

REGIONAL DISTRICT OF NANAIMO
COMMITTEE OF THE WHOLE
AGENDA

Tuesday, October 2, 2018

3:00 P.M.

RDN Board Chambers

This meeting will be recorded

	Pages
1. CALL TO ORDER	
2. APPROVAL OF THE AGENDA	
3. ADOPTION OF MINUTES	
3.1 Regular Committee of the Whole Meeting - September 4, 2018	4
That the minutes of the Regular Committee of the Whole meeting held September 4, 2018, be adopted.	
4. DELEGATIONS	
4.1 Joan Miller, Film Commissioner, Vancouver Island North Film Commission (INFilm), re Update	13
4.2 Joan Merrifield, President, and Gloria Filax, Vice-President, Gabriola Historical Museum Society, re Update	14
5. CORRESPONDENCE	
6. COMMITTEE MINUTES	
That the following minutes be received for information:	
6.1 District 69 Recreation Commission - September 20, 2018	15
7. COMMITTEE RECOMMENDATIONS	
7.1 District 69 Recreation Commission	
7.1.1 Accessible Fitness Centre in Oceanside	
<i>Please note: Committee recommendations have no accompanying staff report</i>	
1. That the following motions be referred back to staff:	

1. That Island Health be requested to assist Universal Access Qualicum Beach in securing a suitable location, developing an operational model and creating a business plan for the placement of specialized universal access fitness equipment in the District 69 area.
2. That if the Regional District of Nanaimo undertakes the development of a fitness and wellness facility for the District 69 area in the future, that the provision of accessible fitness equipment be considered in the design.

2. That RDN Recreation add a Universally Accessible Fitness and Wellness Facility to its list of Oceanside recreation facility needs as a high priority, collaborative community project.

8. CORPORATE SERVICES

8.1 Flag Policy

18

That the Board adopt the attached Flag Policy A1.34.

9. STRATEGIC AND COMMUNITY DEVELOPMENT

9.1 Regional District of Nanaimo 2017-2018 Green Building Series Summary and 2018-2019 Green Building Series Workshops and Activities.

25

To receive the Regional District of Nanaimo's (RDN) 2017-2018 Green Building Series summary and 2018-2019 Green Building Series workshops and activities for information.

9.2 Proposed Amendments to the Floodplain Bylaw, Bylaw 500 and Board Policy B1.5 to Modernize Flood Mitigation Requirements

34

1. That the Board introduce and give first and second reading to "Regional District of Nanaimo Floodplain Management Amendment Bylaw No. 1469.02, 2018".

2. That the Board introduce and give first and second reading to "Regional District of Nanaimo Land Use and Subdivision Amendment Bylaw No. 500.417, 2018".

3. That the Board approve revisions to "Regional District of Nanaimo Board Policy No. B1.5 *Development Variance Permit, Development Permit with Variance & Floodplain Exemption Application Evaluation*".

4. That the public hearing for "Regional District of Nanaimo Land Use and Subdivision Amendment Bylaw No. 500.417, 2018" be waived and notice of the Board's intent to consider third reading be given in accordance with Section 467 of the *Local Government Act*.

5. That the District of Lantzville and Gabriola Island Local Trust Area be notified of "Regional District of Nanaimo Floodplain Management Amendment Bylaw No. 1469.02, 2018".

9.3 2018 Operational Plan Update

57

That the Board endorse the Regional District of Nanaimo 2018 Operational Plan Update.

10. BUSINESS ARISING FROM DELEGATIONS

11. MOTIONS FOR WHICH NOTICE HAS BEEN GIVEN

11.1 Filming Permits

275

Chair Veenhof provided notice at the September 18, 2018 Regular Board Meeting that the following motion will be brought forward to the October 2, 2018 Committee of the Whole agenda:

That staff be directed to report back to the Board on developing filming permits.

12. NEW BUSINESS

12.1 Directors' Roundtable

13. ADJOURNMENT

**REGIONAL DISTRICT OF NANAIMO
MINUTES OF THE REGULAR COMMITTEE OF THE WHOLE MEETING**

**Tuesday, September 4, 2018
3:05 P.M.
RDN Board Chambers**

In Attendance:	Director W. Veenhof	Chair
	Director I. Thorpe	Deputy Chair
	Director A. McPherson	Electoral Area A
	Director H. Houle	Electoral Area B
	Director M. Young	Electoral Area C
	Director B. Rogers	Electoral Area E
	Director J. Fell	Electoral Area F
	Director J. Stanhope	Electoral Area G
	Director B. McKay	City of Nanaimo
	Alternate	
	Director S. Armstrong	City of Nanaimo
	Director D. Brennan	City of Nanaimo
	Director M. Lefebvre	City of Parksville
	Director B. Colclough	District of Lantzville
	Director T. Westbrook	Town of Qualicum Beach
Regrets:	Director B. Bestwick	City of Nanaimo
	Director G. Fuller	City of Nanaimo
	Director J. Hong	City of Nanaimo
	Director J. Kipp	City of Nanaimo
	Director B. Yoachim	City of Nanaimo
	Director K. Oates	City of Parksville
Also in Attendance:	P. Carlyle	Chief Administrative Officer
	R. Alexander	Gen. Mgr. Regional & Community Utilities
	G. Garbutt	Gen. Mgr. Strategic & Community Development
	T. Osborne	Gen. Mgr. Recreation & Parks
	D. Wells	Gen. Mgr. Corporate Services
	J. Beauchamp	Director of Finance
	S. De Pol	Director of Water & Wastewater Services
	D. Pearce	Director of Transportation & Emergency Services
	T. Mayea	A/Mgr. Administrative Services
	P. Thompson	Mgr. Long Range Planning
	C. Golding	Recording Secretary

CALL TO ORDER

The Chair called the meeting to order and respectfully acknowledged the Coast Salish Nations on whose traditional territory the meeting took place.

APPROVAL OF THE AGENDA

It was moved and seconded that the agenda be approved, as amended, to consider Item 5.3 Dr. Paul Hasselback, Medical Health Officer, and Analisa Blake, Project Manager; Food Security, Health Living and Community Health Networks, Island Health, re the Value of Community Health Networks before Item 5.2.

CARRIED UNANIMOUSLY

ADOPTION OF MINUTES

Regular Committee of the Whole Meeting - July 10, 2018

It was moved and seconded that the minutes of the Regular Committee of the Whole meeting held July 10, 2018, be adopted.

CARRIED UNANIMOUSLY

INVITED PRESENTATIONS

Gloria Hatfield, President Gabriola Island Chamber of Commerce, re Update on the Gabriola Island Chamber of Commerce

Gloria Hatfield provided an overview of the Annual Report on Economic Development for Electoral Area B which highlighted the accomplishments achieved on Governance, Marketing and Promoting the Gabriola Brand, Economic Development Initiatives, and thanked the Board for their continued support and annual funding.

DELEGATIONS

Dean Gaudry and Paul Chapman, re Nanaimo & Area Land Trust - 2019 Funding Agreement

Dean Gaudry and Paul Chapman provided an overview of the services that the Nanaimo & Area Land Trust has provided to the Regional District in 2017 including land acquisitions and conservation agreements, and asked the Board to increase their funding by \$5,000 to a total annual amount of \$35,000.

Dr. Paul Hasselback, Medical Health Officer, and Analisa Blake, Project Manager; Food Security, Healthy Living and Community Health Networks, Island Health, re the Value of Community Health Networks

Dr. Paul Hasselback and Analisa Blake provided an overview of the Community Health Networks at Island Health including the activities and accomplishments of the networks, the benefits of regional districts as network hosts, and determinants of health across the region including government supports to assist in lowering the costs of health care.

Lisa Marie Barron, Coordinator, and Sharon Welch, Chair, Oceanside Health and Wellness Network (OHWN), re OHWN Update

Sharon Welch and Lisa Marie Barron provided an overview of the Oceanside Health & Wellness Network highlighting the structure of the network, child wellness, child and youth mental health, network development, forums held in the Oceanside Region, and thanked the Board for their funding and requested that the Board approve the contract renewal for the Coordinator position.

CORRESPONDENCE

It was moved and seconded that the following correspondence be received for information:

Leonard Krog, MLA, re Nanaimo Search and Rescue

CARRIED UNANIMOUSLY

COMMITTEE MINUTES

That the following minutes be received for information:

District 69 Recreation Commission - July 19, 2018

CARRIED UNANIMOUSLY

COMMITTEE RECOMMENDATIONS

District 69 Recreation Commission

Rubberized Track

It was moved and seconded that staff move forward with discussions with School District 69 (Qualicum), City of Parksville and Town of Qualicum Beach for a rubberized track, up to 8 lanes, to bring back for further review and consideration by the District 69 Recreation Commission and RDN Board.

