

REPORT TO HOSPITALS AND HOUSING COMMITTEE MEETING OF WEDNESDAY, OCTOBER 06, 2021

SUBJECT 2022 Service Planning – Health Facilities

ISSUE SUMMARY

To provide the Hospitals and Housing Committee with an overview of core service levels, new and progressing initiatives and performance metrics related to the Health Facilities Community Need. These activities are undertaken by the Health and Capital Planning Strategies Division and deliver on approved Board Strategic Priorities and the Capital Regional District (CRD) Corporate Plan.

BACKGROUND

The CRD Board identified its strategic priorities in early 2019. Subsequently, staff prepared the 2019-2022 CRD Corporate Plan to align with this direction. The CRD Corporate Plan presents the work the CRD needs to deliver over the Board term to meet the region's 15 most important needs (community needs). These initiatives are delivered in conjunction with the mandated core services and regulatory requirements that the CRD is accountable for delivering. The priorities were re-confirmed by the CRD Board at the annual check-ins on May 13, 2020 and May 12, 2021.

At the start of the Board term, staff identified that the ambitious plan for the region would require a significant amount of effort and resources to action and implement Board and Corporate Priorities and to keep pace with the anticipated increase in service demands, primarily driven by population growth and construction activity. The general level of effort deployed by the organization has been increasing to keep pace since the direction was set and in some cases emerging trends and changes in economic activity has had a significant impact on the demand for services driving additional resource requirements.

This is the final year of service plan and budget approvals for this CRD Board as well as the final year of implementation of its strategic priorities. 2022 is a transition year for the CRD Board. Staff anticipate that any service planning requests for 2023 will be focused on operational adjustments while the Board is determining its strategic priorities for the 2023-2026 term.

The Community Need Summary Report (Appendix A) provides an overview of the strategic context for service areas by department, core service levels for services, and a summary of the business model and performance metrics associated with targeted outcomes. A summary of the capital investment made in support of the Community Need (Appendix B) and the initiatives progressed over the course of this Board's term (Appendix C) have also been appended to this report.

ALTERNATIVES

Alternative 1

The Hospitals and Housing Committee recommends the Committee of the Whole recommend to the Capital Regional District Board:

That Appendix A, Community Need Summary – Health Facilities be approved as presented and form the basis of the 2022-2026 Financial Plan.

Alternative 2

The Hospitals and Housing Committee recommends the Committee of the Whole recommend to the Capital Regional District Board:

That Appendix A, Community Need Summary – Health Facilities be approved as amended and form the basis of the 2022-2026 Financial Plan.

IMPLICATIONS

Financial Implications

The CRD continues to look for ways to fund its services in a manner that relieves affordability pressure for the taxpayer. This is reflected in the policy for reserve balance measures and gaps/surplus which was approved by the CRD Board on July 14, 2021. The CRD has had other funding successes optimizing capital funding and leveraging grant funding in a more aggressive way than ever before.

A comprehensive overview of the resources required to advance the initiatives and services listed in all Community Need Summaries, including all proposed staffing changes, will be presented to the Committee of the Whole at the 2022 provisional budget review.

Service Delivery Implications

The Capital Regional Hospital District (CRHD) has begun the community engagement, demolition, and planning for the redevelopment of Oak Bay Lodge. This is a high priority project in the capital region. A land acquisition is also underway at Royal Bay for the development of a future designated Health facility in partnership with Island Health. This is an exciting upcoming initiative and the planning work is underway in partnership with Island Health.

On March 24, 2021, the CRD Board approved the onboarding of a Capital Planner, 2-year term position that will support future planning and development initiatives. This position was contingent on securing a new capital project in partnership with Island Health. Hiring has been deferred to 2022 to align with the planning progress and anticipated approval of Island Health of a new capital project. The cost of the Capital Planner position will be recovered from the CRHD Administration and Feasibility Reserve and is included in the 2022 provisional budget.

See Appendix A for more details about core service delivery.

New initiatives proposed for 2022:

There are no new initiatives proposed for this community need in 2022.

CONCLUSION

Staff have been progressing initiatives and actions identified in the CRD Corporate Plan, including Board Strategic Priorities. The CRD Board determines resourcing through its annual review and approval of financial plans. As per previous years, to support the Board's decision-making, staff are providing recommendations on funding, timing and service levels through the service and financial planning processes.

RECOMMENDATION

The Hospitals and Housing Committee recommends the Committee of the Whole recommend to the Capital Regional District Board:

That Appendix A, Community Need Summary – Health Facilities be approved as presented and form the basis of the 2022-2026 Financial Plan.

Submitted by:	Michael Barnes, MPP, Senior Manager, Health and Capital Planning Strategies
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENTS

Appendix A: Community Need Summary – Health Facilities

Appendix B: Capital Plan Report

Appendix C: Initiative Progress Report