergencies in the CRD	2020		Absorbed in Core Service

#	Initiatives	Description	Implementation Year	New FTEs For 2020	Budget Impact
7a-6	First Nations Emergency Support	Provide Fire Protection & Emergency Response services support to interested First Nations as requested	2020		Absorbed in Core Service
7a-13	Emergency Exercise *	An exercise to test collaboration of relevant parties in responding to a major regional emergency	2020		Included in Provisional Budget
7b-1	Bylaw Enforcement and Animal Control	Effectively respond to municipal & CRD operations' requests for bylaw enforcement services & animal control	2020		Absorbed in Core Service

* New - Initiatives not in the 2019-2022 Corporate Plan

Business Model

Value Proposition

Protective Services

The Protective Services division protects CRD residents by planning for, responding to and recovering from emergencies, providing 911 Call Answer and Fire Dispatch services, supporting volunteer emergency programs and fire services, enforcing bylaws and providing animal control services.

Who Contributes

Regional: 911 Call Answer, Hazmat Response, Regional Emergency Management Partnership (REMP) - all municipalities, EAs and First Nations participate in some aspect of these services.

Sub-regional: Fire dispatch, Bylaw Services, Animal Care Services - all EAs and some municipalities participate in some aspect of these services.

Metrics

Metric #1

Target: 95% of 911 calls answered within 5 seconds of receipt.

Current Status: meeting 97%

Metric #2

Target: Emergency Operations Centre exercises conducted annually: 2

Current Status: 2 completed

Metric #3

Target: All municipalities and First Nations to sign the Regional Concept of Operations Memorandum of Understanding (MoU).

Current Status: 12 municipalities and 3 First Nations have signed the Regional Concept of Operations MoU.



Making a difference...together

REPORT TO THE GOVERNANCE AND FINANCE COMMITTEE MEETING OF WEDNESDAY, OCTOBER 2, 2019

SUBJECT 2019-2022 Service Planning and Budget Process

ISSUE

To provide the Governance and Finance Committee with an overview of initiatives undertaken in 2019 and planned for 2020 to deliver on approved Board Priorities and the Corporate Plan.

BACKGROUND

The Board completed its strategic planning early in 2019 and subsequently approved the *CRD Board Strategic Priorities 2019-2022*. Top priorities included:

1. Community Wellbeing – Transportation & Housing
2. Climate Action & Environmental Stewardship
3. First Nations Reconciliation
4. Advocacy, Governance & Accountability

Related to the above, the Board also identified 18 specific initiatives to be started/completed over its four-year term (Attachment 1).

Following Board confirmation of priorities, staff prepared the 2019-2022 *CRD Corporate Plan* to identify potential initiatives to advance Board Priorities. The Corporate Plan also identified initiatives to deliver on the CRD's established service mandates, approved plans and corporate priorities. Progress on the priorities is reported quarterly under the Corporate Priorities Dashboard.

Following completion of the Corporate Plan, staff commenced annual Service Planning. The Service Planning process identified resource implications to implement the Corporate Plan initiatives (including Board Priorities) as well as proposed adjustments to service levels and other departmental initiatives. The Service Planning process gathered information necessary to assemble a provisional budget for Committee and Board review.

DISCUSSION

Initiatives identified in the Corporate Plan cannot be undertaken without resourcing. The Board determines resourcing through its annual review and approval of financial plans. To support the Board's decision-making, staff, through the Service Planning process, provide recommendations on funding, timing and service levels to achieve the initiatives in the Corporate Plan.

In past years, service planning was undertaken division-by-division, with review and consideration of alignment and connection to Board Priorities and the Corporate Plan made primarily at the executive level. Staff have revised the Service Planning process to better align budget proposals to Board Priorities.

The revised Service Planning process centres on the preparation of business cases that outline the operational and cost implications of each initiative in the Corporate Plan as well as any proposed new operational initiatives. Specifically, the business cases capture the following information:

- drivers for new initiatives (is it a Board Priority, Corporate Priority or an initiative from an approved strategic plan?);
- community needs being responded to;
- how the initiative will make a difference;
- whether there is a need for additional resources;
- timing of the proposed initiative;
- cross-divisional staff effort required to complete the initiative;
- costs;
- funding sources;
- readiness to proceed;
- alternatives; and
- risks.

Divisional Managers completed business cases for their areas of responsibility, much like they previously completed divisional service plans. Departmental General Managers reviewed the business cases. Finally, the Executive Leadership Team assessed the business cases and prioritized/recommended those now being advanced for Committee/Board approval. Business cases were prepared and reviewed in consideration of the core service mandate and responsibility, key drivers, community needs, the most effective service delivery approach and the impact on other departments in the organization. In addition, departments identified the value proposition and key performance metrics associated with each community need.