CARRIED UNANIMOUSLY

Pool Discussion

It was moved and seconded that staff proceed to prepare a concept plan to advance the addition of a second 25m tank and expanded change rooms at the Ravensong Aquatic Centre.

CARRIED UNANIMOUSLY

Confirmation of Multiplex Vision

It was moved and seconded that a centralized land purchase strategy be developed and implemented for a future indoor/outdoor sport recreation facility complex for the Oceanside area.

CARRIED UNANIMOUSLY

Formation of D69 Recreation Commission Infrastructure Planning Sub-Committee

It was moved and seconded that a District 69 Recreation Commission Infrastructure Planning Sub-Committee be formed after the 2018 election.

CARRIED UNANIMOUSLY

CORPORATE SERVICES

2019 to 2023 Financial Plan Schedule

It was moved and seconded that the preliminary 2019 budget information provided be received and that the proposed schedule of meetings to review and approve the 2019 to 2023 Financial Plan be approved as presented.

CARRIED UNANIMOUSLY

Approval of Signing Authorities for General Banking and Investments

It was moved and seconded that the signing authorities for general banking services and financial instruments reflect the following officer positions:

- Chair - William Veenhof
- Deputy Chair - Ian Thorpe
- Chief Administrative Officer - Phyllis Carlyle
- Director of Finance - Jeannie Beauchamp
- Manager, Accounting Services - Tiffany Moore
- Manager, Capital & Financial Reporting - Manvir Manhas

CARRIED UNANIMOUSLY

It was moved and seconded that the foregoing authorizations extend to accounts in the name of the Regional District of Nanaimo.

CARRIED UNANIMOUSLY

Quarterly Financial Report – Second Quarter – 2018

It was moved and seconded that the Financial Report for the period January 1, 2018 to June 30, 2018 be received for information.

CARRIED UNANIMOUSLY

Bylaw 1775 – Alberni-Clayoquot Regional District – 2019 Permissive Tax Exemption

It was moved and seconded that “Property Tax Exemption (Alberni-Clayoquot Mt. Arrowsmith Regional Park) Bylaw No. 1775, 2018” be introduced and read three times.

CARRIED UNANIMOUSLY

It was moved and seconded that “Property Tax Exemption (Alberni-Clayoquot Mt. Arrowsmith Regional Park) Bylaw No. 1775, 2018” be adopted.

CARRIED UNANIMOUSLY

Election Worker Liability Insurance Coverage

It was moved and seconded that the Board authorize the Director of Finance and the Manager of Administrative Services to enter into Service Provider Agreements with individual election workers for the provision of liability insurance through the Regional District’s liability insurance held with the Municipal Insurance Association of British Columbia.

CARRIED UNANIMOUSLY

Communications for Election 2018

It was moved and seconded that the Board receive the Communications for Election 2018 report for information.

CARRIED UNANIMOUSLY

Director Armstrong left the meeting at 4:07 PM.

Rogers Cell Tower Right of Way Agreement

It was moved and seconded that the Board approve the offer from Rogers Communications Inc. of \$13,860 per year for the 2018 – 2023 term (which includes a renewal option of five years from June 1, 2023 to May 31, 2028) and to allow two additional renewal options of five years, commencing June 1, 2028 – May 31, 2033 and June 1, 2033 – May 31, 2038).

It was moved and seconded that the motion be amended by deleting all text following: (which includes a renewal option of five years from June 1, 2013 to May 31, 2028).

Opposed (6): Director Thorpe, Director Stanhope, Director McKay, Director Brennan, Director Lefebvre, and Director Westbroek

CARRIED

The vote was taken on the main motion as amended:

It was moved and seconded that the Board approve the offer from Rogers Communications Inc. of \$13,860 per year for the 2018-2023 term (which includes a renewal option of five years from June 1, 2023 to May 31, 2028).

Opposed (6): Director Thorpe, Director McPherson, Director Fell, Director Stanhope, Director McKay, and Director Lefebvre

CARRIED

It was moved and seconded that staff be directed to seek a contract renewal rate of a minimum of \$25,000 per year from Rogers Communications Inc. for the use of Regional District of Nanaimo land for their cell tower.

Opposed (1): Director Rogers

CARRIED

STRATEGIC AND COMMUNITY DEVELOPMENT

The National Housing Strategy and Opportunities in Regional Affordable Housing

It was moved and seconded that the Board provide direction to advance a regional approach to affordable housing that considers partnership development and the creation of a regional affordable housing service and reserve fund.

CARRIED UNANIMOUSLY

Oceanside Health and Wellness Network Coordinator Funding – Contract Renewal Request from Island Health

It was moved and seconded that the Regional District of Nanaimo enter into a three-year contract with Island Health, from November 1, 2018 to October 31, 2021, to administer funds for subcontracting a Coordinator for the Oceanside Health and Wellness Network.

CARRIED UNANIMOUSLY

Overview of the Green Building Incentive Program

It was moved and seconded that the Green Building Incentive Program be reviewed.

CARRIED UNANIMOUSLY

Regional Growth Strategy Amendment to Implement the Town of Qualicum Beach Official Community Plan

It was moved and seconded that the amendments required to “Regional District of Nanaimo Regional Growth Strategy Bylaw No. 1615, 2011” to implement the “Town of Qualicum Beach Official Community Plan Bylaw No. 800, 2018” proceed through the minor amendment process.

Opposed (1): Director McPherson

CARRIED

It was moved and seconded that the Regional Context Statement be accepted.

Opposed (1): Director McPherson

CARRIED

It was moved and seconded that the Consultation Plan for the “Regional Growth Strategy Amendment to Implement the Town of Qualicum Beach Official Community Plan” be endorsed.

Opposed (1): Director McPherson

CARRIED

RECREATION AND PARKS

Bylaw No. 1777 - District 69 Recreation Commission

It was moved and seconded that the “District 69 Recreation Commission Bylaw No. 1777, 2018” be introduced and read three times.

CARRIED UNANIMOUSLY

It was moved and seconded that the “District 69 Recreation Commission Bylaw No. 1777, 2018” be adopted.

CARRIED UNANIMOUSLY

REGIONAL AND COMMUNITY UTILITIES

Bylaw No.1655.08 – Water Services Fees and Charges Amendments 2018

It was moved and seconded that “Regional District of Nanaimo Water Services Fees & Charges Amendment Bylaw No. 1655.08, 2018” be introduced and read three times.

CARRIED UNANIMOUSLY

It was moved and seconded that “Regional District of Nanaimo Water Services Fees & Charges Amendment Bylaw No. 1655.08, 2018” be adopted.

CARRIED UNANIMOUSLY

Bylaw No. 1655.09 – Water User Rate Amendments 2019

It was moved and seconded that “Regional District of Nanaimo Water Services Fees & Charges Amendment Bylaw No. 1655.09” be introduced and read three times.

CARRIED UNANIMOUSLY

It was moved and seconded that “Regional District of Nanaimo Water Services Fees & Charges Amendment Bylaw No. 1655.09” be adopted.

CARRIED UNANIMOUSLY

Director Armstrong returned to the meeting at 4:47 PM

Overview of Water Stewardship Rebates

It was moved and seconded that the Overview of Water Stewardship Rebates be received for information.

CARRIED UNANIMOUSLY

Project Update – 10 Year Action Plan Review for Drinking Water and Watershed Protection

It was moved and seconded that the Board receive this report on the 10 Year Action Plan Review for the Drinking Water and Watershed Protection program for information.

CARRIED UNANIMOUSLY

Madrona Reservoir Statutory Right-of Way Renewal with Island Timberlands

It was moved and seconded that the Board approve the renewal of the Statutory Right-of-Way and Road Use Agreement with Island Timberlands for the Madrona reservoir for five years.

CARRIED UNANIMOUSLY

TRANSPORTATION AND EMERGENCY PLANNING SERVICES

D69 Family Resource Association Surplus Request

It was moved and seconded that the Board extend the terms of the Family Resource agreement for two months, to end of May 31, 2020.

CARRIED UNANIMOUSLY

Bow Horn Fire Protection Service Amendment Bylaw No. 1385.09, 2018

It was moved and seconded that the first three readings of "Bow Horn Fire Protection Service Amendment Bylaw No. 1385.09, 2018" be rescinded.

CARRIED UNANIMOUSLY

BUSINESS ARISING FROM CORRESPONDENCE / DELEGATIONS

Nanaimo & Area Land Trust - 2019 Funding Agreement

It was moved and seconded that the Nanaimo & Area Land Trust funding be increased by \$5,000 per year starting in the 2019 Budget for a total of \$35,000 funding.

