

DRAFT FOR DISCUSSION

PROPOSED IMPLEMENTATION PROGRAM FOR THE REGIONAL GROWTH STRATEGY

The intent of this document is to respond to municipal requests for more detailed information on the nature and extent of the Regional Growth Strategy (RGS) implementation program. Concerns have been expressed by staff and elected officials about the potential cost in terms of municipal staff time and money to continue with the growth strategy once it is approved.

The proposed implementation program is structured to respond to that concern. The program focuses on the project components that are mandated by the provincial growth strategy legislation as a first priority. The proposed project scope and approach reflects the limited municipal resources available to devote to the RGS, particularly in the small or rural municipalities.

Rationale for an Implementation Program

A program of implementation is required to:

- Meet the provincially legislated requirements for monitoring, annual reports, and regional context statements.
- Collectively develop the detailed action-plans and programs to realise the conditions stated in the regional vision
- Continually improve the relevance and effectiveness of a regional growth strategy
- Ensure the strategy is responsive to change – such as funding availability, community needs, government policy, local & national events, etc.

Principles for Implementation

The regional growth strategy establishes an ambitious vision and suggests a very broad range of actions. Since time & funds are limited resources, not all actions can be undertaken all at once. To ensure the best return on local government investment (of time & staff), the implementation initiatives shall reflect the following principles:

1. **Legislatively Mandated:** The initiatives mandated through the provincial legislation on regional growth strategies should be priority projects.
2. **Regional or Collective in Scope:** The intent of a regional growth strategy is not to duplicate local actions or authorities, but to deal with the cross-boundary issues and those initiatives that can only be adequately addressed through collective actions.
3. **Fiscally Responsible:** Implementation projects must provide reasonable value for cost, and consider the staff, time, and financial constraints facing local governments.
4. **Technically & Administratively Feasible:** The information, skills, knowledge and expertise are available to undertake the initiatives.

The Decision-Making Process for RGS Implementation Projects

This proposed decision making approach is designed to provide an opportunity to each of the municipalities to have meaningful and timely input into the RGS implementation program.

For the approved RGS projects: This pertains to the transportation, economic development and housing affordability studies

1. Status up-dates and staff reports will continue to come forward through the Regional Planning Committee (RPC) and the Regional Board
2. The municipalities will provide input as outlined in the project terms of reference
3. Members of the **Regional Planning Committee** are responsible for ensuring that the project is carried out according to the approved terms of reference.
4. Any subsequent implementation actions and funding requests shall come forward to the RPC and Board in the form of a project proposal – and shall include a **“business” case for the expenditure**. Project proponents shall demonstrate an adequate projected return on public investment (e.g. demonstrate the usefulness of the proposed deliverables, value for decision-making and so on).
5. Where a project recommends a new regional service or an extended service, the procedures outlined in the Local Government Act will apply. Any subsequent **extended service bylaw** would address boundaries, participating areas, cost recovery, and cost apportionment. Such bylaws may also include minimum and/or maximum requisition, regional district powers, provision for dispute resolution, voting, and the establishment of committees. The requirements for municipal consent and voter assent apply as outline in the Act.

For initiatives required by Provincial legislation

1. CRD staff shall develop **detailed project work-plans** for each of the mandatory elements, where they are the responsibility of the CRD. The work plans shall clearly indicate the nature and extent of municipal involvement, anticipated timelines, and project outcomes. The Regional Context Statements are to be developed by the municipalities. As such, the regional district does not control the project scope on this. However, the R.D. will prepare the background information and an information package to assist the municipalities.
2. Where the desired level of municipal involvement is projected to exceed a **“baseline” municipal staff commitment** of more than ten (10) half-day meetings/year and more than five (5) days of staff time/year for review and report activities (total) than a **“project charter”** shall be created. The charter will outline the project purpose, objectives, deliverables, key tasks and timelines. It shall be signed by each municipal mayor (or designate).

