

2013 – 2015 Overview Department Plan for Planning and Protective Services

1 OVERVIEW

The Planning and Protective Services department consists of eight major divisions: Capital Region Housing Corporation, Housing Secretariat, Health and Capital Planning Strategies, Protective Services, Regional and Strategic Planning, Juan de Fuca Electoral Area Planning Services, Building Inspection, and Bylaw and Animal Care.

The department administers the regional, shared (sub-regional) and electoral area services and has administrative responsibility for the Capital Regional Housing Corporation and Capital Regional Hospital District as listed in the table below. This overview department plan is oriented to the Planning, Transportation and Protective Services Committee. It outlines the scope for these regional and shared services with a summary of expenditures, key trends and issues, and past accomplishments. Future direction and divisional initiatives with ties to the strategic plan are outlined in the department divisional plans. An overview departmental plan and divisional plans orientated to the Electoral Area Services Committee has also been prepared and outlines the scope of electoral are wide and local services.

Regional	Shared (Sub-Regional)	Local/Electoral Area
<ul style="list-style-type: none"> • Capital Regional Housing Corporation • Capital Regional Hospital District • Hazmat Response • Health and Capital Planning Strategies • Housing Secretariat • 911 • Regional Emergency Program Support and Corporate Emergency • Regional Information Services and Transportation Planning 	<ul style="list-style-type: none"> • Emergency Dispatch • Housing Trust • Regional Growth Strategy/Regional Sustainability Strategy 	<ul style="list-style-type: none"> • Building Inspection • Building Numbering • Bylaw and Animal Care Services • Economic Development • Electoral Area Emergency Programs • JDF Electoral Area Planning • Search and Rescue • SSI Community Transit and Transportation

1.1 Scope and Purpose

Capital Region Housing Corporation – is a non-profit corporation that is a wholly owned subsidiary of the Capital Regional District. The Housing Corporation’s primary mandate is the development and management of rental housing for low and moderate income households. The Corporation has a housing portfolio of 1286 units situated in 44 projects with a replacement value of more than \$234 million.

Housing Secretariat - facilitates the development of affordable housing in collaboration with other levels of government, community and housing agencies, private development industry, and funders in accordance with the Regional Housing Affordability Strategy (RHAS). The Housing Secretariat administers the Regional Housing Trust Fund, on behalf of 11 municipalities and 2 electoral areas to raise funds for the development of new affordable housing units.

Health and Capital Planning Strategies - The Health and Capital Planning Strategies (HCPS) Division is responsible for two regional service areas: the Capital Regional Hospital District (CRHD) and Community Health. The CRHD Board provides the local taxpayer’s share of capital funding to expand, improve and maintain acute healthcare facilities in the Capital Region. Community health services include responsibility for public health bylaws, addressing homelessness as part of the Division’s mandate under the Homelessness Secretariat, and healthy communities planning.

Protective Services - maintains a comprehensive Emergency Management and Response Organization to ensure appropriate and timely response to emergency incidents. The Division provides planning, administration and operation for emergency management and response for core services region-wide, including 911 Call Answer, Hazmat Response and Regional Emergency Support. In addition, shared Fire Dispatch is provided to the three electoral areas and the municipalities of Sooke, Metchosin, Langford and Highlands.

Regional and Strategic Planning - growth management services are provided to the 13 municipalities and the Juan de Fuca Electoral Area to provide a long-term framework for planning matters of regional interest. Regional information services are provided to the entire CRD with the objective of providing relevant, timely socio-economic information to public, academic, private and non-profit agencies and organizations. Regional transportation planning services are provided to the entire CRD with the objective of facilitating better inter-municipal transportation for people and goods movement. Corporate strategic planning services are provided to the entire organization with the objective of identifying strategic priorities for the current Board term and measuring progress through annual monitoring and reporting.

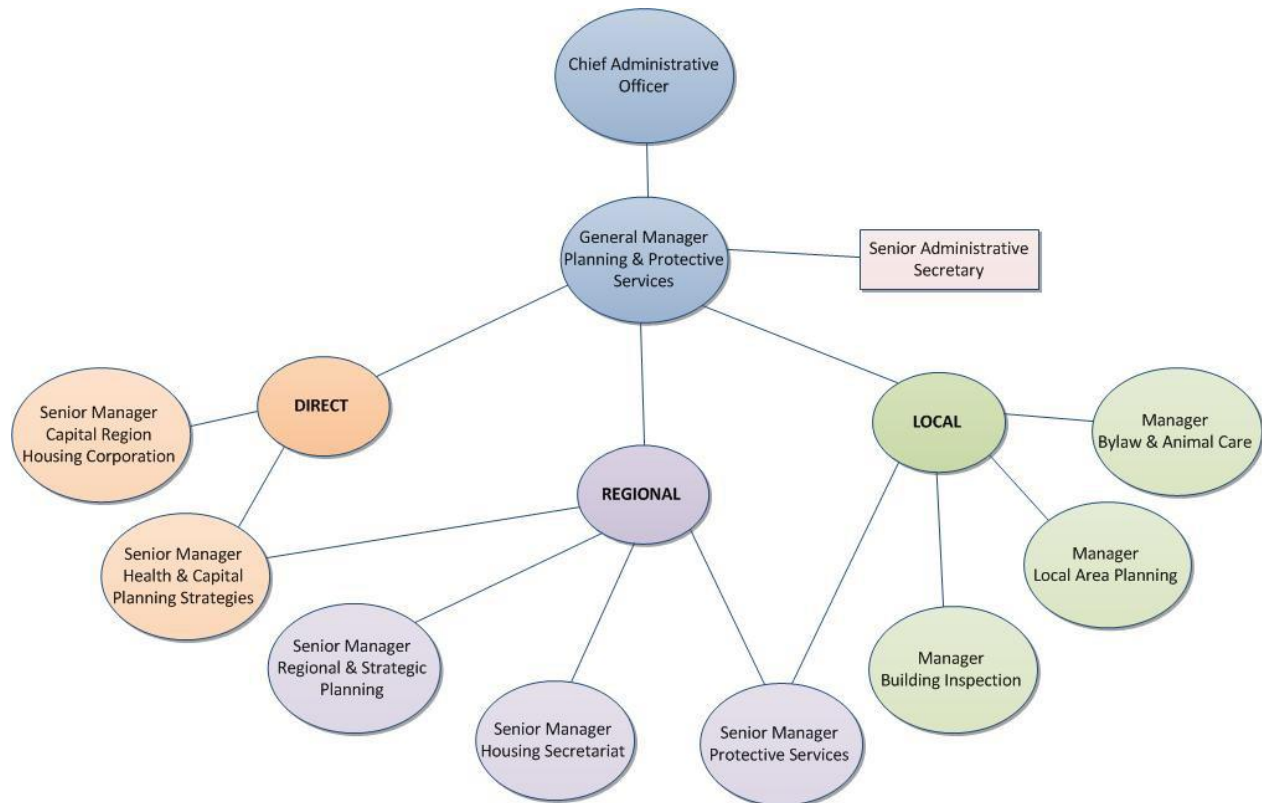
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1.3 Organization Chart



1.4 Board, Committee and Commission Reporting Structure

The Planning and Protective Services work program for the delivery of Regional and Shared (Sub-Regional) Services is guided or decided by variety of Commissions, Committees, and CRD Corporate Boards including:

- Planning Transportation and Protective Services Committee to the CRD Board
- Planning Transportation and Protective Services Committee to the Capital Regional Hospital District Board
- Transportation Select Committee to the CRD Board
- Regional Housing Trust Fund Commission to the CRD Board
- Capital Region Housing Corporation Board

The services described above contribute to regional interest by putting into action the primary roles of the CRD:

- service delivery across the region;
- policy, expressed through plans, strategies and regulations; and
- political forum, through outreach, advocacy, education and collaboration with other orders of government and agencies.

1.5 Trends and Issues

Housing

Housing affordability continues to be a challenge over the entire spectrum, from homelessness to attainable workforce housing. Within the housing corporation, implementation of an Umbrella Operating Agreement with BC Housing, including potential ownership of sites on provincial owned land is anticipated. Decreasing senior government subsidies will require the corporation to find ways to increase revenues and control operating expenses, while decreasing capital funding will make it more challenging to build more affordable rental housing and achieve the Homelessness Procurement Action Plan. In order to initiate new projects and increase the number of opportunities to leverage local funding, full regional participation and increased contributions to the Housing Trust Fund may be necessary. Community pressures to provide workforce housing to complement local economic development opportunities and improve community health standards by providing access to better housing are also increasing.

Health

In conjunction with the Vancouver Island Health Authority (VIHA), the CRHD identifies both capital and non-capital health care priorities in the region. Trends in capital health care priorities indicate that for acute care facilities, a more moderate increase in the regional capital contribution is required to support committed and planned hospital projects. Key to this is the ongoing availability of provincial support however there is a risk of change in the provincial funding model to seek more local funding. With respect to non-acute care facilities, aging non-profit infrastructure and growing demand for additional facilities coupled with lack of funding from non-profit owners is likely to result in increased residential care project development through VIHA service and capital planning. Research and policy development in key areas related to healthcare infrastructure, community wellness and social wellbeing are currently underway in support of the RSS and homelessness/housing initiatives. However, lack of an enabling provincial regulatory framework as well as funding from senior governments is likely to hamper implementation of these efforts.

Emergency Preparedness

Changes in climate, increased storm activity and the probability of the region experiencing a significant earthquake within current lifetimes have resulted in a higher public expectation for comprehensive service delivery in the areas of emergency planning and emergency response. This is consistent with the Board's strategic priority regarding emergency planning, mitigation and recovery for critical regional infrastructure such as water and sewage.

Changes in technology from the consumer side (cell phones, texting, GPS locations) are driving a need to enhance the technology at the service side and is also allowing better integration of information and technology throughout emergency management and response areas. An example of this would be the ability to provide higher level GIS information into both the 911 Call Answer service (for responders) and the Emergency Management service (Emergency Operations Centre staff).

Regional and Strategic Planning

Growth pressures in some of the rural municipalities are giving rise to planning applications oriented toward economic development and housing developments with particular focus on workforce housing. In some cases, these present as anomalies to approved planning frameworks in the Regional Growth Strategy and Official Community Plans. During the upcoming RSS development, growth management opportunities will be revisited with municipalities to update and re-align growth with transportation and land use policies, as well as considerations for social and employment opportunities. Understanding First Nations community aspirations is becoming increasingly important as they embrace development opportunities which may affect regional and municipal plans and infrastructure.

Transportation

The recent independent review of BC Transit has resulted in the need for future discussion on the relationship between the CRD and BC Transit with respect integrating transit into regional planning for land use and transportation. Rationalization of the linkages between the CRD and the Victoria Regional Transit Commission is needed to consider implementation of major transit improvements and determine how they can be funded. How this unfolds will inform the CRD's role in transportation and transit planning; in the meantime, municipalities and BC Transit are looking at solutions to increase service and relieve congestion on key corridors. Simultaneously, commuter rail options and investments in active transportation along the E&N rail corridor are being implemented or investigated. These and other major transportation projects will affect regional planning initiatives (the Regional Transportation Plan (RTP) and the Regional Sustainability Strategy (RSS)) as well as Board deliberations regarding a regional transportation service.

1.6 Outcomes

Looking forward, the regional and shared services of the Planning and Protective Services Department will focus on delivering actions to implement the 2012-14 corporate Strategic Plan priorities. Specifically, the priorities of regional cooperation, transportation and planning, housing, and health will be the key focus of the Regional Planning, Housing Secretariat, CRHC, and Health and Capital Planning Strategies divisions. The Protective Services division will work toward increasing regional resilience to disaster and climate change, with particular focus on regional infrastructure.

The Divisional Plans which follow the Department Plan include strategic and division initiatives anticipated over this Board term. These follow from specific Board direction included in the 2012 – 2014 Strategic Plan and from priorities identify through engagement with Commissions and Committees or from senior management direction. These strategic and divisional initiatives address the trends and issues identified above and form the regional response to current circumstances.

1.7 Summary of 2012 Expenditures

Capital Region Housing Corporation

Housing Operations:

Operating Revenue (rent & subsidies)	\$13,552,161
Operating Expenditures	\$ 5,925,553
Debt Service	\$ 6,743,770

Capital (new construction):

Vergo (18 units)	\$ 4,500,000
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Housing Secretariat for CRD Land Banking and Housing and CRD Housing Trust Fund

Total Operating Budget \$1,803,310

Administrative Expenditures \$276,740

Total Program Expenditures \$1,526,570

Regional Housing Trust Fund	\$ 901,570
Federal Homeless Partnering Strategy Grants	\$ 625,000

Health and Capital Planning Strategies

Total Operating Budget \$28,597,360

Operating Expenditures:

Debt servicing charges	\$24,002,570
Section 20(3) grant	\$ 3,075,000
Administration	\$ 419,790
Non-Traditional Projects	\$ 1,000,000

VIHA Program Grant Funding:

Community Wellness Initiative	\$ 290,000
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Protective Services

Total Operating Budget \$4,144,406 (includes Local Services \$915,750)

Expenditures:

911 Call Answer	\$ 2,283,606
Corporate Emergency	\$ 139,690
Regional Emergency Program Support	\$ 122,520
Emergency Dispatch	\$ 391,390
Hazmat Response	\$ 291,450

Note: Electoral Area Coordination, Programs and Services report through Electoral Area Commissions and Committees and are funded local services by the participants.