Opposed (1): Director Rogers

CARRIED

NEW BUSINESS

Directors' Roundtable

Directors provided updates to the Board.

IN CAMERA

It was moved and seconded that pursuant to Sections 90 (1) (e), (g), (i), (j), and (k) of the *Community Charter* the Committee proceed to an In Camera meeting for discussions related to the acquisition of land, litigation or potential litigation, solicitor-client privilege, third party business interests and the provision of a proposed service.

CARRIED UNANIMOUSLY

TIME: 5:11 PM

ADJOURNMENT

It was moved and seconded that this meeting be adjourned.

CARRIED UNANIMOUSLY

TIME: 5:31 PM

CHAIR

Delegation: Joan Miller, Film Commissioner, Vancouver Island North Film Commission (INFilm)

Summary: To Update the Board on Film Production

Action Requested: None

Delegation: Joan Merrifield, President, and Gloria Filax, Vice-President, Gabriola Historical Museum Society, re Update

Summary: Annual Reporting

Action Requested: None.

**REGIONAL DISTRICT OF NANAIMO
MINUTES OF THE DISTRICT 69 RECREATION COMMISSION MEETING**

**Thursday, September 20, 2018
2:00 P.M.
Oceanside Place**

In Attendance:	Commissioner J. Fell	Chair
	Commissioner B. Rogers	Electoral Area E
	Commissioner R. Nosworthy	Electoral Area F
	Commissioner T. Malyk	Electoral Area G
	Commissioner B. Veenhof	Electoral Area H
	Commissioner E. Young	School District 69 Trustee
Regrets:	Commissioner Krofta	Electoral Area E
	Commissioner Horner	Town of Qualicum Beach
	Commissioner Burden	City of Parksville
Also in Attendance:	T. Osborne	Gen. Mgr. Recreation and Park Services
	D. Banman	Mgr. Recreation Services
	A. Harvey	Recording Secretary

CALL TO ORDER

The Chair called the meeting to order and respectfully acknowledged the Coast Salish Nations on whose traditional territory the meeting took place.

APPROVAL OF THE AGENDA

It was moved and seconded that the agenda be approved as amended to add D69 Recreation Masterplan Board Resolutions Update to Unfinished Business.

CARRIED UNANIMOUSLY

ADOPTION OF MINUTES

District 69 Recreation Commission Meeting - July 19, 2018

It was moved and seconded that the minutes of the District 69 Recreation Commission meeting held July 19, 2018, be adopted as amended to add E. Young to In Attendance.

CARRIED UNANIMOUSLY

DELEGATIONS

H. Carnegie and D. Fraser - Co-Chairs - Universal Access Qualicum Beach, Re: Universally Accessible Fitness and Wellness Facility

H.Carnegie Letcher and D. Fraser presented on the urgent need for a fitness and wellness centre in District 69 that is accessible for all. They requested that the RDN and the Recreation

Commission collaborate with them in developing a universally accessible fitness and wellness centre in District 69.

The delegation answered questions from the Commission members regarding their presentation.

It was moved and seconded that 'Business Arising from the Delegations' be moved to follow 'Delegations'.

Opposed (1): Commissioner Young

CARRIED

BUSINESS ARISING FROM DELEGATIONS

Commissioners discussed the need of an accessible fitness centre in Oceanside.

It was moved and seconded that Island Health be requested to assist Universal Access Qualicum Beach in securing a suitable location, developing an operational model and creating a business plan for the placement of specialized universal access fitness equipment in the District 69 area.

It was moved and seconded that if the Regional District of Nanaimo undertakes the development of a fitness and wellness facility for the District 69 area in the future, that the provision of accessible fitness equipment be considered in the design.

Amendment:

It was moved and seconded that the following motions be referred back to staff:

1. That Island Health be requested to assist Universal Access Qualicum Beach in securing a suitable location, developing an operational model and creating a business plan for the placement of specialized universal access fitness equipment in the District 69 area.
2. That if the Regional District of Nanaimo undertakes the development of a fitness and wellness facility for the District 69 area in the future, that the provision of accessible fitness equipment be considered in the design.

Opposed (1): Commissioner Young

CARRIED

It was moved and seconded that RDN Recreation add a Universally Accessible Fitness and Wellness Centre to its list of Oceanside recreation facility needs as a high priority, collaborative community project.

Amendment:

It was moved and seconded the motion be amended to change 'centre' to 'facility'

CARRIED UNANIMOUSLY

It was moved and seconded that RDN Recreation add a Universally Accessible Fitness and Wellness Facility to its list of Oceanside recreation facility needs as a high priority, collaborative community project.

CARRIED UNANIMOUSLY

INVITED PRESENTATIONS

K. Valade, RDN Programmer, Re: 2018 Summer Recreation Program Highlights & Review

K. Valade presented highlights of the Summer 2018 camps and programs including registration stats, staffing, successes, challenges and changes for 2019. She answered questions from the Commissioners.

J. Hopewell, RDN Programmer, Re: Active Aging and RDN Adult Programs

J. Hopewell presented about the RDN Adult programs and the partnership connections, communication and collaborations that happened between the RDN and other organizations. She spoke about the upcoming Active Aging Week and the events happening around town.

Commissioner Veenhof suggested that a letter from the RDN Chair be sent to Island Health requesting that funding for initiatives aimed at improving accessibility and opportunities for physical activity, such as the RDN's Prescriptions for Health administered by BC Healthy Communities Society and BC Alliance for Healthy Living, be continued.

UNFINISHED BUSINESS

Commissioner Veenhof left the meeting at 3:55pm.

D69 Recreation Masterplan Board Resolutions Update

Commissioner Young asked staff about the status of the recommendations the Commission sent to Board. D. Banman updated that those resolution were approved at the RDN Board on September 18th.

Commissioner Young requested that D69 Recreation Masterplan Board Resolutions Update be on all D69 Recreation Commission agendas until the projects are complete.

REPORTS

Parks Update Report – Summer 2018

T. Osborne gave a summary of some of the parks projects in the D69 area.

It was moved and seconded that the Parks Update - Summer 2018 be received as information.

CARRIED UNANIMOUSLY

COMMISSIONER ROUNDTABLE

Some Commissioners gave updates of their prospective areas to the Commission.

ADJOURNMENT

It was moved and seconded that the meeting be adjourned.

CARRIED UNANIMOUSLY

TIME: 4:10pm

CHAIR

TO: Committee of the Whole **MEETING:** October 2, 2018
FROM: Delcy Wells
 General Manager, Corporate
 Services **FILE:** 0340-50
SUBJECT: Flag Policy

RECOMMENDATION

That the Board adopt the attached Flag Policy A1.34.

SUMMARY

The Regional District of Nanaimo (RDN) does not have a Board policy on flags, but may choose to regulate what flags are raised and when they are half-masted on RDN-owned flag poles through a flag policy. The purpose of such a policy directive is to ensure that all flags at RDN-owned or operated facilities are flown and displayed in a consistent and appropriate manner.

BACKGROUND

In the absence of a policy, staff relies on past practice when receiving flag raising and half-masting requests. Past practice has been to fly flags at half-mast when requested to do so and with the approval of the Chief Administrative Officer (CAO). Requests received thus far to raise flags have been from community groups, non-profit organizations and cultural groups. Under this current practice, the RDN would only refuse a flag for an undertaking that would be against the Canadian Charter of Rights and Freedoms, and would not differentiate between any other group. Lowering the flag to half-mast has been done under the CAO's direction.

The CAO requested staff bring forward information about when it would be appropriate to half-mast flags belonging to the RDN, and staff also included provisions in our proposed policy for requests to raise flags not belonging to the RDN. At this time, the RDN does not have any community flag poles, and this proposed policy confirms that this practice should be maintained.

In the absence of a policy, staff will continue raising flags and half-masting flags upon request and decide on a case-by-case basis. Without this policy, it is difficult for staff to administer its decisions as there are no guiding principles upon which to rely. This creates a risk of inconsistent decisions which may offend community members.

Flags are symbols that identify people as belonging to a group and sometimes have the ability to divide communities. Consistency in our decisions on when to half-mast our flags is an important message to our communities. Avoiding use of community flags will avoid any unintentional indication that the RDN supports a group or activity connected to a flag. Displaying only the Canadian, Provincial and the Vancouver Island flags circumvent this concern. The

Canadian flag is a symbol of our nation's unity and represents all the citizens of Canada without distinction of race, language, belief or opinion. Flying the Canadian, Provincial and Vancouver Island flags on official RDN flag poles fully represents diversity and inclusiveness in our community.

Staff researched the protocols of the Government of Canada and the Province of British Columbia with respect to half-masting, and the draft policy incorporates the protocols of these two levels of government that staff determined were appropriate to the needs of the RDN.