Among the Board-directed initiatives, the items being advanced to the Standing Committees and Commissions are either currently underway or if requiring additional resources, have been incorporated in the proposed 2020 provisional budget. Remaining items are proposed to be considered for the 2021-2022 budgets unless Committees/Commissions direct advancing these initiatives earlier. Staff have also identified a number of departmental initiatives that will advance items that are strategies or have been identified by Committees and Commissions. The proposed new initiatives that require additional funding have been reflected in the provisional budget.

IMPLICATIONS

Committee/Commission/Board feedback on proposed new initiatives will be used to finalize budgets and financial plans. The budget review will identify the impact of core inflation, highlight key cost drivers, and explain changes in year over year costs. The provisional budget has been prepared in alignment with the Board approved budgeting guidelines and will be presented at the October 30, 2019 Committee of the Whole meeting.

Board approval of the budget/financial plans will enable staff to effectively and efficiently deliver services. Service delivery feedback will set the stage for the Board's annual review of its priorities.

CONCLUSION

Staff has revised the Service Planning process to effectively and transparently align financial planning to implement Board Priorities and the Corporate Plan. As this is a significant process change additional work will be undertaken to improve this process each year. The initiatives brought forward for 2020 have been evaluated in consideration of the organizational capacity, alignment with existing core service delivery and with regard to the financial impacts.

RECOMMENDATION

That the Governance and Finance Committee received this report for information.

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

Attachments: Attachment 1 - 2019-2022 CRD Board Priorities on a Page

Priorities	Community Wellbeing – Transportation & Housing	Climate Action & Environmental Stewardship	First Nations Reconciliation	Advocacy, Governance & Accountability
Initiatives	<ul style="list-style-type: none"> • Work with government/community partners to plan for and deliver an effective, long-term regional multi-modal transportation system and to increase use of public transit, walking and cycling. • Protect the E&N Corridor as a transportation corridor and participate in a Provincial working group to come to agreement on the future use of the E&N corridor. • Create and deliver more affordable housing across the region in a manner aligned with the Regional Growth Strategy in order to address the needs of a diverse & growing population, including vulnerable residents. 	<ul style="list-style-type: none"> • Declare a Climate Emergency and take a leadership role to pursue regional carbon neutrality by 2030. • Work with local governments to further reduce emissions from buildings, transportation and solid waste. • Explore additional opportunities for resource recovery and identify best practices to further reduce waste, increase recycling and find beneficial uses for waste. • Ensure appropriate funding for parks and trails infrastructure, improvements and maintenance by updating the Regional Parks Strategy with consideration to ecological, recreation and reconciliation principles, land acquisition capacity, and expanded partnerships with First Nations and parks user groups. • Develop model bylaws and best practices for use by municipalities and electoral areas. 	<ul style="list-style-type: none"> • Look to First Nations for leadership in understanding how to create new regional planning and decision-making systems together on their Traditional Territories. • Seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals. • Work with First Nations on taking care of the land and water while providing space for cultural and ceremonial use, food and medicine harvesting, traditional management practices and reclaiming Indigenous place names. • Prepare an ecological asset management plan that includes natural infrastructure, First Nations guiding principles, First Nations language and place names, historical uses and invasive species management. 	<ul style="list-style-type: none"> • Develop an advocacy strategy to ensure all occupied properties have the opportunity to access high-speed internet services. • Develop a comprehensive strategy and operational review to reflect the unique needs and governance of each electoral area. • Explore more comprehensive regional coordination of emergency services, including an assessment of regional hazards, risks and vulnerabilities. • Achieve triple bottom-line sustainable budgets through innovation and streamlining while recognizing the need for infrastructure revitalization and accountability to taxpayers. • Seek 100% participation in the CRD arts function and facilitate a discussion of the region’s art facility needs. • Explore how the CRD can best contribute to regional economic development.
Desired Outcomes	<ul style="list-style-type: none"> • We envision that residents have access to affordable housing and convenient, green and affordable multi-modal transportation systems that enhance community wellbeing. 	<ul style="list-style-type: none"> • We envision reduced GHG emissions, triple-bottom line solutions and progress on adaptation. 	<ul style="list-style-type: none"> • We envision strong relationships with First Nations based on trust and mutual respect, partnerships and working together on shared goals. 	<ul style="list-style-type: none"> • We envision effective advocacy, coordinated, collaborative and transparent governance of our committees and commissions, and fiscal/corporate accountability.

CRD Corporate Priorities on a Page

Business Capacity & Continuity

We will further advance our workforce planning and Organizational Health & Safety programs to support organizational capacity and resilience.

Fiscal Responsibility

We will integrate asset management and risk analysis into our capital planning processes to strengthen our fiscal management practices and support resource sustainability.

Transparency

We will streamline our service planning tools and establish KPIs to effectively track and report progress on Board Priorities, Corporate Priorities and operational service activities, thereby enhancing accountability.

Efficiency & Collaboration

We will develop a partnership directory and guidelines document to guide staff and existing/potential partner groups and enable greater collaboration.

Customer Service

We will enhance our systems and policies to respond to evolving best practices, adhere to legislative requirements, and provide efficient, accessible, customer service.