Regional and Strategic Planning

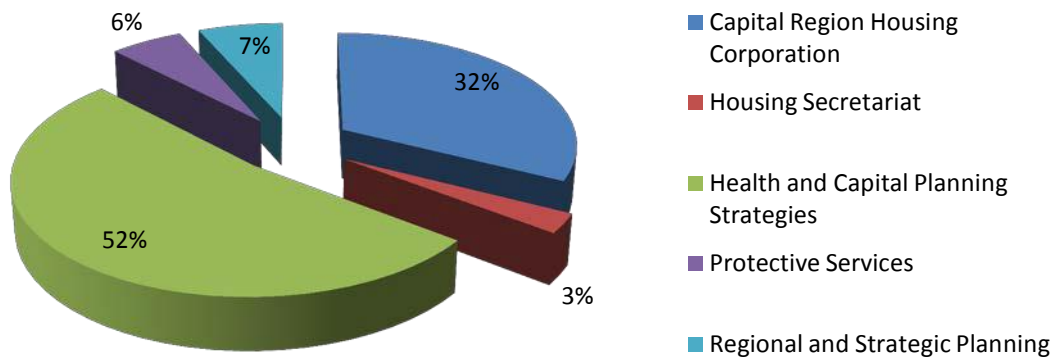
Total Operating Budget \$1,458,710

Regional Growth Management	\$	317,500
Regional Transportation Planning	\$	663,100
Regional Information Services	\$	478,100

Total Program Expenditures \$2.15M

Provincial Program Grant Funding	\$	150,000
Federal Gas Tax Grants – Programs	\$	1,200,000
Federal Gas Tax Grants – Capital	\$	800,000

Operation and Program Expenditures (excluding Local Services)



1.8 Accomplishments

Over the past year, several of the CRD’s strategic priorities have been acted upon through the accomplishments indicated in the table below. Accomplishment of key corporate priorities is also indicated.

REGIONAL COOPERATION	<ul style="list-style-type: none"> Secured Federal Homelessness Partnership Funds advancing recommendations from the Community Advisory Board. Chaired regional Gas Tax Working Group making recommendations on major regional transportation and planning priority Established sub-regional Fire Dispatch Service Implemented Standard Operating Guidelines for Hazmat Outreach with First Nations to invite participation in the Regional Sustainability Strategy
REGIONAL TRANSPORTATION & PLANNING	<ul style="list-style-type: none"> Initiated the Regional Transportation Plan Victoria Regional Rapid Transit Task Force completed Local Funding Options report Awarded Gas Tax funds for major regional transportation and planning priorities lead through regional Gas Tax Working Group Completed 2011 Origin Destination Travel Survey report Initiated Regional Sustainability Strategy (RSS) review Added Salt Spring Island cycle routes to the CRD Pedestrian & Cycling Master Plan
REGIONAL HOUSING	<ul style="list-style-type: none"> Completed 18 family and single units at Mt. View (Vergo) Commenced \$1.5M repair of Michigan Square Launched tenant food gardening program at Caledonia project Funding of \$1.2M from federal program and \$1.2M from Regional Housing Trust Fund for homelessness initiatives at 710 Queens and 120 Gorge Road Travellers’ Inn facilities Negotiations with BC Housing to devolve administration of housing portfolios to the Capital Regional Housing Corporation Initiated review of Regional Housing Affordability Strategy (RHAS) in support of the RSS
HEALTHY REGION	<ul style="list-style-type: none"> Progress at Mt. View Heights Campus of Care initiative, including opening of Carey Place seniors housing, and ground breaking of the Heights Residential Care Carey Place. Initiated Community Health and Wellbeing Work Program in support of community health and the RSS with grant funds from VIHA
REGIONAL INFRASTRUCTURE	<ul style="list-style-type: none"> Secured Federal Gas Tax Funding for Pedestrian & Cycling Master Plan Implementation Leveraged CRHD funds to secure \$156M in acute care facilities Leveraged Non-Traditional capital funding to secure \$6M McCauley Lodge care facility
CORPORATE PRIORITIES	<ul style="list-style-type: none"> Managed development of New Board-approved corporate strategic plan Completion of the Regional Deer Management Strategy Completed review of 911 Call Answer and Fire Dispatch

Division Plan for Capital Region Housing Corporation, Planning and Protective Services Department

1 OVERVIEW

The mandate of CRHC is to build and manage affordable rental housing for low and moderate income family, seniors and special needs households in the Capital Regional District. To accomplish these goals: CRHC ensures that are buildings are maintained to ensure that we can provide housing for the citizens of the Capital Region into the future, that our projects remain an asset to the communities where they are located; CRHC looks for ways to leverage our capital to build new rental housing to meet the increasing demand for affordable housing for working families and households that are economically challenged; and, our management represents the best practices in non-profit housing sector.

1.1 Scope

The Capital Region Housing Corporation is charged with the development, management and promotion of affordable rental housing for low and moderate income families, seniors and persons with special need.

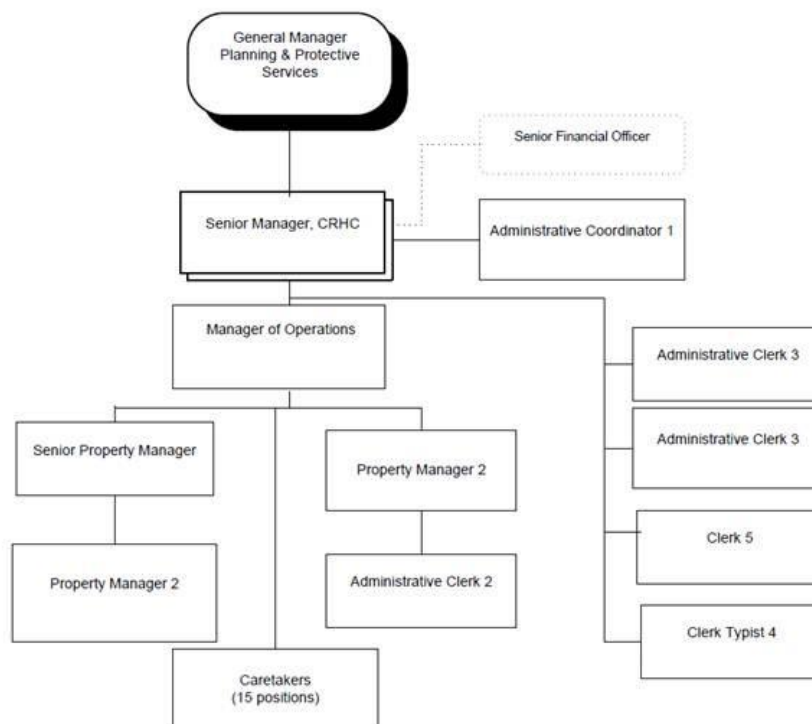
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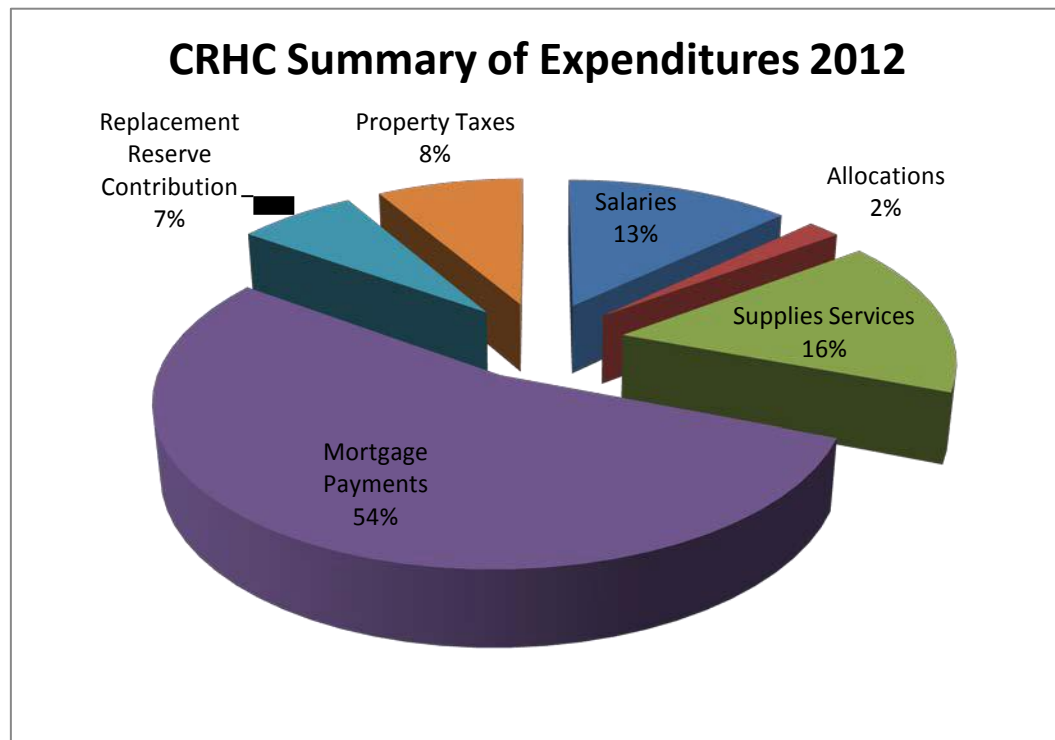
1.3 Organization Charts



1.4 Key Trends & Issues

- Implementation of the Umbrella Operating Agreement with BC Housing Including transfer of PRHS leased sites to CRHC ownership;
- Decreasing senior government operating subsidies will require CRHC to increase revenues (rents & other services) and control operating expenditures;
- Development and implementation of a Facility Condition Index based capital plan in partnership with BC Housing;
- How CRHC meets the challenge of building affordable housing with limited capital available to ensure affordable rents.

1.5 Summary of Expenditures and Capital



Housing Operations

Revenue	\$13,496,500
Operating Expenses	6,197,669
Debt Service	6,743,770

Capital 2012

New Construction – Vergo (18 Units)	\$4,080,000 building + \$1,123,850 land
Capital Replacement	3,300,000

2 SERVICES

2.1 Core Services

Service	Description	Scope
Property Management 1,286 units	Full service property management including rental collection, maintenance and capital improvements	Projects located in Victoria, Saanich, Esquimalt, View Royal, Langford, Sidney and North Saanich
Administer re-sale of affordable ownership units @ Dockside	Through a memorandum of understanding with BC Housing Management Commission (BCHMC), CRHC determines the maximum sale price and the eligibility of purchasers for 26 units	
Partnerships with other non-profit housing societies	Provide property management services	Four non-profit societies – 128 units of special needs in five locations – Victoria and Saanich
Participation in community initiated activities	Volunteer staff expertise and time to organizations that further affordable housing agenda	BC Non-Profit Housing Association, Central Housing Registry (Board Member), Ready to Rent (Board Member)
Develop new housing units	Build or acquire and re-purpose existing additional rental housing	Conclude agreement on Dockside Green

2.2 Service Levels

Service Level Adjustments				
Service	Current year	Year 1	Year 2	Year 3
Property Management 1,286 units	1,286 units. Approx. 230 unit turnovers, \$6,361,216 operating costs (excluding debt servicing)	No change	No change	1,326 units
Administer re-sale of affordable homeownership units @ Dockside	2 sales	No change	No change	No change
Partnerships with other non-profit housing societies	Four societies, 128 units	No change	No change	No change
Participation in community initiated activities	Membership BC Non-Profit Housing Association, Ready to Rent & Housing Registry	No change	No change	No change
Develop new housing units	Preliminary discussions with owner to purchase site	No change	Construction of new housing project - \$10,000,000 +/-	40 additional units added to rental housing portfolio

2.3 Workforce Considerations

Workforce (FTEs)				
Service	Current year	Year 1	Year 2	Year 3
Administrative staff component – Housing Corporation	11.3 FTE	11.3 FTE	11.3 FTE	11.3 FTE
Caretaker	13.77 FTE	13.77 FTE	13.77 FTE	14.30 FTE

2.4 Customers & Governance

Service	External Customers	Internal Customers	Reviewing Commissions & Committees
Property Management 1,286 units	Tenants		CRHC Board, BC Housing Management Commission (BCHMC)
Administer re-sale of affordable ownership units @ Dockside	Owners of affordable housing units, Vancity and BCHMC		CRHC Board, BCHMC
Partnerships with other non-profit housing societies	Tenants, non-profit housing providers		CRHC Board and Various non-profit Boards
Participation in community initiated activities	BC Non-profit, Housing Registry and R2R Boards and other participants		CRHC Board
Develop new housing units	Potential tenants		CRHC Board

Property Management – With the exception of two projects, all of CRHC projects are administered under an operating agreement between CRHC and BCHMC. Those areas of operations specifically referred to in the operating agreement receive some oversight from BCHMC, otherwise the Board of Directors sets operating policies for CRHC, relating to rent collection, eviction policy, financial management.

The Memorandum of Agreement relating to the re-sale of affordable homeownership units at Dockside Green is between BCHMC and CRHC and was approved by the Board of Directors. The scope of the requirements is contained in the Master Development Agreement between the City of Victoria and Dockside Green (Vancity) and the Memorandum of Understanding.

Partnerships with other non-profits fulfill our mandate to promote affordable housing in the community. CRHC works with non-profits who provide support services to their specific client group while CRHC supports their efforts by providing management services for their properties.

Again, as an activity to support housing initiatives, CRHC works with non-profit societies that support affordable housing in British Columbia. These partnerships are about supporting the activities of housing providers - Ready to Rent is about assisting families and other disadvantaged groups to understand how to obtain and maintain appropriate housing; BC Non-profit Housing Association represents many large and small housing providers across British Columbia to negotiate with BC Housing, to initiate programs like bulk buying of supplies and

other services. The Board of Directors sanctions staff participation in these organizations and supports them with membership dues.