Staff research included our member municipalities: the City of Nanaimo, the City of Parksville, the District of Lantzville and the Town of Qualicum Beach. The City of Nanaimo is the only member municipality of the RDN to have any material regarding flag half-masting. Staff also researched three regional districts in our area, and none of them have a flag policy (Capital Regional District, Cowichan Valley Regional District, Comox Valley Regional District). The City of Nanaimo does not have an official Council Policy, but their flag protocol administered by their staff is attached for information. To meet our needs, our policy is more specific than the protocol used by the City of Nanaimo, so there will be variation between our organizations.

ALTERNATIVES

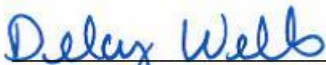
1. To not adopt a Flag Policy and continue with the current ad hoc practice for administering our flags.
2. To amend the proposed Flag Policy prior to adoption.

FINANCIAL IMPLICATIONS

There are no financial implications.

STRATEGIC PLAN IMPLICATIONS

The adoption of the Flag Policy will support our goal of focusing on improved two-way communication within the Regional District and with our communities.



Delcy Wells

dwells@rdn.bc.ca

September 12, 2018

Reviewed by:

- D. Wells, General Manager, Corporate Services
- G. Garbutt, A/Chief Administrative Officer

Attachments

1. City of Nanaimo Flag Protocol
2. Draft Flag Policy, Regional District of Nanaimo



CITY OF NANAIMO

COUNCIL POLICY MANUAL

Pages: 1 of 1

SECTION: GENERAL ADMINISTRATION
SUBJECT: Flag Protocol

Standard half-masting for mourning protocol as prescribed by the Federal Government shall be utilized. In addition, half-masting shall occur for former Mayors, current Council members, Freeman of the City, and Staff who died while on the job.

The half-masting shall occur from the date of death up to and including the date of the funeral. In the case of no funeral, the half-masting shall occur for three days maximum.

Half-masting for Mourning (taken from Federal Policy)

Flags are flown at the half-mast position as a sign of mourning.

The flag is brought to the half-mast position by first raising it to the top of the mast then immediately lowering it slowly to the half-mast position.

The position of the flag when flying at half-mast, will depend on the size of the flag and the length of the flagstaff. It must be lowered at least to a position recognizably "half-mast" to avoid the appearance of a flag which has accidentally fallen away from the top of the mast owing to a loose flag rope. A satisfactory position for half-masting is to place the centre of the flag exactly half-way down the staff.

On occasions requiring that one flag be flown at half-mast, all flags flown together should also be flown at half-mast, except personal flags and standards. Flags will only be half-masted on those flagpoles fitted with halyards and pulleys. Some buildings fly flags from horizontal or angled poles, without halyards, to which flags are permanently attached. Flags on these will not be half-masted.

This is not an adopted Council Policy, these are Flag Protocols established by Staff based upon the Provincial and Federal Government Flag Protocols.

REGIONAL DISTRICT OF NANAIMO

P O L I C Y

SUBJECT:	<i>Flag Policy</i>	POLICY NO:	A1.34
		CROSS REF.:	
EFFECTIVE DATE:	October 16, 2018	APPROVED BY:	Board
REVISION DATE:		PAGE	1 OF 4

A. PURPOSE

The purpose of this policy is to ensure flags under the control of the Regional District of Nanaimo (RDN) are flown and displayed in a consistent and appropriate manner and in accordance with the protocols followed by the Government of Canada and the Province of British Columbia.

B. POLICY

The jurisdiction of flags in the RDN falls under the directive of the Chair, acting through the Chief Administrative Officer (CAO) or delegates. The application of this policy is limited to the RDN Electoral Areas and does not apply to any member municipalities (City of Nanaimo, City of Parksville, District of Lantzville and Town of Qualicum Beach).

C. FLAG LOCATIONS, SIZE AND USE

1. Flag locations are noted in Appendix A. Any new flag locations must be approved by the Board. Only the National Flag of Canada, the Provincial Flag of British Columbia and the Vancouver Island flag (until replaced by an RDN flag) are raised on flagpoles at the locations identified in Appendix A, Flagpole Locations. In the event only one flagpole exists at a new location, the National Flag of Canada will be displayed.
2. In cases where three flags are displayed, the Canadian flag should be in the centre with the Province of British Columbia flag to the left and the Vancouver Island flag to the right as would appear to an observer facing the display.
3. All flags under the control of the RDN are flown throughout the day and evening. The RDN will not conduct flag raisings for community groups in the RDN or engage in any promotions on behalf of a community group.
4. Flags may be temporarily changed to accommodate a facility rental for filming at RDN locations with CAO approval.

D. HALF-MASTED FLAGS

1. Flags are flown at half-mast as a sign of mourning. Flags to be flown at half-mast include all flags identified by location in this policy. However, where deemed appropriate, half-masting can occur at just one specific location. In locations where there is more than one flag, all flags must be half-masted.
2. Flags can be half-masted from time of notification of death until the morning on the day of the funeral OR from time of notification of death until the evening on the following day and from the evening to the morning on the day of the funeral OR only from the morning to the evening on the day of the funeral.

E. WHEN HALF-MASTING OCCURS

1. Flags will be flown at half-mast to mark periods of official mourning upon the death of:
 - i. The Sovereign.
 - ii. The Sovereign's family: spouse, the Heir to the Throne or the Heir of the Heir to the Throne.
 - iii. Prime Minister or former Prime Minister of Canada.
 - iv. Premier or former Premier of British Columbia.
 - v. The sitting member in the Provincial legislature or local ridings.
 - vi. Current Chair or Board member of the Regional District of Nanaimo Board.
 - vii. A current employee of the RDN.
 - viii. On April 28th: National Day of Mourning for Persons Killed or Injured in the Workplace
 - ix. November 11th: Remembrance Day
2. The Chair or CAO may approve the lowering of the flags in response to a tragic or catastrophic event in Canada.
3. Should half-masting need to be commenced on a weekend or a statutory holiday, flags are permitted to be lowered on the Friday evening before the half-masting date and raised again on the following Monday morning.
4. Decisions to fly flags at half-mast on RDN property on occasions not provided for in this policy will be made in consultation between the Chair and the CAO.
5. The RDN will not display flags or guest organizational banners other than those described above.

F. RESPONSIBILITIES

1. Communications will:
 - a. administer the policy;
 - b. administer civic flag ceremonies and events where appropriate;
 - c. act as a resource for all RDN staff on the subject of flag etiquette;
 - d. contact the Chair's and CAO's offices in situations where further discussion or decisions must be made regarding displaying or raising flags;
 - e. be responsible for notifying the appropriate areas in the RDN regarding flying or displaying flags;
 - f. prepare and distribute a timely notice to the public and staff outlining reasons for each occasion of half-masting; and,
 - g. consult with the Government of Canada or the Government of British Columbia Office of Protocol in situations requiring advice regarding flags and protocol.
2. Building and Bylaw Services will:
 - a. be responsible for the maintenance, security and raising or lowering of flags at the Administration Building.
3. Parks and Recreation will:
 - a. be responsible for the maintenance, security and raising or lowering of all flags located in parks or at recreation facilities.

APPENDIX 'A'

Oceanside Place
830 West Island Highway, Parksville

1. Canada Flag
2. Provincial Flag
3. Vancouver Island Flag

Regional District of Nanaimo Administration Building
6300 Hammond Bay Road, Nanaimo

1. Canada Flag

DRAFT

TO: Committee of the Whole **MEETING:** October 2, 2018
FROM: Sharon Horsburgh
Sustainability Coordinator **FILE:** 643-05-GBIP

SUBJECT: Regional District of Nanaimo 2017-2018 Green Building Series Summary and 2018-2019 Green Building Series Workshops and Activities.

RECOMMENDATION

To receive the Regional District of Nanaimo's (RDN) 2017-2018 Green Building Series summary and 2018-2019 Green Building Series workshops and activities for information.

SUMMARY

This report provides an overview of the Regional District of Nanaimo's (RDN) 2017-2018 Green Building Series and scheduled 2018-2019 Green Building Series workshops and activities. It also outlines how the RDN has used funding from the BC Hydro Sustainable Communities Program to provide education and raise awareness of recent changes to the BC Building Code arising from the introduction of the BC Energy Step Code (the Step Code).

The 2017-2018 Green Building Series highlighted the Step Code that came into effect December 2017. The Step Code established a set of progressive building performance steps from the current energy efficiency requirements in the BC Building Code for new construction that is designed to move the construction industry towards the target of net-zero energy ready building by 2032. The Information about the Step Code was delivered through a series of workshops and building tours targeting the following stakeholders: local government staff, elected officials, building professionals, the construction industry, and the real estate industry.