For initiatives outlined in the RGS

1. The RGS outlines a number of actions pertaining to the strategic initiatives. Where these initiatives require *significant* funding requests, a “business” plan shall be created and submitted to the RPC and regional Board for approval as part of

the **annual budget process**. The business plan shall reflect the implementation principles identified in this report and shall present evidence of an adequate return on municipal investment. The level of detail and analysis required in the “business” argument shall vary according to the project scope.

2. The proposed template for the project management documents, such as the “business plan”, project charter, scope-of-work documents etc. shall be reviewed through the Inter-municipal Planning Advisory Committee (IMPAC). What constitutes a “significant” funding increase could be addressed by IMPAC and/or in the **Master Implementation Agreement**.
3. A number of “actions” listed within the RGS are to be developed through **implementation agreements**. The parties to the agreement shall determine the desired project approach and scope.

PRIORITY INITIATIVES FOR RGS IMPLEMENTATION FY2002-FY2005

This section outlines the mandatory and non-mandatory RGS implementation initiatives proposed for the fiscal years 2002 to 2005 (inclusive). It indicates the proposed work-plan for the RGS staff at the CRD and the projected demands on municipal staff. The decision-making process outlined above shall apply to all initiatives listed below.

It is important to note that while the province mandates certain undertakings, they do not prescribe the format, content and level of detail. The regional board and member municipalities shall collectively determine the level of detail that meets their needs and the needs of their constituents.

The level of detail proposed for the mandatory projects is intended to accomplish the following:

- Not exceed the “baseline” for demands on municipal staff
- Meet the requirements of the provincial legislation
- Provide municipal and regional decision-makers with sufficient information for them to determine if they want more or less detail, greater or lesser emphasis on certain elements, etc.

The basic priorities for the implementation program are:

- Obtain approval for the RGS Bylaw
- Develop a formal documentation process that identifies the changes/modifications/clarifications to be incorporated in the Interim Update and the issues to be addressed through agreements.
- Format, produce, and distribute the final document
- Continue with already approved projects as per the agreed to terms of reference or project plans.
- Develop the framework for the regional context statements, monitoring program, and annual reports.

A priority for the RGS staff is to work with municipalities, neighbouring regions, first nations, government and non-government agencies/organisations to assess the opportunities for collective decision-making on growth management issues. In some cases, new relationships need to be established. In others, they need to be improved.

Cost Component:

1. Most of the proposed initiatives do not involve costs beyond RGS staff time. The program has been structured to contain costs to this level. No additional external consulting work is proposed for the next fiscal.
2. It was suggested that the costs associated with RGS implementation be incorporated into the Bylaw. That is approach is not recommended because it would then require the regional district and member municipalities to commit to the tasks and funding, with no flexibility to reduce or change them. While the intent of limiting expenditure limits is appreciated, this approach may have the effect of committing the Board to a level of effort they may not want to undertake.
3. As with an OCP, the RGS legislation contains a clause that the RGS does not obligate the regional district to undertake specified actions. Section 865(3) states: “a regional growth strategy does not commit or authorise a regional district, municipality, greater board or

improvement district to proceed with any project that is specified in the regional growth strategy.

4. It is proposed instead to manage the implementation of the RGS through a “base” level of effort and expenditure – and incorporate a decision-making process to enable the regional district and the member municipalities to review and assess the merits of any additional funding requests. This will be incorporated into the annual budgeting process.

1. Prepare RGS Document For Publication And Distribution

Status: Required by RGS Legislation

Proposed Tasks:

1. Finalise & format for publication and distribution
2. Add non-statutory sections where needed/desired for improved readability & understanding
3. Add the implementation framework as an appendix to the strategy
4. Include/expand the glossary of planning terms, jargon and acronyms
5. Add an introductory section which explains: the nature and extent of growth and development issues in this region; provides population & development information for the member municipalities; explains how the RGS works in relation to the OCPs, and provide a summary of the growth & development assumptions that influenced the development of the strategy.