Developing new affordable housing is a core mandate of the Corporation and the Board of Directors is responsible for approving any budget for due diligence activities if CRHC considers purchase of existing units and approval to accept new capital debt that is the responsibility of CRHC.

2.5 Delivery Strategy

Service	Delivery Strategy	Funding	Legislative Authority
Property Management 1,286 units	staff and contractors	Tenant rent & operating subsidy	<i>Local Government Act & Operating Agreements</i>
Administer re-sale of affordable ownership units @ Dockside	staff	Surcharge on sale price of 50%	Memorandum of Understanding & covenant.
Partnerships with other non-profit housing societies	staff	Administrative budget – building management fees	<i>Local Government Act & Operating Agreements</i>
Participation in community initiated activities	staff	Administrative budget – building management fees	
Develop new housing units	staff and contractors	Charge to administrative budget or project capital budget	<i>Local Government Act</i>

Property Management: Staff performs the routine and continuing duties – building cleaning and minor repairs, tenant relations and the move-in/move-out process. Contractors are used for specialized services – landscape maintenance, plumbing, electrical repair/replacement, fire systems servicing.

Administering the Re-sale agreements involves assessing the information provided that the seller (appraisal) and the buyer (eligibility). It could happen that CRHC might call for a second appraisal if the information provided by the seller.

2.6 Assumptions and Risks

Service	Key Assumptions	Risks
Property Management 1,286 units	CRHC requires a level of funding to maintain the projects and site infrastructure as buildings age.	Senior government funding will continue to be reduced as governments make choices about funding.
Administer re-sale of affordable ownership units @ Dockside	Same number of units will sell each year.	Minor loss of revenue
Partnerships with other non-profit housing societies	CRHC will continue to play a role in assisting non-profits in the CRD to manage their housing portfolio.	Minor loss of revenue
Develop new housing units	CRHC will continue to seek opportunities to expand non-profit housing in CRD. The cost to produce new units will challenge CRHC ability to maintain affordable rents.	Changes in market may make it difficult to produce new units. Interest rates may increase which will impact affordability.

3 DIVISIONAL INITIATIVES

Initiatives	Description	Budget Implications
Umbrella Operating Agreement between BCHMC & CRHC	Devolution of responsibility for operations and capital spending from BCHMC to CRHC	Reduced subsidy
Capital Plan Project	Detailed condition assessment and financial analysis of replacement reserves	Not known
Construction of new units (Dockside Green)		

Strategic Priority	Corporate Goal (per Strat Plan)	Strategic Initiatives	Description	Budget Implications
Regional Housing	Construction of Vergo & Dockside Green	Create more workforce housing		\$5,000,000
Regional Environmental Stewardship	Vergo & Dockside to meet LEED standard			

4 PERFORMANCE MONITORING

Financial	Current year (actual)	Year 1 (planned)	Year 2 (planned)	Year 3 (planned)
Housing operations will target \$300,000 annual surplus to meet future costs.	519,563	Meet target	Meet target	Meet target
Increase rental income annually by 1%	9,640,203	1%	1%	1%
Customers	Current year	Year 1	Year 2	Year 3
Improve tenant satisfaction with move-in process	50% excellent or good rating	55%	60%	65%
Expand smoke-free accommodation	4 buildings	5 buildings	5 buildings	6 buildings
Business Processes	Current year	Year 1	Year 2	Year 3
Implement capital replacement within 4 months of annual inspection	6 months	4 months	3 months	3 months

Division Plan for Housing Secretariat, Planning and Protective Services Department

1 OVERVIEW

1.1 Scope

The Housing Secretariat was established in 2007 to facilitate the development of affordable housing through collaboration with other levels of government, community and housing agencies, private development industry, and funders in accordance with the Regional Housing Affordability Strategy (RHAS). The Housing Secretariat administers the Regional Housing Trust Fund, which has 11 municipalities and two electoral areas participating in raising funds to provide assistance to the development of new affordable housing units. The Housing Secretariat also administers on behalf of the federal government the Homelessness Partnership Strategy funding program. Working in partnership with the Regional Planning division, the Secretariat is undertaking an update of RHAS under the Regional Sustainability Strategy initiative.

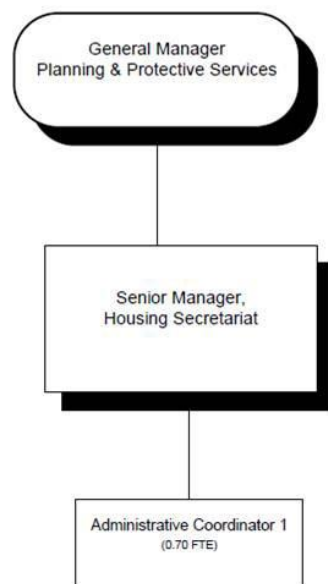
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1.3 Organization Chart



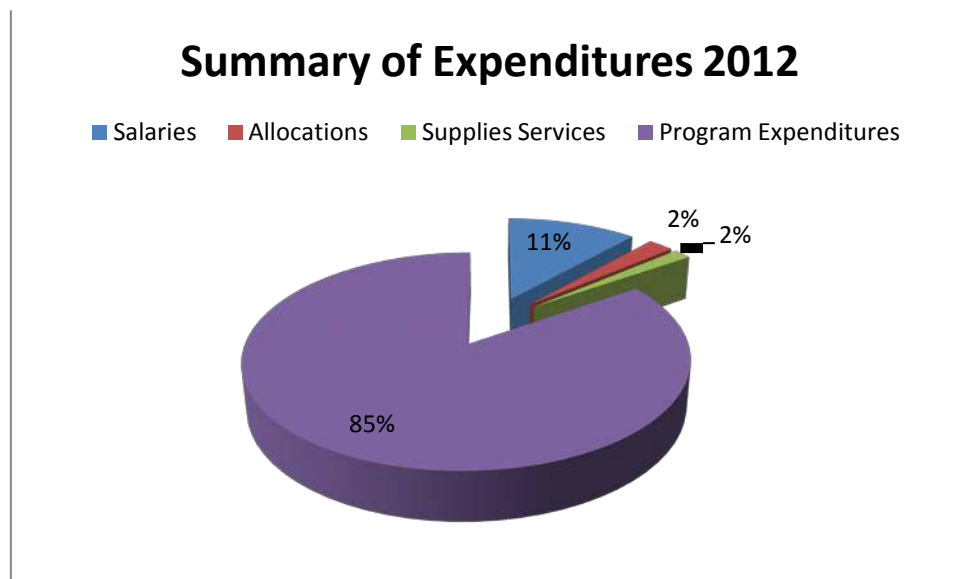
1.4 Key Trends & Issues

Decreasing senior government subsidies will require the Capital Region Housing Corporation and other non-profit housing providers to find ways to increase revenues and control operating expenses, while decreasing capital funding will make it more challenging to build more affordable rental housing and achieve the Homelessness Procurement Action Plan. Other key issues and trends include the following:

- Finding ways to increase the leverage of the CRD Housing Trust Fund
- achieving the Homelessness Procurement Action Plan with reduced senior government funding
- increased regional community pressure to provide workforce housing to complement sustainable economic development strategies
- increased regional community pressure to improve community health standards through improved access and availability of affordable housing

1.5 Summary of Expenditures - 2012

Housing Secretariat for CRD Land Banking and Housing and CRD Housing Trust Fund



Total Expenditures	\$1,803,310
Regional Housing Trust Fund	\$ 901,570
Federal Homeless Partnering Strategy Grants	\$ 625,000
Administrative Expenditures	\$ 276,740

2 SERVICES

2.1 Core Services

Service	Description	Scope
Delivery of Regional Housing Affordability Strategy (updated RHAS)	Provide policy and housing advisory services to municipalities, private development industry and community organization in the application of the RHAS throughout the region	Region wide
Serve as Secretariat to the Greater Victoria Coalition to End Homelessness in the delivery of the Housing Procurement Action Plan	Deliver updated 2012 Coalition Housing Procurement Action Plan with a target to eliminate homelessness by 2018	Region wide
Administer the Regional Housing Trust Fund	To expand the operation of the fund to all CRD Municipalities and increase the size of the fund to address funding leveraging requirements to meet housing production targets	Region wide
Delivery of Federal Government HPS program	Deliver and administer the operations of the Federal Homelessness Partnership Strategy (HPS) funding program to meet the Regional Community Action Plan Targets	Includes only CRD municipalities

2.2 Service Levels

Service Level Adjustments				
Service	Current year	Year 1	Year 2	Year 3
Delivery of Regional Housing Affordability Strategy (updated RHAS)	Update of RHAS	No change	No change	No change
Serve as Secretariat to the Greater Victoria Coalition to End Homelessness (GVCEH) in the delivery of the Housing Procurement Action Plan	Housing procurement action plan finalized	No change	No change	No change
Administer the Regional Housing Trust Fund	Administer Trust Fund at current level 11 municipalities/2 EAs (\$901,570)	Achieve full municipal/EA participation	Increase funding contribution	Increase funding contribution
Delivery of Federal Government HPS program	Grant Funds Available (\$625,000)	No change	No change	Unknown

2.3 Workforce Considerations

Workforce (FTEs)				
Service	Current year	Year 1	Year 2	Year 3
Divisional Total	1.7	1.7	1.7	1.7

2.4 Customers & Governance

- CRD Planning, Transportation and Protective Services Committee (PTPSC)
- Regional Housing Trust Fund Commission (RHTFC)
- Coalition Leadership Council (CLC)
- CRD Board of Directors

External Customers and Partners

- 13 CRD municipalities and 3 electoral areas
- Provincial Housing Agency-BC Housing
- Federal Housing Agency-Canada Mortgage and Housing Corporation
- Federal Department-Services Canada
- Provincial Ministry of Social Development and Housing
- BC Real Estate Foundation
- Victoria Real Estate Board
- CRD Housing Action Team
- Coalition Housing Working Group Committee
- Victoria Chapter of Urban Development Institute
- Rental and Owners Managers Association
- Vancouver Island Health Authority
- BC Non-Profit Housing Association
- United Way of Greater Victoria
- Community Social Planning Council of Victoria

Service	External Customers	Internal Customers	Reviewing Commissions & Committees
Delivery of Regional Housing Affordability Strategy (updated RHAS)	<i>CRD municipalities and electoral areas, federal and provincial housing agencies, private and public housing stakeholders</i>	CRD Health Planning Division and Planning Department	PTPSC-recommends project and policy approvals CRD Board of Directors-approves funding and policy and strategy update documents
Serve as Secretariat to the GVCEH in the delivery of the Housing Procurement Action Plan	Federal and provincial housing agencies, private sector Housing Developers, Regional Non-Profit Housing Providers, VIHA and Rental Owners and Managers Association	CRD Health Planning	CLC-approves homelessness procurement action plan and annual business plans and budgets
Administer the Regional Housing Trust Fund	Private Development Sector and Regional Non-Profit Housing Providers, federal and provincial Housing Agencies and local community funding agencies	Capital Region Housing Corporation	RHTFC-provides funding recommendation approval
Delivery of federal government HPS program	Private Development Sector and Regional Non-Profit Housing Providers, federal and provincial Housing Agencies and local community funding agencies	CRD Health Planning	CLC-recommends funding approval. CRD Board of Directors-provides funding approval

2.5 Delivery Strategy

Service	Delivery Strategy	Funding	Legislative Authority
Delivery of Regional Housing Affordability Strategy (updated RHAS)	Delivery is coordinated under direction of CRD Housing Secretariat	CRD Land Banking and Housing budget line	Provincial Municipal Planning legislation and regulations
Serve as Secretariat to the GVCEH in the delivery of the Housing Procurement Action Plan	Delivery is coordinated in partnership with GVCEH Secretariat and the Coalition Housing Working Group Committee	Secured through partnership of Federal and Provincial Governments, Community Funding Agencies and private sector developers	<i>National Housing Act</i> , Federal HPS by law, Regional Housing Trust Fund, <i>Provincial Housing Act</i> and CRD bylaws
Administer the Regional Housing Trust Fund	As approved by the CRD RHTF Commission	Secured annually under the CRD Housing Trust Fund requisition	Regional Housing Trust Fund, Bylaw 3294
Delivery of federal government HPS program	Recommended by Coalition Leadership Council and approved by Services Canada	Federal Homelessness Partnering Strategy Funding	Federal HPS Program

2.6 Assumptions and Risks

Service	Key Assumptions	Risks
Delivery of Regional Housing Affordability Strategy (updated RHAS)	Affordable housing continues to be viewed as a key priority for community action	Limited funding from senior levels of government and Municipal OCPs not adopting key principles of updated RHAS
Serve as Secretariat to the Greater Victoria Coalition to End Homelessness in the delivery of the Housing Procurement Action Plan	That the Homelessness Procurement Action Plan continues to focus on eliminating homelessness by 2018	Lack of funding from senior levels of government and local community funding commitment
Administer the Regional Housing Trust Fund	Full participation by all CRD municipalities and electoral areas by 2013	Inability to secure additional RHTF funding commitments in future years
Delivery of Federal Government HPS program	that the fund continues operations past 2014	The fund could terminate on March 31, 2014

3 DIVISIONAL INITIATIVES

Initiatives	Description	Budget Implications
Housing and Health	Increased leverage of Capital Region Housing Corporation assets	May require additional RHTF funding requests for CRHC Current budget
Housing and Health	Increased effectiveness of RHTF	There may be additional requests to meet homelessness and workforce housing targets
Housing and Health	Increased opportunities for regional housing solutions	Regional solutions may best address priorities identified in workforce and homeless housing
Housing and Health	Increased community health	There may be additional requests for RHTF funding from non-profit housing agencies to respond to senior government priorities