In the fall of 2018 and winter 2019 the Green Building Workshop Series will focus on Net Zero Building Design. A forum will provide builders with information on technologies selected by local builders in the region. To support the workshops, home tours will be offered in October 2018 to demonstrate high performing energy efficient homes in the region. Attachment A provides an outline of workshops and events.

BACKGROUND

In 2010, the RDN adopted the Green Building Action Plan to coordinate outreach and educational activities to inspire residents to take action towards building highly energy efficient buildings. The Green Building Series is offered each fall to provide information on the latest developments in building science and to showcase how green buildings techniques contribute to the sustainability of the region.

In addition to the education and awareness programs, the RDN offers green building incentives to residents of the it's seven electoral areas and the District of Lantzville.

RDN Green Building Series 2017-2018

The 2017-2018 Green Building Series focused on the BC Energy Step Code that came into effect in December 2017. This technical regulation is a voluntary compliance path within the BC Building Code for residential and commercial buildings. The Step Code establishes progressive building performance steps that measure air-tightness to demonstrate the level of energy efficiency achieved for new construction projects. It is an incremental process designed to take the construction industry toward the target of net-zero energy ready buildings by 2032.

To increase awareness about the Step Code, the RDN coordinated a series of educational workshops, building tours and materials to promote energy efficient building (see Attachment B). The RDN and the City of Nanaimo worked collaboratively to co-sponsor a number of events and presentations. Some of these events included the Canadian Home Builders' Association Annual General Meeting in January 2018, and then in February 2018 the RDN hosted a Passive House Training Workshop titled Building Enclosures for High Performance Buildings. In addition, the RDN, along with the City of Nanaimo and BC Hydro, continues to support the Real Estate Energy Efficiency Program (REEP), which provides training to the real estate community on energy audits and labeling for existing homes. A summary of the outcomes from the workshops is provided as Attachment C.

The Green Building Series hosted workshops for industry stakeholders and allowed for two way communications with Provincial staff from the Building and Safety Standards Branch, as well as building science experts. Participation in the workshops included representation from regional and local governments as well as local First Nations. The RDN helped coordinate a number of tours of the Nanaimo Aboriginal Centre's new multi-family residential building on Bowen Road in Nanaimo, which has been built to Passive House Standard.

Feedback from Key Stakeholders

Feedback from local governments on Central Vancouver Island indicated that they intend to build local capacity and prepare industry for the eventual Step Code implementation. The RDN is seen to play an important role in facilitation, education and providing resources. Feedback collected from industry representatives that work in all municipalities and electoral areas within the RDN, indicated they need to better understand the cost implications of building to a higher energy efficiency standard.

Based on the feedback through the 2017-2018 Green Building Series, many Vancouver Island municipalities are looking to implement lower levels of the Step Code. The City of Nanaimo recently adopted the requirement for new construction to meet Step Code Level 1. It has been noted that implementation of the lower steps of the Step Code does not require significantly different building techniques than the current requirements under the existing BC Building Code.

2018-2019 Green Building Workshop Series and Home Tours

The RDN's 2018 Green Building Series is tentatively scheduled to include two workshops one on October 19th and a series of home tours. The proposed workshops will be delivered by building science experts and the content will focus on improving energy efficiency, thermal performance, moisture performance, sustainability, durability, and constructability of building envelope assemblies.

This year's workshops are being offered in cooperation with the Vancouver Island Chapter of the Canadian Home Builders' Association and the City of Nanaimo. The RDN is planning to organise home tours with local builders to showcase some of the region's most innovative, energy efficient homes. The workshops will target owner builders, builders, architects, developers, realtors, designers and planners. Learning credits are available for architects, builders, planners and building inspectors.

The RDN will be supporting residents and the local construction industry by hosting workshops demonstrating new building design techniques to achieve a high degree of energy efficiency. The RDN will provide information on the Green Building Incentives as well as the latest incentives implemented by the City of Nanaimo to support the City of Nanaimo's new Step Code 1 requirement. The workshops will also provide an opportunity for input into a possible implementation strategy for the RDN.

Home tours will be hosted in buildings that have achieved a high level of energy efficiency and have incorporated a range of sustainability elements. Homeowners and building experts will be available on site to share their experience and knowledge.

RDN Green Building Series Leadership Approach

The RDN is taking a voluntary approach to the Step Code. The ongoing presence of the Green Building Series in the RDN continues to develop strong community awareness of energy efficient building practices and sustainable building design. This information sharing continues to contribute to local resiliency in the electoral areas and within member municipalities. With a strong partnership with the Canadian Home Builders' Association and a continuation of Green Building Series workshops, the RDN will continue to demonstrate local leadership.

In addition to the Green Building Series, the RDN offers a Green Building Incentive Program. These initiatives have contributed to building a strong expectation of providing education and support to the building community. The construction industry is looking to the RDN for direction with regards to supporting the building community as they move towards adopting the lower steps of the Step Code and building energy efficient homes.

The City of Nanaimo's adoption of Step 1 is consistent with other Island municipalities in the Capital Regional District such as Victoria, Oak Bay and North Saanich. It is anticipated that Esquimalt, Colwood and Saanich will be moving ahead with Step Code adoption this fall.

Those municipalities that adopt the Step Code will provide a six month grace period where building applications will be considered in-stream and will not be subject to Step Code requirements. Building permit applications after a six month grace period will need to

demonstrate compliance with a level of the Step Code. Attachment D provides a list of BC communities that have either adopted or have indicated that they intend to adopt the Step Code.

FINANCIAL IMPLICATIONS

In 2017, the RDN received \$23,625 in BC Hydro funding from BC Hydro's Sustainable Communities program. The Board endorsed using these funds to augment the 2017-2018 Green Building Series.

Further funding is available from BC Hydro for those jurisdictions that adopt the Step Code. For example, if the RDN commits to a timeline to adopt the Step Code at Step 1 or higher for Part 9 new construction by December of 2019.

Through collaborative partnerships the 2018-2019 Green Building Series will be enhanced through the sharing of expenses. This year we are fortunate to be working with BC Housing, Natural Resources Canada, The City of Nanaimo and Canadian Home Builders Association to deliver the Green Building Workshop series.

STRATEGIC PLAN IMPLICATIONS

The funding received from BC Hydro's Sustainable Communities Program is aligned with the RDN Board's 2016-2020 Strategic Plan objectives to enhance collaboration and cooperation between municipalities and electoral areas to improve energy efficiency. The RDN's Green Building Series focused on the Board's strategic priority to develop a collaborative regional model for building capacity to increase knowledge and awareness with regard to constructing energy efficient buildings region wide.

The Green Building Program helps achieve the RDN Strategic Plan to develop sustainable and resilient communities. This can be achieved by constructing high performance energy efficient buildings within the RDN to meet growing demand for affordable housing in the region.



Sharon Horsburgh
Shorsburgh@rdn.bc.ca
September 14, 2018

Reviewed by:

- P. Thompson, Manager, Long Range Planning
- G. Garbutt, A/Chief Administrative Officer

Attachments:

- Attachment A – 2018-2019 Green Building Series - Activities & Workshops
- Attachment B – 2017-2018 Green Building Series - Activities & Workshops
- Attachment C – Key Findings from the 2017-2018 Green Building Series
- Attachment D – Approach to Step Code in other BC Communities

ATTACHMENT A

2018-2019 Green Building Series - Activities & Workshops

DATE	RDN GREEN BUILDING SERIES - ACTIVITIES & WORKSHOPS	LOCATION / PARTNER
Oct 04-18	CANADIAN HOME BUILDERS' ASSOCIATION AGM KICK OFF Introduction Of Energy Efficient Building Technologies	CHBA/RDN/CON
Oct 06-18	NANAIMO ABORIGINAL CENTRE (NAC)—KICK OFF HOME TOUR The NAC is a 25 unit affordable housing project that has been built to passive house standards. Target Audience: General Public, Elected Officials, Local Government Staff, Construction industry	Nanaimo Aboriginal Centre
Oct 19-18	LEEP (Local Energy Efficient Partnerships) <i>Building technology Forum: WORKSHOP #1</i> Target Audience: Construction Industry - Building Inspectors	Nanaimo Golf Club BC Housing & Natural Resources Canada
Oct 13-18 Oct 27-18	HOME TOURS to be finalized Target Audience: General Public, Construction Industry - Building Inspectors	RDN Office
Jan 25/19	CONSTRUCTION INDUSTRY: WORKSHOP #2 <i>Construction Of Energy Efficient Wall Assemblies</i>	CHBA/RDN/BCIT