Project Components	Who/Lead	Actions Required	Timing	Funding
Legislative Review	CRD	Confirm mandatory requirements with Provincial Growth Strategies office (Intergovernmental Relations & Planning). Confirm options for addressing municipal & public issues – without triggering bylaw amendment at this time	FY 2002 - underway	Core funding as budgeted for RPS FY 2002
Research/Analysis	CRD	Examine how other RDs have produced their document. What components are part of the Bylaw; what components are non-statutory.	FY 2002 - underway	
Working Draft/Discussion Paper	CRD	Prepare any introductory sections, background information and appendices to be included in the published document	FY 2003	Core budget
Consultation/Review	CRD Municipalities	Send electronic copy to municipalities with deadline for review and comment, signoff		
Draft for Circulation		As above		
IAC Review		N/A		

Planning Committee Review		Submit document to RPC for review and recommendations to Board		
Council/Board Action		Submit report to Regional Board		
Other:		Distribute to Municipalities, Province, RGS Stakeholders & post on CRD web		Publication cost is included in FY 2003 budget

1. Prepare the Master Implementation Agreement

Status: RGS Implementation Action, non-statutory

The purpose of this initiative is to move forward on the RGS Implementation Initiative #I-2:

Prepare and adopt, within two years of the adoption of the Regional Growth Strategy, a Master Implementation Agreement that gives effect to key Regional Growth Strategy actions and establishes procedures for its maintenance, amendment, and periodic update.

This initiative should begin immediately in order to clarify and confirm the effect of the RGS on day-to-day development decision-making at the municipal level and service delivery at the regional level.

There are a number of references throughout the RGS on components to be addressed through the Master Implementation Agreement. However, for the purpose of clarity, it is proposed that the Master Implementation Agreement address the procedural issues and any subsequent implementation agreements deal with substantive issues.

Components of the Master Implementation Agreement should include:

2. Criteria for determining what constitute a regionally significant project.
3. Criteria for determining joint review and referral
4. Criteria for determining major changes: what should trigger an amendment to the RGS?
5. Criteria for determining minor changes – which may require some form of information/notification, but not amendment or joint referral
6. Procedures for modifying the urban containment boundary and other land use designations and boundaries
7. Procedures for updating the RGS
8. Municipal decision-making process for all non-mandatory components of the RGS
9. Criteria for opting out of non-mandatory project components
10. Decision-making process and criteria for managing the scope, budget and resource commitments associated with the mandatory components of the RGS (e.g. monitoring, annual update, 5-year review)

Project Components	Who	Actions Required	Timing	Funding
Legislative Review	CRD/RPS	Confirm Legislation & extent of discretion permitted	Start ASAP	Part of Core Funding
Research/Analysis	CRD/RPS	How have other jurisdictions with growth strategies dealt with this? Examine criteria used. Decision-making procedures used		
Working Draft/Discussion Paper	CRD/RPS	Development of “working draft”. This is a draft of ideas/approaches intended for municipal staff discussion		
Consultation/Review	Inter-municipal	Conduct working session: may be a sub-committee of IAC. Purpose is to critically examine working draft content. Identify what has merit & what doesn't.	Municipal staff time required for review. 1-2 face to face meetings.	
Draft for Circulation	CRD/RPS	Develop draft agreement wording & circulate to municipalities for staff review	Remainder is by email	
Planning Committee Review/Council Review		Confirm if required		
Intergovernmental Agreement	Inter-municipal	Final agreement		
Council/Board Action		Resolution	Will require report to Councils & Board. Staff time to prepare	

3. Develop the Monitoring and Assessment Program

Status: Required by RGS Legislation

The following is recommended for inclusion in the monitoring program:

RGS Monitoring Program Report: This one-time report will include the proposed approach for the RGS monitoring program. The report would include: the rationale for the monitoring program, criteria for choosing targets and indicators, the proposed indicators, the rationale for their inclusion, a framework for the annual reports, and an indication of data availability, accessibility, and cost. This report will be submitted to the Regional Planning Committee and the Board for approval.