STRATEGIC PRIORITY: REGIONAL HOUSING			
Corporate Goals	Sub-Goals	Strategic Initiatives	Budget Implications & Timing
Increase effectiveness of CRD Housing Trust Fund	Increase participation to full membership of all municipalities and electoral areas	<i>Strive for full municipal participation in RHTF and increased contributions</i>	<i>Core Funding and RHTF (2013) 2014-increase requisition 2015-increase requisition</i>
	Increase trust fund leverage by participating in more housing projects	<i>Increase uptake of RHTF funding in conjunction with other partners</i>	<i>RHTF (2012-2014)</i>
Increase Housing Opportunities	Support the development of enabling local government housing policies and regulations for affordable and attainable market housing across the region	<i>Update RHAS and assist municipalities in implementing new housing policies</i>	<i>RHTF (2012-2014)</i>
	Increase delivery of regional policies to encourage a full spectrum of innovative and adaptable housing initiatives	<i>Housing Secretariat outreach to municipalities</i>	<i>Core Funding (2013)</i>
	Increase opportunities for housing close to existing multi-modal transportation and other infrastructure	<i>Coordinate update to RHAS and new social sustainability plans with RSS</i>	<i>Grant funds from VIHA (2013)</i>
	Decrease homelessness by increasing supportive housing and services for those in core housing need	<i>Increase uptake of RHTF funding in conjunction with other partners to build new units</i>	<i>RHTF (2012-2014) 2014-increase requisition 2015-increase requisition</i>
	Sustain funding to ensure regional collaboration on ending homelessness initiatives	<i>Continue to serve as Secretariat to the Greater Victoria Coalition to End Homelessness in the delivery of the Housing Procurement Action Plan</i>	<i>Continued partnership of federal and provincial governments, community funding agencies and private sector developers</i>

HEALTHY REGION			
Corporate Goals	Sub-Goals	Strategic Initiatives	Budget Implications & Timing
Increase support for healthier communities	Strengthen the social well-being of vulnerable populations	<i>New supportive housing and services for those in core housing need</i>	<i>RHTF & Partner Funding (2012-2014) Core Funding to Homelessness Coalition (2012-2014)</i>

4 PERFORMANCE MONITORING

Financial	Current year (actual)	Year 1 (planned)	Year 2 (planned)	Year 3 (planned)
Delivery of Regional Housing Affordability Strategy (updated RHAS)	25% complete	75% complete	100% complete	
Serve as Secretariat to the Greater Victoria Coalition to End Homelessness in the delivery of the Housing Procurement Action Plan	20% staff time maintain flat fee for overhead at \$25,000/year	20% staff time no change	20% staff time no change	20% staff time no change
Administer the Regional Housing Trust Fund	\$30,000 staff time. (3% of total fund)	\$30,000 no change	\$30,000 no change	\$30,000 no change
Delivery of Federal Government HPS program	\$25,000	\$25,000	\$25,000	Unknown
	Current year	Year 1	Year 2	Year 3
Delivery of Regional Housing Affordability Strategy (updated RHAS)	Consult with CRD municipalities	Consult with community and private sector stakeholders	Test new housing policies	Finalize housing delivery plans
Serve as Secretariat to the Greater Victoria Coalition to End Homelessness in the delivery of the Housing Procurement Action Plan	Meet annual procurement targets	Meet annual procurement targets	Meet annual procurement targets	Meet annual procurement targets
Administer the Regional Housing Trust Fund	Allocate \$902,000	Maintain allocation	Maintain allocation	Maintain allocation
Delivery of Federal Government HPS program	Allocate \$600,000	Allocate \$600,000	Allocate \$600,000	Unknown
Business Processes	Current year	Year 1	Year 2	Year 3
Delivery of Regional Housing Affordability Strategy (updated RHAS)	Formulate content of CRD housing data book	Consult with housing stakeholders	Complete RHAS report	Market new policies
Serve as Secretariat to the Greater Victoria Coalition to End Homelessness in the delivery of the Housing Procurement Action Plan	Finalize homelessness delivery targets	Achieve 100% of targets	Achieve 100% of targets	Achieve 100% of targets
Administer the Regional Housing Trust Fund	Coordinate the full participation for 2013	Achieve full CRD participation	Increase RHTF to \$2 million	Increase RHTF to \$3 million
Delivery of Federal Government HPS program	Coordinate delivery	Allocate \$1.2 million	Allocate a \$600,000	Unknown

Division Plan for Health and Capital Planning Strategies Division, Planning and Protective Services Department

1 OVERVIEW

2.1 Scope

The Health and Capital Planning Strategies (HCPS) Division is responsible for two core regional operational areas: the Capital Regional Hospital District (CRHD); and, Community Health.

CRHD

The HCPS is the operational division of the CRHD, established in 1967 through provincial statute to provide the local taxpayer's share of capital funding to expand, improve and maintain acute healthcare facilities in the Capital Region. In performance of its duties, the Division works closely with VIHA and other community funding partners. The Division reports to the CRHD Board of Directors through the Planning, Transportation and Protective Services Committee which makes recommendations to the CRHD Board.

Community Health

The scope of community health services supported by the Division includes responsibility for public health bylaws, addressing homelessness as part of the Division's mandate under the Homelessness Secretariat, and healthy communities planning. Again, in performing its community health duties the Division works closely with VIHA and other community funding partners. The Division reports to the CRD Board of Directors through the Planning, Transportation and Protective Services Committee which makes recommendations to the CRD Board.

2.2 Primary Contact

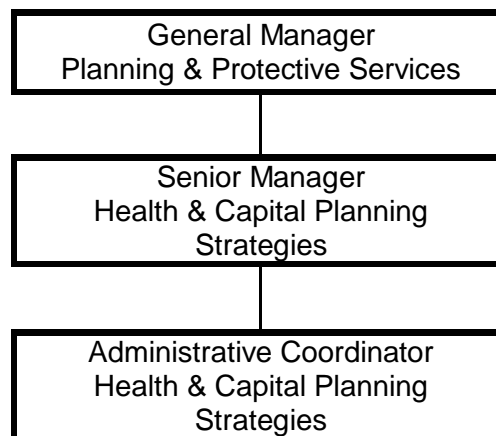
Name: Maurice Rachwalski

Title: Senior Manger

Contact information: (250) 360-3114 / mrachwalski@crd.bc.ca

2.3 Organization Chart

Health and Capital Planning Strategies Division



2.4 Key Trends & Issues

CRD 2012-14 Corporate Strategic Plan Priorities

Several CRD strategic priority areas and corporate goals will impact the Division's core operational areas (identified in brackets).

- *Healthy Region:*
 - ❖ CRD priority area of investing in healthcare infrastructure (*CRHD*);
 - ❖ CRD priority area of strengthening the well-being of vulnerable populations (*Community Health*).
- *Regional Housing:*
 - ❖ CRD priority area of addressing homelessness (*Community Health*) by:
 - i) Increasing supportive housing and services for those in core need;
 - ii) Sustaining funding to ensure regional collaboration on ending homelessness.

VIHA Capital Priorities

CRHD capital priorities and the Division's core operational areas are directly affected by VIHA healthcare service and capital strategic priorities.

- Short and long term healthcare infrastructure priority areas (healthcare facility upgrades, replacement and expansion) are driven by:
 - i) Major upgrades and building component replacements to extend the life (betterment) of existing assets.
 - ii) Medical equipment to replace existing or fund new state-of-the-art diagnostic and other bio-medical equipment valued over \$100,000.
 - iii) Adapting infrastructure use to meet changing healthcare service demands, service delivery models and client needs.
 - iv) Facilities Replacement - it may be more prudent to replace rather than upgrade that facility once it reaches the end of its economic and functional life cycle, based on a cost/benefit analysis of replacement versus upgrade.
 - v) Facilities Expansion - 'gap analysis' determines what type and how much additional facility space is required when healthcare demand is projected to surpass current supply of certain types of facilities or services. This establishes the rationale for an expansion to an existing building or construction of a new facility.

Community Health Infrastructure Priorities

- Working through community-based networks, the demand for capital funding for non-traditional healthcare projects often emerge. Such projects support the provision of community-based primary and residential-based healthcare services through not-for-profit agencies other than VIHA.

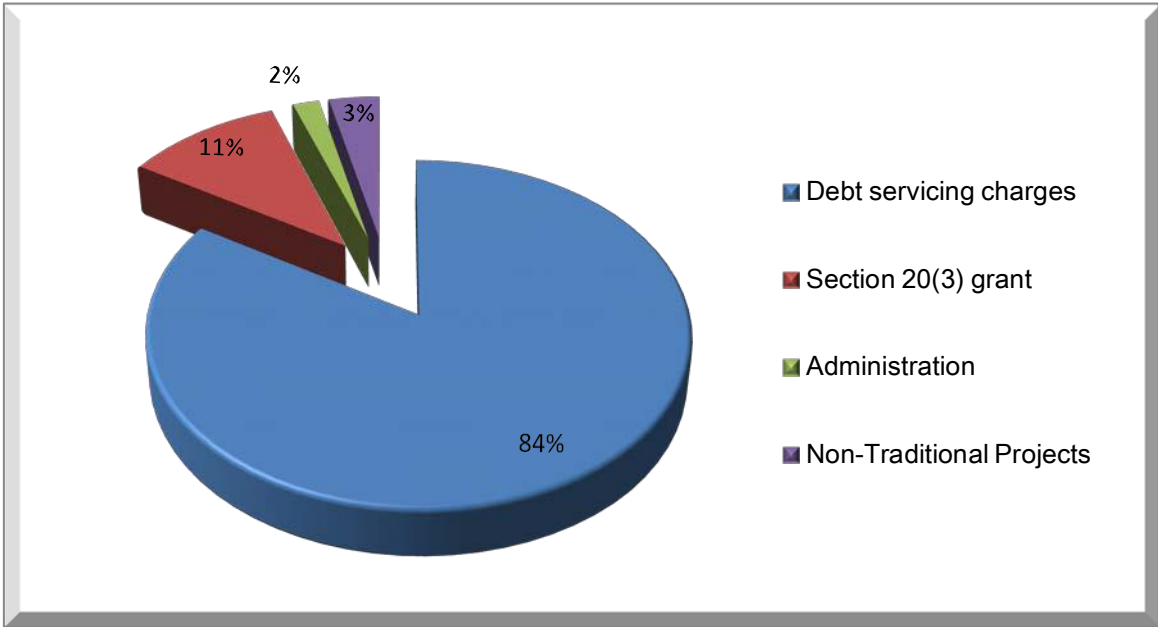
Non-Capital Expenditures

The CRHD also funds research and technical analysis to address ongoing demand for evidence-based research and policy development, such as:

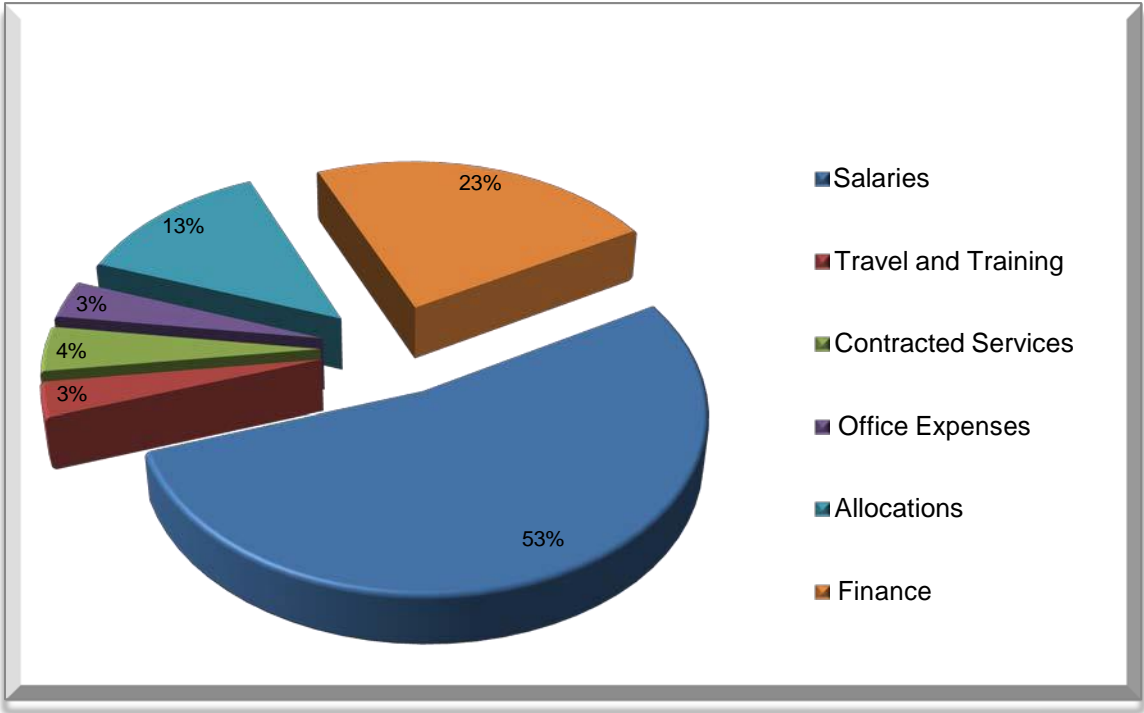
- Determining the feasibility of renovating versus replacing health facilities;
- Undertaking the strategic acquisition of land for future health facilities;
- Reviewing broader health care trends and changing care needs, and their potential impacts on health care facilities in the Region;

- Conducting research and develop policies in key areas related to healthcare infrastructure and community wellness and social wellbeing.