ATTACHMENT B

2017- 2018 Green Building Series - Activities & Workshops

DATE	RDN GREEN BUILDING SERIES - ACTIVITIES & WORKSHOPS	ATTENDANCE	LOCATION / PARTNER
Oct 17/17	<p><i>NANAIMO ABORIGINAL CENTRE (NAC) - KICK OFF TOUR</i></p> <p>The NAC is a 25 unit affordable housing project that has been built to passive house standards.</p> <p><i>Target Audience: Elected Officials, Senior Staff & Policy Planning Staff</i></p>	40	Nanaimo Aboriginal Centre
Nov 17/17	<p><i>LOCAL GOVERNMENT: WORKSHOP #1</i></p> <p>Working session on BC Energy Step Code Policy & Implementation:</p> <p><i>Target Audience: Elected Officials, Senior Staff & Policy Planning Staff</i></p>	35	RDN Office
Dec 6/17	<p><i>THE BC ENERGY STEP CODE IMPLEMENTATION: WORKSHOP #2</i></p> <p><i>(PART 3 & 9 BUILDINGS):</i></p> <p><i>Target Audience: Local Government - Building Inspectors</i></p>	30	RDN Office
Jan 25/18	<p><i>CANADIAN HOME BUILDERS ASSOCIATION (CHBA) Builders Forum:</i></p> <p>Working with the BC Energy Step Code</p> <p><i>Target Audience: Construction Industry & Architects</i></p>	100	CHBA/RDN
Feb 1/18	<p><i>BUILDING SMART WITH THE BC ENERGY STEP CODE – WORKSHOP #3</i></p> <p>Lower Steps, Climate Zone 5 (Nanaimo)</p> <p><i>Target Audience: General Construction Industry</i></p>	100	BC Housing
Feb 23/18	<p><i>PASSIVE HOUSE CANADA—WORKSHOP # 4</i></p> <p>Building enclosures for high performance buildings</p> <p><i>Target Audience: Local Government, Construction Industry, and Architects</i></p>	35	Passive House Canada / RDN
Mar 27/18	<p><i>SELLING THE BENEFITS OF ENERGY EFFICIENCY/GREEN BUILDING TOUR: WORKSHOP #5</i></p> <p><i>Target Audience: Real Estate Industry</i></p>	30	RDN/VIREB

ATTACHMENT C

Key Findings from the 2017-2018 Green Building Series

OUTCOMES AND REGIONAL OPPORTUNITIES

Key findings from the 2017-2018 Green Building Workshop Series.

1.0 BARRIERS

The following barriers were identified:

- **Financial Comments:**
Owner builders are cost conscious and even small incremental costs may create challenges for affordability of housing.
- **Voluntary Adoption:**
The voluntary nature of Step Code adoption creates challenges for local governments who are sensitive to community and industry feedback. Better if the Province sets implementation dates for adopting levels of the BC Energy Step Code.
- **Lack of Capacity:**
Energy advisor capacity in the region is currently low due to limited demand.
- **Moderately Low Levels of Awareness:**
As the BC Energy Step Code is new there is still moderately low awareness among industry and the public. Increasing awareness will need multiple years and an ongoing engagement strategy.

2.0 HIGH LEVEL OF INTEREST AND ONGOING ENGAGEMENT NEEDED TO PREPARE FOR IMPLEMENTATION

Workshop participants showed a high level of interest in learning about the BC Energy Step Code.

- The BC Energy Step Code is a new policy and all the key stakeholders wanted to hear how to prepare for implementation.
- There is a need for ongoing dialogue and engagement of all key stakeholders.
- There is a need for an online resource for Frequently Asked Questions on the BC Energy Step Code.
- There is interest in accessing model BC Energy Step Code implementation documents.
- There is interest in understanding the baseline of how many builders have been building energy efficient homes prior to the introduction of the BC Energy Step Code and in tracking the future annual uptake in the region.

3.0 REGIONAL COLLABORATION AND COORDINATION

There is a high level of interest in regional collaboration and coordination. The priorities and highlights identified for regional collaboration and coordination include:

- Interest in model BC Energy Step Code processes (process maps) for integrating the BC Energy Compliance Report into existing permitting processes and in model language and materials to assist local governments to implement BC Energy Step Code policies.
- **To gather feedback:** prepare a survey designed for the construction industry to gather feedback on the opportunities and challenges for local builders to meet the BC Energy Step Code.
- **Encouragement of Voluntary Adoption of the BC Energy Step Code:** to assist in building market demand and voluntary industry participation in the BC Energy Step Code.
- **Feedback on preferred options include:**
 - Consumer and real estate industry engagement on value proposition for purchasing energy efficient homes.
 - Supporting BC Energy Step Code builder orientation sessions and learning forums.
 - Consult with a qualified energy advisor early in the design process.
- **Incentives:**

While there is interest in the region for exploring incentive and rebate type programs to encourage industry to build to BC Energy Step Code levels, there are also concerns.

Common concerns highlighted are as follows:

- What are the costs of incenting energy efficient new construction?
- When there is limited budget for other community priorities, what will be the cost to the community?
- How does the BC Energy Step Code impact the affordability of homes?
- **Role for RDN:**

It was highlighted through stakeholder consultation that in order to advance the BC Energy Step Code education, the RDN should continue to play a coordination role and provide the following:

 - Continue bringing together local governments, residents and construction industry stakeholders for workshops and education in 2018-2019.
 - Develop and/or share model BC Energy Step Code policies and programs.
 - Advance discussions on appropriate BC Energy Step Code incentives and rebates.

ATTACHMENT D

Approach to Step Code in Other BC Communities

The following local governments have adopted the Step Code:

- City of North Vancouver
- District of North Vancouver
- District of West Vancouver
- City of Vancouver
- City of Nanaimo
- City of Victoria
- District of North Saanich
- District of Oak Bay

At the time of writing, the local governments listed below have provided a notification to the Province stating their intent to engage with industry on an adoption approach to the Step Code. Together, these municipalities make up more than 60% of residential building permits in BC:

- City of Richmond - June 16, 2017
- City of North Vancouver - July 4, 2017
- City of Campbell River - July 10, 2017
- City of Duncan - August 24, 2017
- District of North Vancouver - September 1, 2017
- City of Victoria - September 27, 2017
- District of Saanich - September 27, 2017
- Comox Valley Regional District - October 3, 2017
- District of North Saanich - October 4, 2017
- Resort Municipality of Whistler - October 5, 2017
- District of West Vancouver - October 24, 2017
- Township of Langley - November 7, 2017
- District of Squamish - November 9, 2017
- City of New Westminster - November 28, 2017
- City of Surrey - December 7, 2017
- City of Kelowna - January 22, 2018
- City of Penticton - January 27, 2018
- City of Burnaby - March 1, 2018
- City of Kimberley - March 12, 2018
- City of Vernon - March 19, 2018
- Village of Belcarra - March 27, 2018
- District of Peachland - March 28, 2018
- City of Nanaimo - June 25, 2018

BACKGROUND

Section 524 of the *Local Government Act* provides provisions that enable local governments to manage development in relation to lands prone to flooding. In doing so, the local government must give consideration to the Provincial Flood Hazard Area Land Use Management Guidelines¹ (the Provincial Guidelines). The guidelines are intended to minimize injury and property damage resulting from flooding and are linked to the Provincial Compensation and Disaster Financial Assistance Regulation. Together, the Provincial Regulation and Guidelines, are used to determine if property has been adequately protected and whether a local government is eligible for financial assistance following a flood event.

In accordance with Section 524, the RDN adopted the Floodplain Bylaw in 2006. This bylaw applies to all areas in which the RDN provides building inspection services, being the Electoral Areas, including Gabriola Island (Area B) and the District of Lantzville. The bylaw is designed to prevent injury or loss of human life, and to minimize property damage resulting from a flood event. This is achieved by prohibiting a building or structure (including manufactured home) from being constructed, reconstructed, moved, extended, or located below the Flood Construction Level (FCL)². In the current bylaw, the FCL applies to and is based on:

- historic provincial maps for the Nanaimo River, the Little Qualicum River and the Englishman River floodplains,
- where unmapped the FCL is defined as three metres above the natural boundary of the Englishman River, Little Qualicum River, Millstone River, Nanaimo River, and French Creek, where the land is within 200 metres of the watercourse, or
- the evaluation of the natural boundary plus 1.5 metres for any other watercourse within 100 metres of that watercourse.

Where the bylaw applies, a flood hazard assessment report is prepared by a professional engineer to determine the FCL and to certify that the property can be safely used for the intended use, and if protection from a 1:200 year flood event can be achieved.