RGS Annual Report: The annual reports will contain sections on:

- Growth & development conditions (summarised from “Development Trends” reports, supplemented where required)
- Initiatives Underway (status, activities)
- Indicators, targets, benchmarks – where & when appropriate.
- Challenges & opportunities (what conditions are helping, what’s hindering implementation)

Provincial Monitoring Program: While not part of the “formal” monitoring program, staff will continue to provide input to the Provincial RGS monitoring program. The province is developing performance measures for the growth strategies in place across the province. This process may provide the regional district and member municipalities the opportunity to suggest changes to the process and legislation.

State of the Region Report: This would be a more comprehensive report prepared in preparation for the mandated 5-year review. In addition to the information contained in the annual report, the state of the region report may include more detailed assessment of:

- The economic, environmental, political and fiscal trends affecting the municipalities, region, province and nation.
- Population, demographic, and social trends
- Housing trends, consumer preferences, and development activity
- Travel behaviour, traffic patterns, commuting behaviour.
- Public and environmental health conditions
- Changes in the legislative and governance environments – and their impact on the region

This report will be used to evaluate the need for any additional updates or changes to the Regional Growth Strategy. A program for a five-year review would then be developed.

Five-Year Review:

The scope of the 5-year review will likely depend on:

- The nature and extent of changes made in the Interim Update
- Findings from the annual reports & the State of the Region Report
- Community needs & preferences
- Input from member municipalities (elected officials, staff, and residents)

Project Approach:

The initial monitoring program and annual reports will be done in house, using existing resources, and to the extent possible, using available information & data. This will provide the municipalities, Regional Board and other readers an opportunity to provide comment on what elements are useful, where changes are needed, what elements should be emphasised.

Resources required from the member municipalities will be limited to development information, such as housing mix, number of units under construction, floor space of industrial, etc. Some of this information is already collected from the municipalities for inclusion in the Development Trends report. Some additional data may be requested pertaining to the centres and other development areas over time.

There are a number of options for managing the monitoring program that could be further developed over time. Some municipalities have non-government organisations that develop indicator programs designed to inform and educate the public on growth issues. Funding is obtained from a number of sources, including but not limited to the city. Examples include Sustainable Seattle, Sustainable Calgary, and Envision Utah.

Other jurisdictions have expanded their role in data collection & monitoring by developing new “customers”. For example, the Region of York planning department took on the data collection, forecasting and monitoring activities for the municipalities, the school district, the economic development department and the community health commission. This not only reduced duplication of effort, but also generated enough revenue to support an expanded GIS program that was used by the same customer group. These approaches are not mutually

exclusive. Various combinations of projects and partnerships could be looked at, depending on the interest of the regional district, member municipalities, and the RGS project stakeholders.

Note: this is subject to discussion by the municipalities, members of IMPAC and the RPC. Following from that discussion, the monitoring program has to be approved by the Board.

Project Components	Who/Lead	Actions Required	Timing	Funding	
Legislative Review	CRD	Confirm mandatory requirements with Provincial Growth Strategies office	FY 2002 - underway	Core funding as budgeted for RPS FY 2002	
Research/Analysis	CRD	Collect good examples from other jurisdictions Identify monitoring & indicator work undertaken within the region (e.g. Quality of Life study) Confirm nature & extent of provincial growth strategy monitoring initiative (to reduce duplication of effort)	FY 2002 - underway	Additional funding may be required for community surveys and evaluation work. This will come forward as a separate project request.	
Working Draft/Discussion Paper	CRD	Develop a working draft of the information and indicators to be included in the monitoring program Develop scope-of-work for the evaluation report	FY 2003	Core budget	
Consultation/Review	CRD Municipalities	Develop a sub-committee of the IAC or IMPAC to help develop the documents Interview staff and elected officials and select stakeholders for the evaluation report			
Draft for Circulation		Develop monitoring report Develop annual report Develop State of the Region Report (year 5 only)			
IAC Review		Submit reports to IAC Incorporate recommended changes			
Planning Committee Review		Submit report to RPC (also to municipal committees?) Incorporate recommended changes			
Council/Board Action		Submit report to Regional Board			
Other:		Distribute to Stakeholders & post on CRD web			Publication cost