2.5 Summary of Expenditures



Overall Budget - 2012 Total Expenditure	\$28,597,360
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Administrative Budget - 2012 Total Expenditure	\$ 419,789
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2 SERVICES

2.1 Core Services

The following core services are provided on a regional basis.

Service	Description	Scope
Acute Healthcare Capital Planning	<ul style="list-style-type: none"> • Research, analysis and coordination with VIHA in preparation of the CRHD's Ten Year Capital Plan and individual project capital funding requests; • Developing short term capital planning options and implications and long term strategic capital scenarios for Executive and CRHD Board consideration; • Monitoring of expenditures and administration of payments to VIHA and other partners, including oversight of expenditure patterns of multiple capital and equipment projects to ensure the District's funds are spent according to approved project scope, schedule and budget. 	Regional
Non Acute Healthcare Capital Planning	<ul style="list-style-type: none"> • Community partnering to identify capital funding needs and assist not-for-profit agencies in developing community-based primary and residential healthcare facilities. 	Regional
Capital Strategic Planning	<ul style="list-style-type: none"> • Researching and analyzing the implications of Federal, Provincial and VIHA policies on the District; • Developing policy options and informing the Board and Committee of the likely implications of provincial and Health Authority policies, and providing direction and advocating for the Region's interests; • Oversight of strategic land acquisition and property development, including alternative financing and multi-partner construction project planning and development. 	Regional
Research and Policy Development	<ul style="list-style-type: none"> • Monitoring the broader health system and commissioning healthcare facility research; • Conducting evidence-based research and developing policy options and strategic; • Development of the <i>Community Health and Wellbeing</i> elements of the RSS. 	Regional
Public Health	<ul style="list-style-type: none"> • Planning and implementation oversight of CRD public health bylaws; • Reviewing of pertinent legislation; • Service contract development and oversight with VIHA Medical Health office. 	Regional
Community Health	<ul style="list-style-type: none"> • Service contract development and oversight with Greater Victoria Coalition to End Homelessness (GVCEH); • Participation on GVCEH committees and working groups. • Implementation and oversight of the <i>Community Health and Wellbeing</i> elements of the RSS. 	Regional

2.2 Service Levels

Service Level Adjustments				
Service	Current year	Year 1	Year 2	Year 3
Acute Healthcare Capital Planning	<ul style="list-style-type: none"> Annual capital plan development Negotiate cost-sharing with partners Ongoing project oversight for scope and budget Ongoing cash flow reconciliations and processing of payments 	<ul style="list-style-type: none"> Increased capital expenditures for committed and planned hospital projects 	<ul style="list-style-type: none"> Increased capital expenditures for committed and planned hospital projects 	<ul style="list-style-type: none"> Increased capital expenditures for committed and planned hospital projects
Non Acute Healthcare Capital Planning	<ul style="list-style-type: none"> Liaise with community agencies and partners on funding needs Negotiate cost-sharing with partners Ongoing project oversight for scope and budget Ongoing cash flow reconciliations and processing of payments 	<ul style="list-style-type: none"> Anticipated increase in residential care project development through VIHA service and capital planning 	<ul style="list-style-type: none"> No change 	<ul style="list-style-type: none"> No change
Capital Strategic Planning	<ul style="list-style-type: none"> Identify areas of strategic service importance Develop strategic policy options to address infrastructure in support of service demands Develop community partnerships to meet funding needs 	<ul style="list-style-type: none"> Adjusted for inflation 	<ul style="list-style-type: none"> Adjusted for inflation 	<ul style="list-style-type: none"> Adjusted for inflation
Research and Policy Development	<ul style="list-style-type: none"> Community Health & Wellbeing work program planning and research 	<ul style="list-style-type: none"> Community Health & Wellbeing work program community engagement and implementation 	<ul style="list-style-type: none"> Community Health & Wellbeing implementation Other emerging policy areas 	<ul style="list-style-type: none"> No change
Public Health	<ul style="list-style-type: none"> Negotiate service agreement with VIHA Medical Health Office 	<ul style="list-style-type: none"> No change 	<ul style="list-style-type: none"> No change 	<ul style="list-style-type: none"> No change
Community Health	<ul style="list-style-type: none"> Negotiate service agreement with Coalition to End Homelessness 	<ul style="list-style-type: none"> No change 	<ul style="list-style-type: none"> No change 	<ul style="list-style-type: none"> No change

2.3 Workforce Considerations

Workforce (FTEs)				
Service	Current year	Year 1	Year 2	Year 3
Division Total	2	2	3	3

FTE increase required in years 2 and 3 to implement *Community Health and Wellbeing* strategies.

2.4 Customers & Governance

Service	External Customers	Internal Customers	Reviewing Commissions & Committees
Acute Healthcare Capital Planning	<ul style="list-style-type: none"> VIHA 	<ul style="list-style-type: none"> Finance 	<ul style="list-style-type: none"> <i>PTPS/CRHD Board</i>
Non Acute Healthcare Capital Planning	<ul style="list-style-type: none"> Non-profit societies BC Housing United Way 	<ul style="list-style-type: none"> Housing Secretariat 	<ul style="list-style-type: none"> <i>PTPS/CRHD Board</i>
Capital Strategic Planning	<ul style="list-style-type: none"> Non-profit societies 	<ul style="list-style-type: none"> Regional Planning 	<ul style="list-style-type: none"> <i>PTPS/CRHD Board</i>
Research and Policy Development	<ul style="list-style-type: none"> Non-profit societies Member municipalities 	<ul style="list-style-type: none"> Regional Planning 	<ul style="list-style-type: none"> <i>PTPS/CRHD Board</i>
Public Health	<ul style="list-style-type: none"> General Public; VIHA Medical Health Office 	<ul style="list-style-type: none"> Legislative Services 	<ul style="list-style-type: none"> <i>PTPS/CRHD Board</i>
Community Health	<ul style="list-style-type: none"> GVCEH 	<ul style="list-style-type: none"> Housing Secretariat 	<ul style="list-style-type: none"> <i>PTPS/CRHD Board</i>

2.5 Delivery Strategy

Service	Delivery Strategy	Funding	Legislative Authority
Acute Healthcare Capital Planning	<ul style="list-style-type: none"> <i>VIHA and other Community Partners</i> 	<ul style="list-style-type: none"> <i>CRD Requisitions;</i> <i>MFA financing</i> 	<ul style="list-style-type: none"> <i>Hospital District Act; Bylaws</i>
Non Acute Healthcare Capital Planning	<ul style="list-style-type: none"> Non-profit societies (conditional grant) 	<ul style="list-style-type: none"> <i>CRHD Requisitions</i> 	<ul style="list-style-type: none"> <i>PTPS/CRHD Board</i>
Capital Strategic Planning	<ul style="list-style-type: none"> CRD resources Coordination with external partners 	<ul style="list-style-type: none"> <i>CRD Requisitions</i> 	<ul style="list-style-type: none"> <i>PTPS/CRHD Board</i>
Research and Policy Development	<ul style="list-style-type: none"> Consultants (Professional Services contracts) 	<ul style="list-style-type: none"> <i>CRHD Requisitions</i> 	<ul style="list-style-type: none"> <i>PTPS/CRHD Board</i>
Public Health	<ul style="list-style-type: none"> VIHA Medical Health Officer (Service Agreement) 	<ul style="list-style-type: none"> <i>CRD Requisitions</i> 	<ul style="list-style-type: none"> <i>Local Government Act; Bylaws</i>
Community Health	<ul style="list-style-type: none"> <i>Community Partners (Service Agreement)</i> <i>Consultants (Professional Services Contracts)</i> 	<ul style="list-style-type: none"> <i>CRHD Requisitions</i> <i>VIHA Grant</i> 	<ul style="list-style-type: none"> <i>PTPS/CRHD Board</i>

2.6 Assumptions and Risks

Service	Key Assumptions	Risks
Acute Healthcare Capital Planning	<ul style="list-style-type: none"> • Availability of provincial funding • Stability in cost of borrowing 	<ul style="list-style-type: none"> • Change in Provincial funding models to reduce taxpayer supported debt • Market shifts in interest rates
Non Acute Healthcare Capital Planning	<ul style="list-style-type: none"> • Aging non-profit infrastructure and demand for additional facilities • VIHA shift to greater home-based care for seniors 	<ul style="list-style-type: none"> • Lack of funding from non-profit owners • Increased demand for residential care for seniors and other population groups
Capital Strategic Planning	<ul style="list-style-type: none"> • Expansion of scope of CRD capital programs, e.g., transportation, non-traditional projects 	<ul style="list-style-type: none"> • Unclear mandate • Competition for limited resources
Research and Policy Development	<ul style="list-style-type: none"> • Ongoing community health policy and research 	<ul style="list-style-type: none"> • Limited in-house capacity to implement plans
Public Health	<ul style="list-style-type: none"> • Ongoing adaption of existing bylaws 	<ul style="list-style-type: none"> • Lack of enabling provincial regulatory framework
Community Health	<ul style="list-style-type: none"> • Support for medium term (10 year) procurement plan to end homelessness • Implementation of Community Health and Wellbeing Action Plans 	<ul style="list-style-type: none"> • Lack of funding from senior governments

3 DIVISIONAL INITIATIVES

Initiatives	Description	Budget Implications
Regional Housing	Increase regional housing opportunities: <ul style="list-style-type: none"> Decrease homelessness by increasing supportive housing and services for those in core need 	<ul style="list-style-type: none"> May require additional non-traditional capital (single supplementary)
Healthy Region	Increase support for healthier communities: <ul style="list-style-type: none"> Strengthen the social well-being of vulnerable populations Identify and promote age-friendly opportunities 	<ul style="list-style-type: none"> May require additional staff resources to implement (continuous supplementary)
Healthy Region	Increase investment in healthcare facilities and equipment: <ul style="list-style-type: none"> Prioritize CRHD contributions to regional acute care capital projects Leverage CRD capital to increase the level of non-acute care healthcare services 	<ul style="list-style-type: none"> Maintain or increase capital contributions based on VIHA capital planning (continuous supplementary) May require strategic land acquisitions and additional non-traditional capital funding (single supplementary)

Increasing regional housing opportunities relates additional capital funding to implement specific supportive housing initiatives identified through the GVCEH 'procurement plan' or through residential care planning with community agencies. The obligation is inherent in the CRD's support of the goal to eliminate homelessness by 2018.

Increasing support for healthier communities requires additional staff resources to implement of RSS elements related to Housing and Community Health, and specific action plans emerging from the Community Health and Wellbeing work program.

Increasing investment in healthcare facilities and equipment requires additional capital funding to leverage greater amounts of Provincial capital and operating funds, as well as community capital (e.g., Foundations, non-profit agencies).

STRATEGIC PRIORITY: REGIONAL COOPERATION			
Corporate Goals	Sub-Goals	Strategic Initiatives	Budget Implications & Timing
Strengthen relationships and confidence in CRD regional leadership and decision-making	Increase awareness and facilitate conversations about regional interests, viewpoints on governance and equitable decision-making	<i>Overarching strategy to develop and implement community health and wellbeing policies and actions plans with local municipalities.</i>	<i>Additional staff resources to implement (continuous supplementary, 2014)</i>

STRATEGIC PRIORITY: REGIONAL TRANSPORTATION & PLANNING			
Corporate Goals	Sub-Goals	Strategic Initiatives	Budget Implications & Timing
Increase integration between Transportation and Land Use	Complete the Regional Sustainability Strategy (RSS) in collaboration with municipalities, electoral area, other governments and stakeholders	<i>Community Health and Wellbeing</i>	<i>VIHA Funding (2013)</i>
	Plan for age-friendly communities in regional transportation and planning	<i>As above</i>	<i>As above</i>

STRATEGIC PRIORITY: REGIONAL HOUSING			
Corporate Goals	Sub-Goals	Strategic Initiatives	Budget Implications & Timing
Increase Housing Opportunities	Support the development of enabling local government housing policies and regulations for affordable and attainable market housing across the region	<i>Community Health and Wellbeing</i>	<i>Grant funds from VIHA (2013)</i>
	Decrease homelessness by increasing supportive housing and services for those in core housing need	<i>Increase uptake of RHTF funding in conjunction with other partners to build new units</i>	<i>RHTF (2012-2014)</i>
	Sustain funding to ensure regional collaboration on ending homelessness initiatives	<i>Continue to serve as Secretariat to the Greater Victoria Coalition to End Homelessness</i> <i>Continue to fund the Greater Victoria Coalition to End Homelessness Secretariat</i>	<i>Community Health</i>

HEALTHY REGION			
Corporate Goals	Sub-Goals	Strategic Initiatives	Budget Implications & Timing
Increase support for healthier communities	Strengthen the health and well-being of vulnerable populations	<i>Develop new Community Health and Wellbeing action plans through CRHD</i> <i>New supportive housing and services for those in core housing need</i>	<i>Grant funds from VIHA (2013)</i> <i>Core Funding to Homelessness Coalition (2012-2014)</i>
	Identify and promote age-friendly opportunities, including recreation and housing	<i>Coordinate update to RHAS and new social sustainability plans with RSS</i>	<i>Grant funds from VIHA (2013)</i>
Increase investment in healthcare facilities and equipment	Prioritize Capital Region Hospital District contributions to regional acute care capital projects	<i>Maintain or increase capital contributions based on VIHA capital planning</i> <i>Investigate need for strategic land acquisitions and additional non-traditional capital funding</i>	<i>Core Funding and MFA Financing (2013-2014)</i>
	Leverage CRD capital to increase the level of non-acute healthcare services	<i>Pursue partnering initiatives with non-profits and VIHA</i>	<i>Non Traditional Projects Core Funding</i>

Increasing investment in healthcare facilities and equipment requires additional capital funding to leverage greater amounts of Provincial capital and operating funds, as well as community capital funds (e.g., Foundations, non-profit agencies).

i) *greater regional cooperation*, ii) *strengthening relationships and confidence in CRD regional leadership and decision making*, iii) *increasing integration of regional transportation and land use planning*, and iv) *increasing support for healthier communities* are all staff intensive strategies and initiatives. Their implementation requires additional human resources to operationalize internally, as well as work with local municipalities to develop local policies and establish best practices.