In 2011, the BC Ministry of the Environment released the results of the Ausenco Sandwell study³, which introduced a new approach for the management of lands that are exposed to coastal flood hazards arising from their exposure to the sea and to the expected sea level rise effects on the shoreline. For coastal and adjacent riverine areas, the FCL is no longer simplified as the natural boundary plus 1.5 metres.

¹ [Ministry of Forests, lands, Natural Resource Operations and Rural Development, Flood Hazard Area Land Use Management Guidelines, amended January 1, 2018](#)

² Flood Construction Level means the Designated Flood Level plus allowance for Freeboard and is used to establish the elevation of the underside of a wooden floor system or top of a concrete slab for any Habitable Area (including a Manufactured Home pad).

³ [BC Ministry of Environment, Climate Change Adaptation Guidelines for Sea Dikes and Coastal Flood Hazard Land Use Guidelines for Management of Coastal Flood Hazard Land Use, January 27, 2011](#)

Instead the FCL for coastal areas is based on the sum of the following coastal influences,

- the higher high water level tide elevation;
- an allowance for future SLR, tied to a particular time horizon, such as Year 2100;
- the estimated storm surge associated with the selected design storm;
- the estimated wave effect associated with the design storm; and
- freeboard.

Resulting from this research, the Province adopted several amendments to the Provincial Guidelines that came into effect on January 1, 2018. The amendments require local governments to incorporate a SLR allowance of 1.0 meter to the year 2100 (relative to the year 2000, regional uplift and subsidence). The content of the amendment also provides new definitions and methodologies for determining FCL and setbacks from the sea that local governments are required to consider when implementing a flood mitigation bylaw.

Even before the amendments were adopted, the professional practice for considering SLR as part of a site-specific flood hazard assessment report was already in place. Starting in 2012, the Engineers and Geoscientists of BC (EGBC) provided direction to their members to include SLR considerations in the flood hazard assessment process, which is set out in the EGBC Professional Practice Guidelines – Legislated Flood Assessment in a Changing Climate BC⁴. This has also become the RDN's practice for reviewing development applications while waiting for the Province to adopt amendments to the Provincial Guidelines.

Modernizing the RDN's Flood Mitigation Regulations and Policies

Acknowledging the important role that regional districts can play in preparing for climate change and sea level rise, the RDN has launched the [SLR Adaptation Program](#). This multi-year program is composed of four phases: initiation/pre-planning; research; engagement and implementation. Each phase consists of core activities and key deliverables with the goal of developing an SLR Adaptation Strategy that is to be implemented across various RDN departments and projects.

The program is currently in the research phase with a focus on developing coastal floodplain maps. With funding support from the Community Emergency Preparedness Fund, Phase 1 is in progress and will result in mapping information for the coastal areas north of the District of Lantzville. Phase 2, is not yet started; it includes the southern communities (excluding the City of Nanaimo) and will begin as funding becomes available. As the coastal mapping information becomes available, it is anticipated that the Floodplain Bylaw will require further amendment to designate a coastal floodplain and where land is so designated, to specify FCLs and setbacks from the sea as required by the Province.

In the interim, a review of the RDN's bylaws and policies have identified several areas where updates are needed to avoid conflict between regulations, provide certainty for property owners

⁴ [Professional Practice Guidelines – Legislated Flood Assessment in a Changing Climate BC, Engineers and Geoscientists of BC \(2018\)](#). The guidelines were amended July 2018 to clarify and update information and to align with the amended Provincial Guidelines (2018).

and future developers, and to move towards full compliance with the updated Provincial Guidelines.

Of the Provincial Guideline amendments, the following are applicable to the RDN:

- Standards for calculating Flood Construction Level (FCL)
- Standards for determining setbacks from the sea
- Standards for subdivision

The remainder of this report provides a summary of the proposed interim amendments for the Floodplain Bylaw, Bylaw 500 and Board Policy B1.5, as well as considers implications of the proposed changes.

Flood Construction Level

The Provincial Guidelines recommend that coastal areas allow for 1.0 metre SLR to the year 2100 and 2.0 metres to the year 2200. A year 2100 FCL should be the minimum elevation from the underside of a wooden floor system or top of a concrete slab for habitable buildings. As an interim measure, until the results of the Coastal Floodplain Mapping Project are available, the principles for ensuring the standards for FCL can be incorporated into the Floodplain Bylaw by requiring that coastal FCLs be calculated based on the sum of coastal FCL influences. This recommended approach is consistent with the Provincial Guidelines and existing professional practice.

Setbacks from the Sea

Both the Floodplain Bylaw and Bylaw 500 contain provisions for setbacks from the sea that vary from 8.0 metres to 15.0 metres depending on shoreline topography. This variation in setbacks has resulted in a conflict between bylaws and uncertainty for property owners and future developers. To eliminate this issue, it is recommended that Bylaw 500 be amended to refer to the Floodplain Bylaw for setbacks from the sea. This will harmonize the regulations and would mean that any future amendment to setbacks to the sea would be addressed solely through amending the Floodplain Bylaw.

The Floodplain Bylaw also contains provisions for an 8.0 metre setback where the sea frontage is protected from erosion by natural bedrock or works designed by a professional engineer (s.13.d). This provision has historically resulted in coastal armoring of the shoreline for the purpose of reducing the setback. Given the need to protect coastal ecosystems that contribute to SLR mitigation, a blanket provision of this nature is no longer supported in the Provincial Guidelines nor in the RDN's coastal development permit areas. For these reasons, it is recommended that this provision be removed from the Floodplain Bylaw.

If supported, this change may have implications for some coastal property owners with smaller lots. If this arises, the Floodplain Bylaw and Board Policy B1.5 retain the ability for the Board to consider proposed exemptions as part of a site specific exemption process. Through an application, property owners are required to provide a professional engineer's assessment that demonstrates how future coastal influences have been considered, and includes a liability disclaimer. If approved, a restricted covenant would be registered on the property title as per the existing RDN practice.

General FCL Exemptions and Site Specific Exemptions

The Floodplain Bylaw provides some provision for building activities within a floodplain that feature restricting building areas subject to flooding to garages, crawl spaces or other non-habitable uses. The only exception is for a “farm dwelling unit on a parcel 8 hectares or greater within the Agricultural Land Reserve”. Weighing the impacts on agriculture against the potential damages to people and property associated with flood prone areas, it is recommended that this exemption be removed from the Floodplain Bylaw.

The remaining recommended amendments to the Floodplain Bylaw and Board Policy B1.5 are considered housekeeping amendments relating to the process for preparing and reviewing an application for a site specific exemption. The intent of the proposed amendments is to clarify language regarding when a request for an exemption is justifiable and to avoid duplication.

Subdivision Design

The Provincial Guidelines acknowledge that subdivision may be approved within a designated floodplain where the ground is lower than the year 2100 FCL under certain conditions. To help inform the approvals process, it is recommended that Bylaw 500, Part 4: Subdivision Regulation be updated to include regulations that require year 2100 SLR to be considered in the subdivision design of lands containing shoreline, as follows:

- a. all new lots must have a viable building site above the year 2100 FCL, and
- b. for those lands within a designated floodplain the setbacks from the sea shall be as prescribed by the Floodplain Bylaw.

Intergovernmental Implications

Pursuant to Section 52 of the *Transportation Act*, where a zoning amendment bylaw proposes a change in land use the bylaw must be submitted to the Minister of Transportation and Infrastructure (MOTI) following third reading for approval. In this instance, MOTI’s approval is not required as the zoning bylaw amendment is not proposing to change land use. Further to this, the RDN provides building inspection services to the District of Lantzville and Gabriola Island Local Trust Area (Area B) making these areas subject to the Floodplain Bylaw and any sequential changes to the bylaw.

Given this information and a desire to share information with areas that may hold an interest in the proposed changes, it is recommended that the bylaws are referred to MOTI, the District of Lantzville and the Islands Trust prior to adoption.

Stakeholder and Public Involvement Implications

Stakeholder’s Involvement

In June 2018, RDN staff held a collaborative session where Current and Long Range Planning staff, Building Inspection staff and local professional engineers, gathered together to learn about the SLR Adaptation Program and to discuss the changes to the Provincial Guidelines. After discussing the changes, it was generally agreed that the proposed bylaw amendments would

provide clarity and remove inconsistencies between the RDN's bylaws and professional practice.

In addition, RDN staff also heard that the professional engineers were required to review historic flood hazard assessment reports when undertaking a new flood hazard assessment. To ensure that this information is readily available, the RDN has established an online report library that is publicly accessible through the RDN's GIS Map. The library contains historic reports used for issuing a development or building permit. Over time, new flood hazard assessment reports and geotechnical reports will be added to the library to encourage all technical professionals to consider important background information when preparing reports for the RDN.