4. Develop the Regional Context Statements (RCS):

Status: Required by RGS legislation

The Regional Context Statements are required of the member municipalities within two years of adoption of the RGS Bylaw. The regional context statement is a formal agreement between the member municipality and the regional district that includes the municipal policies, principles and programs that support the strategic initiatives defined in the RGS.

The CRD Planning Services and the Provincial Growth Strategies Office will assist the municipalities with this process by developing a template and providing examples of context statements developed by other municipalities.

Note: the RGS is not legally binding on the municipalities. The Regional Context Statements are. As such, there will need to be sufficient time allocated for development and thorough review of the RCS at the municipal level. The provincial growth-strategies staff is available to assist with this process.

Project Components	Who/Lead	Actions Required	Timing	Funding
Legislative Review	CRD	Confirm Requirements	FY 2002	Core budget
Research/Analysis	CRD	Prepare Information package Collect examples for other jurisdictions		
Working Draft/Discussion Paper	CRD Municipalities Provincial assistance	Develop templates and supporting information for the municipalities Municipalities to develop their RCS		
Consultation/Review	CRD Municipalities	RCS to be forwarded to Regional Board as per legislation (process requirements will be detailed and clarified in the information package to be developed by CRD)	FY 2003	Municipal staff time required for RCS development, review, reports to Council & OCP amendment process
Draft for Circulation				
Planning Committee Review/Council Review		To be confirmed		
Council/Board Action		Regional Board to approve RCS	Complete by FY 2004	
Other				

5. Develop the Corporate Implementation Strategy

Status: RGS Implementation Action. Not directly required by legislation

This implementation initiative involves co-ordination with the CRD departments to develop the Corporate Implementation Strategy. The provincial legislation requires that the actions, policies and bylaws of the Regional District to be consistent with the RGS.

Project Components	Who	Actions Required	Timing	Funding
Legislative Review		N/A		
Research/Analysis	CRD	<ul style="list-style-type: none"> ▪ Develop “primer” on RGS for CRD departments affected by the policies and action statements contained in the RGS ▪ Identify services, programs, policies that may be affected ▪ Present this information to CRD department heads & interested/affected staff ▪ Develop a “consistency checklist” for department heads to use to check for consistency with the RGS when proposing new bylaws, investments, and policies. 	Underway FY 2002	Core Budget Will require staff time commitment from CRD department staff. No municipal staff or resource demand
Working Draft/Discussion Paper		Develop working draft of information listed above		
Consultation/Review		Establish “review team” with representatives from parks, environmental services and RPS		
Draft for Circulation		Develop review draft		
Planning Committee Review/Council Review		N/A		
Inter-department Activities		Establish education/ awareness sessions with affected staff, department heads.		
Council/Board Action		Submit to Regional Board		
Other		Monitor effectiveness and make changes/modifications as required		
			Complete in FY 2003	

6. Produce the RGS Interim Update

Status: RGS Implementation Action, not part of RGS legislation

The RGS implementation initiative # I-5 states:

Undertake an interim update of the Regional Growth Strategy, within three years of its adoption, to define the Regional Urban Containment and Servicing Policy Area in the District of Sooke, and incorporate revisions that arise from the Regional Transportation Strategy, the Regional Housing Affordability Strategy, and the Regional Economic Development Strategy.

The Interim Update would also provide the opportunity to incorporate the changes suggested by the member municipalities through the Bylaw referral process. In particular, the issues addressed in the memorandums of understanding could be incorporated into the RGS. Since the interim update involves an amendment to the RGS Bylaw, the statutory referral process is applied.