Increasing regional housing opportunities requires additional capital funding to implement specific supportive housing initiatives identified through the GVCEH 'procurement plan' or through residential care planning with community agencies. The obligation is inherent in the CRD's support of the goal to eliminate homelessness by 2018.

4 PERFORMANCE MONITORING

Financial	Current year (actual)	Year 1 (planned)	Year 2 (planned)	Year 3 (planned)
Leveraging of Ten Year Capital Plan (30% of cost)	<ul style="list-style-type: none"> \$16.15M 	<ul style="list-style-type: none"> Maintain 30/70% split with Province 	<ul style="list-style-type: none"> No Change 	<ul style="list-style-type: none"> No Change
Alternative methods of financing health capital projects	<ul style="list-style-type: none"> MT. View Heights Residential care 	<ul style="list-style-type: none"> Research viability of Capital Pool or Hybrid Corporation 	<ul style="list-style-type: none"> Establish new model if viable 	<ul style="list-style-type: none"> Implement new model if viable
Leverage non-traditional funding category	<ul style="list-style-type: none"> \$900K leveraging \$6M 	<ul style="list-style-type: none"> \$1M budget 	<ul style="list-style-type: none"> No Change 	<ul style="list-style-type: none"> No change
Customers	Current year	Year 1	Year 2	Year 3
Effective relationship management/ stakeholder engagement	<ul style="list-style-type: none"> Monthly DPAC meetings Semi-annual RHD/VIHA meetings 5-6 Capital Working group planning sessions 	<ul style="list-style-type: none"> RSS stakeholder engagement Community Health <i>action plans</i> stakeholder engagement 	<ul style="list-style-type: none"> Implement RSS elements & develop evaluation metrics Implement Community Health action plans & develop evaluation metrics 	<ul style="list-style-type: none"> Monitor feedback on RSS implementation Monitor feedback on Community Health action plans implementation
CRHD Board confidence in the staff	<ul style="list-style-type: none"> Due diligence in staff research and report preparation 	<ul style="list-style-type: none"> Develop risk matrix for project assessment and approvals 	<ul style="list-style-type: none"> Incorporation of risk matrix into regular business practices 	<ul style="list-style-type: none"> Ongoing
Efficiency measures to track public opinions/ feedback process	<ul style="list-style-type: none"> Plan website development 	<ul style="list-style-type: none"> Redo Division website and track followers 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Ongoing

Business Processes	Current year	Year 1	Year 2	Year 3
Improved working relationships with VIHA	<ul style="list-style-type: none"> • 5-6 VIHA/CRHD coordinating committee meetings per year • Bi-annual Island Wide RHD/VIHA meetings 	<ul style="list-style-type: none"> • Develop and implement VIHA MOU • Develop SharePoint site for external access • Achieve timelines for capital plan development and project delivery 	<ul style="list-style-type: none"> • Ongoing refinement of VIHA MOU and other business planning processes 	<ul style="list-style-type: none"> • Ongoing
Improve overall CRD/CRHD image	<ul style="list-style-type: none"> • Identify opportunities to increase profile of CRD/CRHD 	<ul style="list-style-type: none"> • Improve CRHD website 	<ul style="list-style-type: none"> • Monitor website activity • Regular website maintenance 	<ul style="list-style-type: none"> • Ongoing
Strengthen working relations with Councils and staff in member municipalities	<ul style="list-style-type: none"> • Participation in DPAC 	<ul style="list-style-type: none"> • Ongoing DPAC participation plus inter-governmental committee 	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Ongoing
Maintain involvement in VIHA-RHD strategic planning sessions	<ul style="list-style-type: none"> • Attend bi-annual sessions 	<ul style="list-style-type: none"> • Develop SharePoint site for external access 	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Ongoing

Division Plan for Protective Services, Planning and Protective Services Department

1 OVERVIEW

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

- Regional services
 - Hazmat Response
 - 911 Call Answer
 - Regional Emergency Support
- Sub-regional
 - Fire Dispatch
- Electoral Area
 - Emergency Management
 - Search and Rescue

1.1 Scope

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.

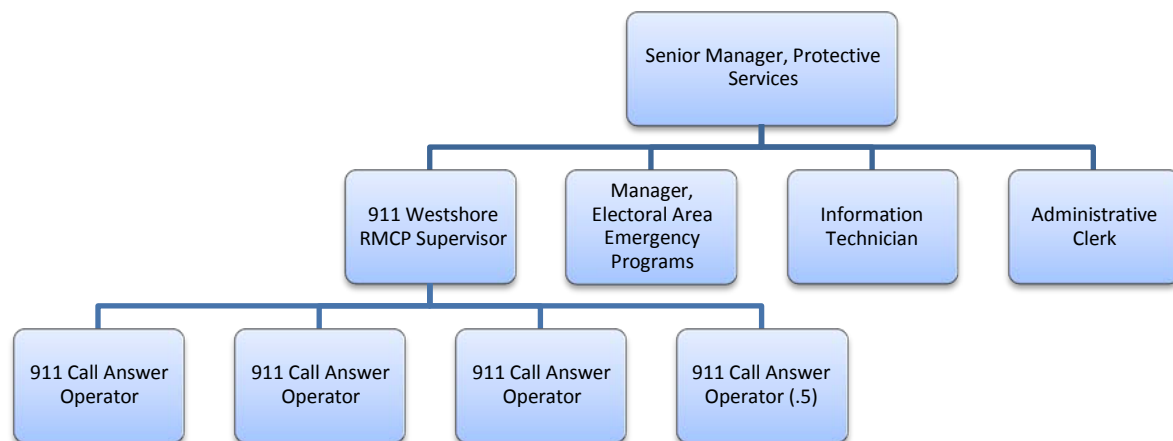
1.2 Primary Contact

Name: Travis Whiting

Title: Senior Manager, Protective Services

Contact information: 250-360-3186; twhiting@crd.bc.ca

1.3 Organization Chart



1.4 Key Trends & Issues

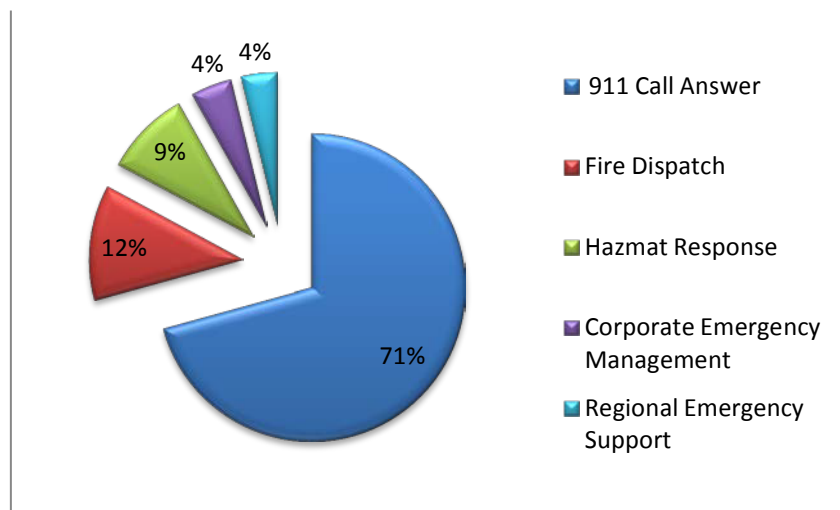
Changes in climate, increased storm activity and the increased probability of our region experiencing a significant earthquake is resulting in greater community expectations and the need for comprehensive service delivery in the areas of emergency planning and emergency response.

This is consistent with the Board's strategic priority regarding emergency planning, mitigation and recovery for critical regional infrastructure such as water and sewage.

Changes in technology from the consumer side (cell phones, texting, 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. An example of this would be the ability to provide higher level of GIS information into both the 911 Call Answer service (for responders) and the Emergency Management service (Emergency Operations Centre staff).

Although there are higher community expectations, requiring increased services levels, to date we have focused on creating efficiencies in order to limit increases to current budgets.

1.5 Summary of 2012 Expenditures and Capital



Local Electoral Area Services Include: (Electoral Area Emergency Coordination, local Electoral Area Emergency Programs, Juan de Fuca Search and Rescue and Salt Spring Island Search and Rescue.

Total Division Operating Budget	\$4,144,406
Total Local Services Operating Budget	\$915,750

2 SERVICES

2.1 Core Services

Service	Description	Scope
911 Call Answer	Administration and oversight of 911 Call Answer services within the Capital Regional District, with operational responsibility for the areas served by the RCMP.	Regional
Fire Dispatch	Operational management of fire dispatch for the three electoral areas (JdF, SGI and SSI) along with participating municipalities (Sooke, Metchosin, Langford and Highlands).	Sub-regional (participant funded)
Hazmat Response	Operation and administration of the regional Emergency Hazardous Material Response team in partnership with the region's fire departments.	Regional
CRD Emergency Management	Responsible for local emergency management programs in each of the electoral areas supported centrally by the CRD Emergency Operations Centre (EOC). Additionally, the CRD EOC also supports departmental emergencies such as those affecting water systems or other CRD assets.	Corporate (all departments)
Regional Emergency Management Coordination	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).	Regional

2.2 Service Levels

Service Level Adjustments				
Service	Current year	Year 1	Year 2	Year 3
911 Call Answer	Working with PSAPs on unification model	Implement unified approach to 911 Call Answer	Continued implementation of new technologies	Completion of move to fully unified 911 Call Answer
Fire Dispatch	Upgrade to CRD Fire Dispatch operating out of Langford Fire	Implementation of Full Service Fire Dispatch	No change	No change
Hazmat Response	Maintain training and response capacity	Focus training on multi-agency response	No change	No change
CRD Emergency Management	Local electoral area emergency planning and response support	Phase II of corporate emergency training	No change	No change
Regional Emergency Management Coordination	Coordination of regional initiatives	No change	No change	No change

2.3 Workforce Considerations

Workforce (FTEs)				
Service	Current year	Year 1	Year 2	Year 3
Divisional total	7.5	8.5**	8.5	8.5

**911 Call Answer – request by the RCMP for an increase in CRD staff to cover 911 Call Answer

2.4 Customers & Governance

Service	External Customers	Internal Customers	Reviewing Commissions & Committees
911 Call Answer	Police, Fire and Ambulance dispatch		PTPS
Fire Dispatch	Fire departments in municipalities of Sooke, Metchosin, Highlands and Langford	Electoral Area Fire Departments and Emergency Programs	PTPS Working group of fire department representatives
Hazmat Response	Regional service includes members from fire departments across the region	Japan Gulch Water Treatment Plan cross trains with the team for the purposes of preplanning response	PTPS GVFCA Policy Group Operational Working Group (Team members, GVFCA reps, and CRD)
CRD Emergency Management		Electoral Area Emergency Programs, all departments	EASC SGI and SSI Advisory Commissions JdF Community Coordinators Group
Regional Emergency Management Coordination	Municipal emergency programs	Electoral Area Emergency Programs	PTPS LGEPAC REPAC

2.5 Delivery Strategy

Service	Delivery Strategy	Funding	Legislative Authority
911 Call Answer	Administration/oversight, CRD Staff at Westshore PSAP	Call Answer Levy	Bylaw 2468
Fire Dispatch	Operational oversight	Requisition of participating jurisdictions	Bylaw (pending) Agreement with Langford
Hazmat Response	Administration and operational oversight	Regional Requisition	Bylaw 3322
CRD Emergency Management	Development of a comprehensive emergency management organization for the CRD including inter-departmental planning (ECC) and support to local community based Electoral Area programs	General legislative funding for corporate initiatives, local electoral area requisitions for each local electoral area program	<i>Emergency Program Act</i> , Bylaw 3447 (CRD Emergency Management Bylaw), Local advisory commission bylaws (3749 and 3752)
Regional Emergency Management Coordination	Support to regional initiatives towards information and resource sharing, support to regional emergency advisory commissions (LGEPAC and REPAC)	Regional Requisition	Bylaw 3530

2.6 Assumptions and Risks

Service	Key Assumptions	Risks
911 Call Answer	Continued support for more efficient, unified and consistent approach to public safety communications, leading to a decrease in the number of PSAPs and an increase in the ability to invest strategically into current technologies	Lack of support by local PSAP operations or response organizations, derailing unification and continuing with a fractured approach to 911 Call Answer
Fire Dispatch	The finalization of the new delivery model as a CRD service will provide sustainability and consistency for the future	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.
Hazmat Response	Continued support of all fire departments will ensure team capacity remains high	Reliance on cooperative approach by all fire departments to support integration of career, paid on call and volunteer FFs
CRD Emergency Management	Continued integrated approach by CRD and EA programs, leading to more efficiencies and a higher capacity to support major incidents	Changing demographics in rural areas leading to aging volunteers or part time residents leads to reduction in available volunteers for critical programs
Regional Emergency Management Coordination	Continued support of municipal programs to create regional initiatives and higher levels of coordination	Lack of leadership by the Province could support continued fractured approach to resource coordination and information sharing