The proposed tasks for this project include:

1. Develop/confirm list of requested changes on file regarding the RGS Bylaw. At a minimum, this will include:
 - Housing allocations for Oak Bay
 - Clarification of housing and population forecast data
 - Add map notation on ALR sites within the Airport area and the elementary school in Sidney
 - Re-classification of View Royal
 - Clarification of the “unprotected” policy area, and the relationship to the Green/Blue Strategy
 - Clarification of servicing extensions beyond the urban containment area
2. Incorporate information from the District of Sooke regarding the urban containment boundary
3. Incorporate any information/policy directions deemed necessary for inclusion into the RGS Bylaw resulting from any of the three implementation projects underway (transportation, housing affordability and economic development)
4. Conduct working sessions with municipal staff and others responsible for implementing the document. Assess what is working, what is not, and why. Develop appropriate modifications
5. Develop draft with changes, modifications, & additions clearly indicated
6. Conduct series of information sessions with municipal elected officials in informal sessions to go through the proposed changes and their implications
7. Refer update/revised bylaw to required Committees, Municipal Councils and Regional Board (as per the provisions of Local Government Act).

Project Components	Who	Actions Required	Timing	Funding
Legislative Review	CRD	Confirm process requirements related to referral, consultation & public hearing	FY 2003	Core CRD staff
Research/Analysis		See tasks listed above	FY 2003-2004	Will require meeting time with municipal staff and council members to clarify concerns, Will require budget for consultation. Will be subject to approval of a consultation plan and scope-of work or project charter Will require municipal staff time for review
Working Draft/Discussion Paper		Develop draft of proposed changes, additions and clarifications. Work with IAC and IMPAC (and/or sub-committees) and committees of council where appropriate to confirm changes.		
Consultation/Review		Work collaboratively with municipalities and stakeholders to refine the document.		
Draft for Circulation		Prepare draft RGS, including non-statutory sections		
Planning Committee Review/Council Review		Submit to RPC and make required changes	Complete by FY 2004	Core budget
Intergovernmental Agreement		N/A		
Council/Board Action		Conduct informal review and required 120-day referral process. Submit to Regional Board for approval		Core budget
Other		Publication, map updates, web posting		Will require funding for production

Note: The required five-year review will be done outside of the time horizon for this implementation plan. The project steps will be similar to those outlined above for the Interim Update. The review will be informed by the monitoring program, on-going discussions with municipalities and project-partners, results of the implementation projects and the interim update referral process.

A public consultation component is required. To assess the relevancy of the RGS vision and strategic initiatives, community members should be surveyed. Requirements for this initiative will be brought forward to the Regional Board in 2006.

7. Consult/Collaborate with Neighbouring Jurisdictions.

Status: RGS Implementation Action

The Regional Growth Strategy contains implementation recommendations for establishing partnerships with First Nations and co-ordinating activities with the Cowichan Valley Regional District and the Islands Trust. The activities undertaken with these groups will differ from those of the member municipalities, because these jurisdictions are not subject to the provisions of the RGS. However, because of their proximity to the development areas of the capital region, they will be affected by – and can it turn affect the nature and extent of growth in this region.

7.1 The First Nations are not a level of local government, therefore, are not legally bound by the provisions of the RGS or the Local Government Act. However, any First Nation council can choose to form partnerships and servicing arrangements with other levels of government. The RPS will continue to provide information and documentation pertaining to the regional growth strategy and subsequent implementation projects/initiatives to the First Nation staff/Councils

Tasks:

1. Contact each F.N. administration
2. Provide overview of the RGS
3. Share information on growth, development, and servicing issues
4. Learn more about the issues of concern to each band
5. Build working relationship.

7.2 Islands Trust: The Gulf Islands were not part of the area included within the Regional Growth Strategy because the Islands Trust has responsibility for planning services to the Gulf Islands, rather than the regional district.