3 DIVISIONAL INITIATIVES

Initiatives	Description	Budget Implications
Emergency Communications Plan	Development of a comprehensive emergency communications plan for the CRD, including template messaging, message delivery mechanisms, and messaging policies, both external and internal	Funded through Corporate Emergency Program projects budget No Implication
Upgrades to 911 Technology through unification of PSAPS	Current 911 technology is outdated with no strategic plan for upgrade or replacement. Over the next three years, the CRD must invest to allow service levels to meet industry standards in a cost effective manner. This will include higher integration of CRD GIS into the 911 Call Answer system	Capital replacement funding has been placed in reserve to allow for the upgrades, once a strategic plan has been developed No Implication
Regional Emergency Management Coordination	Enhanced, coordinated approach to public education and public messaging through LGEPAC initiatives	Funded through core budget in accordance with work plan. No impact on budget request

STRATEGIC PRIORITY: REGIONAL COOPERATION			
Corporate Goals	Sub-Goals	Strategic Initiatives	Budget Implications & Timing
Strengthen relationships and confidence in CRD regional leadership and decision-making	Increase awareness and facilitate conversations about regional interests, viewpoints on governance and equitable decision-making	<i>Work with Local Government Emergency Program Advisory Commission (LGEPAC) and Emergency Management BC (EMBC) to create a regional model for emergency resource coordination and information sharing</i>	<i>Core Funding with matching provincial funds (2013-2014)</i>

REGIONAL INFRASTRUCTURE			
Corporate Goals	Sub-Goals	Strategic Initiative	Budget Implications & Timing
Increase infrastructure resilience and emergency preparedness for natural disasters and the impacts associated with climate change	Improve response and recovery plans in preparation for major emergencies and disasters	<i>Coordinate emergency planning for all regional infrastructure through interdepartmental Emergency Coordinating Committee</i>	<i>Core Funding (2013-2014)</i>
	Increase regional coordination for resource allocation during emergency response and recovery		

4 PERFORMANCE MONITORING

Financial	Current year (actual)	Year 1 (planned)	Year 2 (planned)	Year 3 (planned)
911 Call Answer **	Define 911 Call Answer costs	Based on set benchmark	Based on set benchmark	Based on set benchmark
Fire Dispatch**	Define Fire Disp Cost/call	Based on set benchmark	Based on set benchmark	Based on set benchmark
Customers	Current year	Year 1	Year 2	Year 3
Average transfer time from 911 to Dispatch	90% less than 1 minute	90% less than 1 minute	90% less than 1 minute	90% less than 1 minute
#Regional Emergency Exercises	3	4	4	4
Business Processes	Current year	Year 1	Year 2	Year 3
% 911 Calls Answered within 10 seconds	90%	90%	90%	90%
Fire Dispatched w/in 60 seconds	90%	90%	90%	90%
# community based exercises (EAs)	20	24	24	24
People	Current year	Year 1	Year 2	Year 3
# trained Hazmat technicians (response capacity)	80	80	80	80
# trained JdF SAR volunteers (response capacity)	40	40	40	40

** 911 Call Answer – we are currently working with Victoria Police Department and RCMP to define a full series of 911 Call Answer Key Indicators to measure current service delivery levels and evaluate potential improvements.

**Fire Dispatch – with the newly established service, and movement to full service dispatch a benchmark cost/call will be set in Q1 2013.

Division Plan for Regional and Strategic Planning, Planning and Protective Services Department

1 OVERVIEW

The Regional and Strategic Planning Division delivers services in four main areas: regional growth management, regional transportation planning, regional information services and corporate strategic planning. This division plan tells the program story for these regional and shared services, indicating scope, operational information and future direction.

1.1 Scope

Transportation planning, information services and corporate strategic planning are regional in scope. The growth management service is a shared (sub-regional) service as it covers the 13 municipalities and the Juan de Fuca electoral area, but not Salt Spring Island or the Southern Gulf Islands.

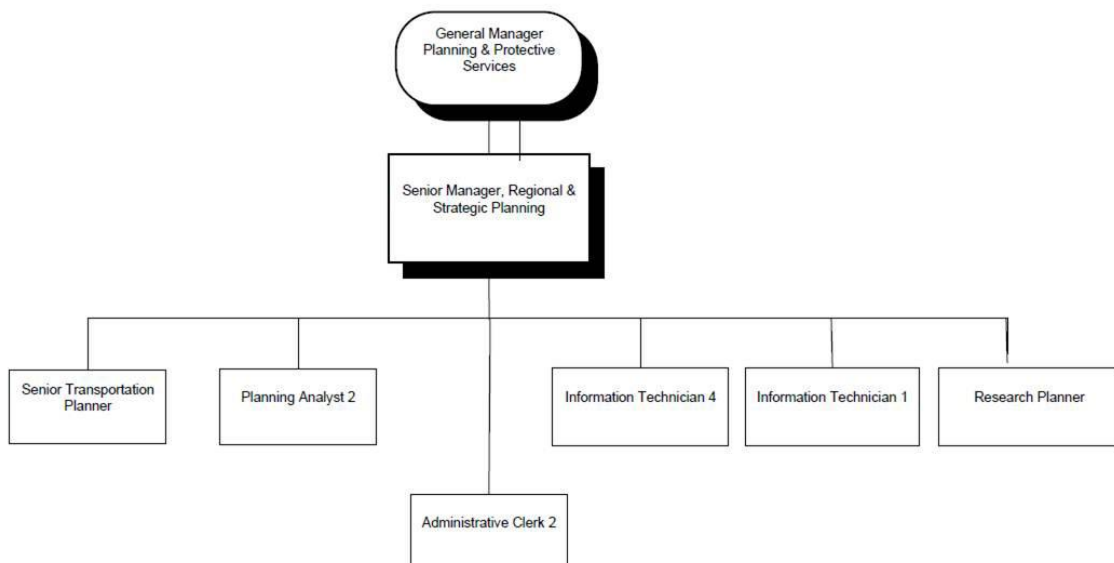
1.2 Primary Contact

Name: Margaret Misek-Evans, MCIP RPP

Title: Senior Manager of Regional and Strategic Planning

Contact information: (250) 360-3244 / mevans@crd.bc.ca

1.3 Organization Chart



1.4 Key Trends & Issues

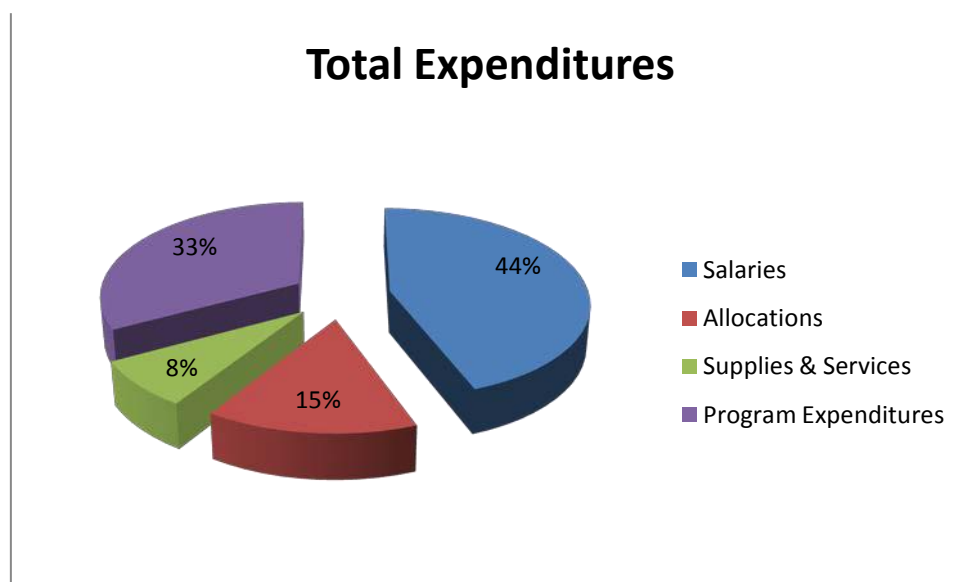
Regional and Strategic Planning

Growth pressures in some of the rural municipalities are giving rise to planning applications oriented toward economic development and housing developments with particular focus on workforce housing. In some cases, these present as anomalies to approved planning frameworks in the Regional Growth Strategy and Official Community Plans. During the upcoming RSS development, growth management opportunities will be revisited with municipalities to update and re-align growth with transportation and land use policies, as well as considerations for social and employment opportunities. Understanding First Nations community aspirations is becoming increasingly important as they embrace development opportunities which may affect regional and municipal plans and infrastructure.

Transportation

The recent independent review of BC Transit has resulted in the need for future discussion on the relationship between the CRD and BC Transit with respect integrating transit into regional planning for land use and transportation. Rationalization of the linkages between the CRD and the Victoria Regional Transit Commission is needed to consider implementation of major transit improvements and determine how they can be funded. How this unfolds will inform the CRD's role in transportation and transit planning; in the meantime, municipalities and BC Transit are looking at solutions to increase service and relieve congestion on key corridors. Simultaneously, commuter rail options and investments in active transportation along the E&N rail corridor are being implemented or investigated. These and other major transportation projects will affect regional planning initiatives (the Regional Transportation Plan (RTP) and the Regional Sustainability Strategy (RSS)) as well as Board deliberations regarding a regional transportation service.

1.5 Summary of Expenditures and Capital



Total Expenditures	\$1,458,710
Regional Growth Management	\$317,500
Regional Transportation Planning	\$554,920
Regional Information Services	\$586,290

2 SERVICES

2.1 Core Services

Service	Scope
Regional Growth Management	Regional Growth Strategy/Regional Sustainability Strategy and related sub-strategies; population, household and employment projections; collaborating with municipalities, the Juan de Fuca Electoral Area, provincial ministries and other CRD departments on regional policy; public consultation and engagement; RGS/RSS monitoring and implementation; land use modeling; regional context statements (new and amended); implementation agreements; special projects; planning advice to Committee and Board.
Regional Transportation Planning	Collaboration with municipalities, electoral areas and provincial agencies to facilitate better inter-municipal transportation for people and goods movement, including Regional Transportation Plan; Pedestrian & Cycling Master Plan, Victoria Regional Rapid Transit Task Force; transportation data programme; transportation modeling; regional transportation data management system.
Regional Information Services	Provides a regional information base of population, employment, economic, development and land use data and trend analysis, including: Demographic Atlas; Building Permit tracking; Census data (5-year cycle); regional thematic mapping; regional statistics brochures; sub-regional profiles; Urban Poverty Project; Community Indicators Network; Happiness/Well-being Survey; Employers Database (5-year cycle); custom products and services. Regional, sub-regional and municipal/electoral area statistics, trend analysis and research tools are provided to member municipalities, the Juan de Fuca Community Planning office and a variety of public, private and community clientele.
Corporate Strategic Planning	Facilitates development of 3-year Corporate Strategic Plan to identify strategic priorities for the current Board term and measure progress through annual monitoring and reporting; ensures inter-departmental collaboration and staff input; municipal and stakeholder engagement; linkages to business planning.

2.2 Service Levels

Regional and Strategic Planning currently has a staff complement of 7 FTE's and operates out of the CRD headquarter office at 625 Fisgard Street, Victoria from Monday to Friday 8:30 a.m. to 4:30 p.m. Specific service levels are outlined in the table below.

Service Level Adjustments				
Service	Current year	Year 1	Year 2	Year 3
Regional Growth Management	<p>5-year review of the Regional Growth Strategy (RGS) and transition to the Regional Sustainability Strategy (RSS)</p> <p>Conduct sub-strategies in climate action, food systems, housing</p> <p>Conduct consultation & engagement with internal, related and external audiences</p> <p>RGS monitoring and annual reporting</p> <p>Administer the Development Planners' Advisory Committee</p> <p>Assist municipalities with development of or amendment to Regional Context Statements within 2 years of RSS adoption</p> <p>Respond to Official Community Plan updates and specific development application referrals from municipalities, on demand</p> <p>Participate in dispute resolution as required</p> <p>Conduct special projects, i.e. 5-year updates to demographic forecasts</p> <p>Manage on-line tools, including MetroQuest, State of the Region 2.0, RGS web pages, portal and social media sites</p> <p>Maintain a toolkit of implementation measures from other jurisdictions</p> <p>Maintain lists of key community stakeholders</p> <p>Regular reporting to Planning, Transportation & Protective Services Committee</p>	No change	No change	<p>Implement the RSS and sub-strategies</p> <p>No change</p>
Regional Transportation Planning	Conduct regional transportation plans and studies, i.e. Regional Transportation Plan, Light Rail Transit Alternative Funding	No Change	Implement & monitor plans and studies	Implement & monitor plans and studies

Service Level Adjustments				
Service	Current year	Year 1	Year 2	Year 3
	<p>Options, Transportation Demand Management, Pedestrian & Cycling Master Plan, Transportation Service Feasibility Study</p> <p>Conduct annual cycle and auto counts and provide public access to data via the Regional Transportation Data Management System</p> <p>Administer Regional Strategic Priorities Gas Tax Fund</p> <p>Implementation and monitoring of the Pedestrian & Cycling Master Plan</p> <p>Conduct Origin-Destination Survey on 5-year cycle</p> <p>Apply regional transportation data model to regional and sub-regional projects, on demand</p> <p>Re-calibrate regional transportation data model on 5-year cycle</p> <p>Contribute data and expertise regularly to support inter-jurisdictional transportation projects and initiatives</p> <p>Regular reporting to Planning, Transportation & Protective Services Committee and Transportation Select Committee</p>		No change	No change
Regional Information Services	<p>Collect and disseminate census and National Household Survey data on 5-year cycle and custom orders</p> <p>Monthly and quarterly preparation of construction and development activity reports for building permits and subdivisions</p> <p>Fulfill custom information, data and mapping requests, on demand</p> <p>Conduct annual population and household estimates</p>	No change	No Change	No Change

Service Level Adjustments				
Service	Current year	Year 1	Year 2	Year 3
	<p>Update regional employers' database on a 5-year cycle</p> <p>Maintain and update the Demographic Atlas</p> <p>Update monthly, quarterly, annual and 5-year sub-regional profiles, fact sheets, thematic mapping and web-based data</p> <p>Regularly update all Regional Planning web pages, portals and social media sites</p> <p>Contribute data and expertise to community and internal committees, i.e. Urban Prosperity Project, VIHA Healthy Built Environment Committee, Greater Victoria Well Being Survey</p> <p>Conduct special studies, as directed, i.e. regional deer management</p>			
Corporate Strategic Planning	<p>Develop new corporate strategic plan</p> <p>Establish monitoring framework</p>	Conduct annual monitoring and reporting	Conduct annual monitoring and reporting	<p>Develop new corporate strategic plan</p> <p>Establish monitoring framework</p>

2.3 Workforce Considerations

Workforce (FTEs)				
Service	Current year	Year 1	Year 2	Year 3
Regional Growth Management	1	1	1	2
Regional Transportation Planning	2	2	2	2
Regional Information Services	3.5	3.5	3.5	3.5
Corporate Strategic Plan	0	0	0	0

Explanations of Variance

Regional Growth Management: Projected need for one additional FTE to implement, monitor and report on the new RSS, once adopted.