While there is no legislative requirement for the Islands Trust to be consistent with the RGS, they may be affected by its provisions because of the requirement for the CRD to be consistent – at that may affect some services. As such, it is important for staff to be informed of the RGS and all associated implementation initiatives. Some of the implementation projects may affect the Islands Trust, or be of particular interest to the Gulf island residents (e.g. economic development, transportation/ferry connections, and coastal zone management). Opportunities for involvement may be provided through partnerships, community-based projects, or volunteer initiatives.

Tasks:

1. RPS will continue to provide information and documentation pertaining to the regional growth strategy and subsequent implementation projects/initiatives to the Islands Trust staff and their political representatives
2. RPS Initiatives/Activities will include:
 - Contact Islands Trust planning staff
 - Provide overview of the RGS
 - Continue to involve staff in IAC
 - Share information on growth, development, and servicing issues
 - Explore opportunities to work collaboratively on the implementation elements of interest &/or concern to Islands Trust and their residents (e.g. Economic Development and Housing Projects)

7.3 Cowichan Valley Regional District. There is no legislative requirement for an adjoining regional district to be consistent with the RGS. However, the CRD and member municipalities have a responsibility to not shift development pressures and impacts to the CVRD and its member municipalities (at least to the extent the local governments can influence this). Assessment of the impact of the RGS on the neighbouring municipalities will be an important component of the monitoring program.

Tasks:

1. Continue to share information with CVRD regarding the regional growth strategy and all subsequent implementation initiatives.
2. Share information regarding population and growth projections, development capacity, servicing issues
3. Build working relationship with planning staff
4. Explore opportunities to work collaboratively on the implementation elements of interest &/or concern to CVRD and their residents.

8. Develop the Implementation Agreements

Status: Non-statutory, may be required for municipal approval of the RGS

The Provincial legislation makes provision for the development of implementation agreements, but does not mandate them. In addition to the Master Implementation agreement, which deals with procedural issues, other implementation agreements may be required between municipalities to address issues such as boundary conditions, land use compatibility, setbacks and buffering requirements, and so on.

Where an implementation agreement is between the municipalities, the regional role is limited to process assistance to the extent desired by the municipalities. RGS staff can assist in arranging provincial-level assistance, researching options, arranging assistance from other municipalities outside of the CRD that have dealt with similar issues.

The Regional Growth Strategy references the following issues to be dealt with through future implementation agreements:

1. Development of bi-lateral agreements regarding buffering and land use transition where the RUCS boundary coincides with a municipal jurisdiction (p.9)
2. Development of best practices policies, procedures, benchmarks, and targets for the management, delivery, and extension of physical and environmental services. (p.11)
3. Development of an integrated watershed management approach to managing surface water, drainage and groundwater in non-catchment watershed. (p.11)
4. Development of policies and targets regarding regional air quality, environmental contaminants and energy efficiency. (p.11)
5. Participation in the preparation of a Regional Housing Affordability Strategy. (p.13)
6. Participation in the preparation of a Regional Transportation Strategy (p.15)
7. Establishment of a “permanent and durable framework and mechanism for short, medium and long term transportation planning, governance and funding in the Capital Region. (p.15)
8. Establishment of a regional economic development partnership (p.17)
9. Participation in the preparation of a regional economic development strategy consistent with the Regional Growth Strategy.(p.17)

Project Components	Who	Actions Required	Timing	Funding
Legislative Review	Prov.			Municipal
Research/Analysis	CRD	Research & assess options that may inform solutions	Timing is set by municipalities	
Working Draft/Discussion Paper	Prov.	Facilitator (or delegate) drafts agreement		
Consultation/Review		Facilitation, mediation		
Draft for Circulation		Facilitator or municipalities may produce draft for mutual review		
Planning Committee Review/Council Review		N/A		
Intergovernmental Agreement		To be approved by each party to the agreement.		
Council/Board Action		Reports for information		
Other				

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