2.4 Customers & Governance

Service	External Customers	Internal Customers	Reviewing Commissions & Committees
Regional Growth Management	Councils and staff of 13 Municipalities Development and Planning Advisory Committee (DPAC) Intergovernmental Advisory Committee (IAC) – includes Provincial Ministries and agencies, Islands Trust, School Boards, etc. First Nations Residents Stakeholder groups, including developers, consultants, business organizations, non-profit groups, ratepayer groups	Regional Departments Community Planning Office for JdF EA	Planning, Transportation & Protective Services Committee CRD Board
Regional Transportation Planning	Councils and staff of 13 Municipalities DPAC Ministry of Transportation BC Transit Transportation-related stakeholder groups Residents	As above	As above
Regional Information Services	Councils and staff of 13 Municipalities Development and Planning Advisory Committee (DPAC) Provincial Ministries and agencies, Islands Trust, School Boards, etc. First Nations Residents Stakeholder groups, including developers, consultants, business organizations, non-profit groups, ratepayer groups	As above	As above
Corporate Strategic Planning	Councils and staff of 13 Municipalities Provincial government Stakeholder groups including business organizations and non-profit groups	As above	Committee of the Whole CRD Board

2.5 Delivery Strategy

Service	Delivery Strategy	Funding	Legislative Authority
Regional Growth Management	CRD RP staff Consultants & Contractors	CRD Requisition Regionally Significant Projects Gas Tax Fund	Part 25, <i>Local Government Act</i> ; <i>CRD Bylaw 2952 adopted in 2003</i>
Regional Transportation Planning	CRD RP staff Contractor	CRD Requisition Provincial grant for RTP Feasibility Fund for service feasibility study	
Regional Information Services	CRD RP staff	CRD Requisition Fees	
Corporate Strategic Planning	CRD RP staff Consultants	CRD Requisition from various department budgets	

2.6 Assumptions and Risks

Service	Key Assumptions	Risks
Regional Growth Management	<ul style="list-style-type: none"> - completion of RSS within the planned 24-month period - sufficient funding secured through RSP Gas Tax fund for RSS completion - consultants/contractors retained to support RSS development 	<ul style="list-style-type: none"> - RSS requires 100% municipal acceptance prior to Board approval - completing RSS approvals prior to next municipal election - insufficient staff capacity to complete RSS and other projects, i.e. deer
Regional Transportation Planning	<ul style="list-style-type: none"> - CRD assumes a role in transit authority - current consultants complete RTP by fall of 2013 - RTP to identify acceptable governance and funding model to implement regional transportation priorities - transportation service feasibility analysis completed in 2013 	<ul style="list-style-type: none"> - transfer of transit authority to CRD Board is rejected by the Province in favour of another model - acceptable governance and funding model not agreed upon locally or by Province - insufficient capacity to manage additional transit/transportation responsibilities
Regional Information Services	<ul style="list-style-type: none"> - continued regular information release by Statistics Canada - Land Information Management Systems Software Acquisition acquired and 	<ul style="list-style-type: none"> - quality of National Household Survey relative to prior Census results may jeopardize time series analyses, particularly for small geographies - PALS may crash causing disruption in release of building data
Corporate Strategic Planning	<ul style="list-style-type: none"> - annual monitoring and reporting - 3-year strategic planning cycle - full integration of strategic and business planning processes 	<ul style="list-style-type: none"> - inadequate linkages between the strategic plan and business planning processes - lack of secure budget and adequate capacity for monitoring, reporting and planning cycles

3 DIVISIONAL INITIATIVES

Initiatives	Description	Budget Implications & Timing
RIS: Implementation of Land Information Management Systems Software Acquisition	<i>Transitioning the current Permits and Lots System (PALS) to new Land Information Management Systems Software Acquisition software.</i>	<i>Core Funding 2013-14</i>
RIS: Census Data Acquisition	<i>2011 Census standard and custom data orders of socio-economic and place of work data</i>	<i>Core Funding 2013-14</i>
RIS/RGS: Population, Household & Employment Projections	<i>Update of 2011 base year at the traffic analysis zone level; preparing new projections using 2011 base year</i>	<i>Core Funding & Reserves 2014</i>
Regional Transportation: Annual Auto and Cycling Counts	<i>Conduct annual auto and cycling counts; incorporate data into Regional Transportation Data Management System (RTDMS)</i>	<i>Core Funding 2013-15</i>
Regional Transportation: RTDMS update of web-based application	<i>Update RTDMS for public internet access to CRD transportation data</i>	<i>Core Funding 2013</i>
Regional Transportation: Re-calibrate Regional transportation model	<i>Re-calibrate regional transportation model using 2011 Census data, current transportation count data and the 2011 Origin-Destination Survey data</i>	<i>Reserves & Core Funding 2013</i>
Corporate Strategic Plan: new Corporate Strategic Plan	<i>Development of new corporate strategic plan</i>	<i>Core Funding 2014-15</i>

STRATEGIC PRIORITY: REGIONAL COOPERATION

Corporate Goals	Sub-Goals	Strategic Initiatives	Budget Implications & Timing
Strengthen relationships and confidence in CRD regional leadership and decision-making	Increase awareness and facilitate conversations about regional interests, viewpoints on governance and equitable decision-making	<i>Facilitate conversations about regional interests through the Regional Sustainability Strategy (RSS) and the Regional Transportation Plan (RTP)</i>	<i>RSP Gas Tax Funding (RSS) 2012-2014</i>
Develop stronger relationships with First Nations in the CRD	Engage First Nations Communities in major regional plans and strategies (e.g. Regional sustainability Strategy, Waste Management Plan, etc.) and regionally-specific interests	<i>Engage First Nations in the RSS</i>	<i>RSP Gas Tax Funding (RSS) 2012-2014</i>
Achieve better understanding of, and confidence in, CRD service delivery	Increase and improve communications on the many services the CRD delivers and who they serve	<i>State of the Region monitoring and reporting on the RGS/RSS</i> <i>Annual monitoring and reporting on corporate Strategic Plan</i>	<i>Allocated RSS Gas Tax Funding 2012-2014</i> <i>Core Funding 2013-2014</i>
	Improve regional relationships with senior government as a result of a united front on matters of regional interest and respectful advocacy	<i>Engage with Development Planning Advisory Committee (DPAC) and Inter-governmental Advisory Committee (IAC) on the RSS</i>	<i>Allocated RSS Gas Tax Funding 2012-2014</i>

STRATEGIC PRIORITY: REGIONAL TRANSPORTATION & PLANNING			
Corporate Goals	Sub-Goals	Strategic Initiatives	Budget Implications & Timing
Improve Regional Transit Governance	Assume oversight and regulatory functions from the GV Transit Commission	<i>Participate in negotiations regarding new transit hybrid model</i>	<i>Core Funding (2013)</i>
	Complete regional Transportation Feasibility Study	<i>Initiate and complete transportation feasibility study</i>	<i>Service Feasibility Fund (2013)</i>
Increase Regional Transportation Authority	Works with the province, municipalities and EAs to identify options for improved coordination of regional transportation decision-making	<i>Review transportation governance and funding in the RTP</i>	<i>Core Funding and MoTI Funding (2012-2013)</i>
	Investigates the feasibility of a new role in regional transportation governance, planning and funding	<i>As above</i>	<i>As above</i>
	Increase regional transportation advocacy for common interests	<i>As above</i>	<i>As above</i>
Increase integration between Transportation and Land Use	Complete the Regional Transportation Plan (RTP)	<i>Complete RTP</i>	<i>As above</i>
	Coordinate the RTP and the Regional Sustainability Strategy to better align transportation and land use to achieve more compact development with greater choice and access to multiple modes of transportation	<i>Complete RTP and integrate with RSS</i>	<i>As above for RTP Allocated RSS Gas Tax Funding (2012-2014)</i>
	Implement the 2003 Regional Growth Strategy (RGS), including at least 90% of all growth to take place within the RUCSPA	<i>Continue implementation of RGS through response to municipal referrals</i>	<i>Core Funding (2012-2014)</i>
	Complete the Regional Sustainability Strategy (RSS) in collaboration with municipalities, electoral area, other governments and stakeholders	<i>Complete RSS in collaboration with municipalities, electoral area, other governments and stakeholders</i>	<i>Allocated RSS Gas Tax Funding (2012-2014)</i>
	Plan for age-friendly communities in regional transportation and planning	<i>As above</i>	<i>As above</i>
Improve Pedestrian & Cycle Facilities	Upgrade the Primary Inter-Community (PIC) Cycling Network	<i>Incentive funding for implementation of PCMP</i>	<i>RSP Gas Tax funding; Reserves (2013-2014)</i>
	Integrate Regional Pedestrian and Cycling Master Plan (PCMP) cycling and pedestrian design guidelines into local standards across the region	<i>Advocacy initiatives to assist municipalities and Province with uptake of design guidelines</i>	<i>Core Funding (2012-2014)</i>

HEALTHY REGION			
Corporate Goals	Sub-Goals	Strategic Initiatives	Budget Implications & Timing
Increase support for regional food systems	Improved support for regional food production, processing, storage and distribution, as determined through the Regional Sustainability Strategy process	<i>Develop new food system policy in the RSS and through a food systems sub-strategy</i>	<i>Allocated RSS Gas Tax Funding (2012-2014)</i>

REGIONAL INFRASTRUCTURE			
Corporate Goals	Sub-Goals	Strategic Initiative	Budget Implications & Timing
Increase infrastructure resilience and emergency preparedness for natural disasters and the impacts associated with climate change	Improve response and recovery plans in preparation for major emergencies and disasters	<i>Incorporate disaster resilience and climate change policies into the RSS through a specific sub-strategy</i>	<i>Allocated RSS Gas Tax Funding (2012-2014)</i>

REGIONAL ENVIRONMENTAL STEWARDSHIP			
Corporate Goals	Sub-Goals	Strategic Initiative	Budget Implications & Timing
Increase efforts to mitigate climate change	Maintain support to municipalities, electoral areas, businesses and individuals for reducing regional energy use and greenhouse gas (GHG) emissions	<i>Incorporate disaster resilience and climate change policies into the RSS through a specific sub-strategy</i>	<i>Allocated RSS Gas Tax Funding (2012-2014)</i>
Increase conservation of regional ecosystems	Identify priority sensitive ecosystems	<i>Incorporate ecosystem policies into the RSS based on CRD Parks Strategic Plan and other sources</i>	<i>As above</i>
Increase protection of marine and freshwater habitat	Improve knowledge and protection of watershed health	<i>Incorporate marine and freshwater habitat policies into the RSS</i>	<i>As above</i>

4 PERFORMANCE MONITORING

Financial	Current year (actual)	Year 1 (planned)	Year 2 (planned)	Year 3 (planned)
Regional Planning Costs per capita remain below \$4	\$3.84	\$3.70	\$3.67	\$3.93
Customers	Current year	Year 1	Year 2	Year 3
90% of custom data or map requests* responded to within 5 business days	90%	90%	90%	90%
Annual Number of Visitors to all Regional Planning Webpages remains at current levels	95,000	95,000	95,000	95,000
Number of Regional Planning Social Media Followers increases by 10% p.a.	225**	247	272	299
Business Processes	Current year	Year 1	Year 2	Year 3
85% of Regional Planning publications that are self-serve on the website	80%	80%	85%	85%

* Custom data requests: non-standard (not pre-produced) statistical data tables and analysis prepared to the client's specifications Custom map requests: non-standard (not pre-produced) maps prepared to client's specifications for geographic coverage, themes, cartography

** Estimated to end of 2012

See also the State of the Region Report for broader planning monitoring indicators available online at <http://sustainability.crd.bc.ca/resources.aspx>.