Public Involvement

Early and ongoing engagement is a key part of the SLR Adaptation Program's success. It is anticipated that broad public consultation will be undertaken once the coastal mapping information is available, and prior to, the before mentioned future amendments to the Floodplain Bylaw. This element of the Program will be supported through the development of the SLR Adaptation Engagement Plan grounded in the guiding principles of the RDN Public Consultation/Communication Framework that: "Anyone likely to be affected by a decision ...have opportunities for input into that decision".

Given this information, it is important to note that the subject of this report contains two different types of bylaws that vary in the requirements for bylaw approval, as outlined below:

Land Use Bylaw – Bylaw No. 500.417

Pursuant to Section 464(2) of the *Local Government Act*, in the event that a Board should grant first and second reading to a zoning bylaw amendment, a public hearing is required to be held or waived prior to the Board's consideration of third reading. The Board may waive the holding of a Public Hearing if an Official Community Plan (OCP) is in effect for the area subject to the zoning bylaw, and the bylaw is consistent with the OCP.

Having assessed that the proposed general zoning amendments are consistent with the OCPs for Electoral Areas A, C, E, F, G and H, it is recommended that the Board waive the public hearing for the zoning bylaw amendment and direct staff to proceed with the notification requirements outlined in Section 467 of the *Local Government Act*.

Building Bylaw – Bylaw No. 1469.02

Under the *Local Government Act* and "Regional District of Nanaimo Procedure Bylaw No.1754, 2017", a bylaw other than a bylaw for zoning, OCP and/or Regional Growth Strategy does not require a public hearing and may receive three readings at one meeting. Given these provisions and the relationship between the bylaws, it is recommended that the Board only give first and second reading to Bylaw No. 1469.02 at this time to ensure the bylaw approvals processes are synchronized. If so approved, the implementation of the bylaws would then coincide.

ALTERNATIVES

1. Consider first and second readings of the bylaws, proceed with the public hearing waiver notification requirements, approve Board policy as amended and proceed with referrals.
2. Consider first and second reading of the bylaws, proceed with the public hearing, approve the Board policy as amended and proceed with referrals.
3. Provide staff with alternative direction.

FINANCIAL IMPLICATIONS

Proceeding with the recommendations has no implications related to the Board 2018-2022 Financial Plan. Should the Board proceed, it should be noted that as this work is included within the Sea Level Rise Adaptation Program work plan, no additional staff resources are required.

STRATEGIC PLAN IMPLICATIONS

Amending the “Regional District of Nanaimo Floodplain Management Bylaw No.1469, 2006” and “Regional District of Nanaimo Land Use and Subdivision Bylaw No. 500, 1987, aligns with the 2016-2020 Board Strategic Plan priorities of: Service and Organizational Excellence by updating regulations to “...ensure the RDN’s processes are as easy to work with as possible”.



Jamai Schile
jschile@rdn.bc.ca
September 18, 2018

Reviewed by:

- P. Thompson, Manager, Long Range Planning
- J. Holm, Manger, Current Planning
- G. Garbutt, A/Chief Administrative Officer

Attachments

1. Draft “Regional District of Nanaimo Floodplain Management Amendment Bylaw No, 1469.02, 2018”
2. Draft “Regional District of Nanaimo Land Use and Subdivision Amendment Bylaw No. 500.417, 2018”
3. Untracked Copy: Amended “Regional District of Nanaimo Board Policy No. B1.5 Development Variance Permit, Development Permit with Variance & Floodplain Exemption Application Evaluation”
4. Tracked Copy: Amended “Regional District of Nanaimo Board Policy No B1.5 Development Variance Permit, Development Permit with Variance & Floodplain Exemption Application Evaluation”

**REGIONAL DISTRICT OF NANAIMO
BYLAW NO. 1469.02**

**A BYLAW TO AMEND REGIONAL DISTRICT OF NANAIMO
FLOODPLAIN MANAGEMENT BYLAW NO. 1469, 2006**

The Board of the Regional District of Nanaimo, in open meeting assembled, enacts as follows:

- A. This Bylaw may be cited as “Regional District of Nanaimo Floodplain Management Amendment Bylaw No. 1469.02, 2018”.
- B. The “Regional District of Nanaimo Floodplain Management Bylaw No. 1469, 2006” is hereby amended as follows:
 1. Under “WHEREAS Section 910...” delete the words “Section 910” and replace it with the words “Section 524”;
 2. Under “AND WHEREAS the Regional District...” delete the words “Provincial Guidelines” and replace it with the words “Provincial Flood Hazard Area Land Use Management Guidelines, 2004, as amended from time to time.”
 3. Under the heading **Application**, Section 2, replace the words “Section 694” with the words “Section 298”.
 4. Under the heading **Interpretation**, Section 4:
 - a. add the following new paragraph after the last sentence of the definition **Designated Flood Level**:

“In marine coastal areas, the designated flood level includes the appropriate allowance for future sea level rise, tide and the total storm surge expected during the designated storm.”
 - b. add the following new definition after **Designated Flood Level**:

“**Designated Storm** means a storm that occurs in any given year, of such a magnitude as to equal a storm having the designated annual exceedance probability, where the probability of a particular event being equal or exceeded in any one year.”
 - c. add the following new definition after **Regional District**:

“**Sea** means The Strait of Georgia”
 5. Under the heading **Setback Requirements**, Section 13:
 - a. replace the words “Section 910(4)” with the words “Section 524(6)”
 - b. delete Subsection 13.c and replace with the following:

“c. within fifteen (15) metres from the Natural Boundary of the sea;”

- c. delete Subsection 13.d and replace with the following:
 - “d. where a building site is at the top of a bank that is 30 degrees or more from horizontal and where the toe of the bank is subject to erosion and is closer than 15 metres from a Natural Boundary, the Setback shall be a horizontal distance from the top of bank equal to 3 times the height of the bank as measured from the toe of the bank;”
 - d. delete Subsection 13.e and replace with the following:
 - “e. on existing lots where the sea frontage is protected from erosion by a natural bedrock formation, the property owner may apply to modify the setback requirements as recommended by a professional engineer that demonstrates that future coastal influences have been considered, and includes a liability disclaimer. If approved, a restrictive covenant would be registered under Section 219 of the Land Titles Act, which include indemnity in favour of the Regional District;”
6. Under the heading **Flood Construction Level**:
- a. replace the words “Section 910(4)” with the words “Section 524(6)” in Subsection 14;
 - b. delete the words “the sea” from Subsection 14.c;
 - c. add the following new subsection after Subsection 14.c:
 - “d. for all applications for new building and construction within marine coastal areas, within a distance of 100 meters of the sea that are subject to, or likely to be subject to, flooding resulting from high tides, storm surges and wave effects, the property owner is to provide a report from a professional engineer:
 - i. to confirm that the land may be used safely for the intended purpose, where the Flood Construction Level is based on a minimum allowance for future sea level rise to the year 2100, and
 - ii. be prepared in accordance with the Provincial Flood Hazard Area Land Use Management Guidelines and the Engineers and Geoscientists of BC’s Professional Practice Guidelines - Legislated Flood Assessments in a Changing Climate, as amended from time to time.”
 - d. insert the following new section after Section 15:
 - “16. Subject to Section 14, except as permitted in Section 18 of this Bylaw, prior to a Building Permit being issued, a Section 219 covenant may be registered on the title of the property with the professional engineer’s report attached. The covenant shall notify future owners of the property of the susceptibility to flooding, and hold the RDN harmless from future claims and damages.”

7. Insert the following new heading and section before the “**General Flood Construction Level Exemptions**” heading:

“Construction Design and Wetproofing

17. Subject to Section 14 of this Bylaw, general requirements for design considerations in wetproofing are as follows:

- a. For buildings constructed on a designated floodplain, construction of the buildings to flood construction level requirements shall be achieved under the supervision of a professional engineer, and to the satisfaction of the Manager, by:
 - i. the structural elevation of the floor system of the Habitable Area of the building,
 - ii. the use of adequately compacted fill, or
 - iii. a combination of structural elevation of the Habitable Area and compacted fill protected from scour and erosion, and an engineer must certify the suitability of the landfill or structure for the intended use.
- b. No person shall install furnaces, electrical switchgear, electrical panels, fire protection systems or other fixed building services susceptible to flood damage, below the flood construction level, unless such services are protected from flood damage and accessible for servicing during a flood, to the satisfaction of the Manager.”

8. Under the heading **General Flood Construction Level Exemptions** delete Section 16 and replace with the following:

“18. Section 524(6)(a) of the **Local Government Act** and Section 14 of this Bylaw do not apply to:

- a. a renovation of an existing building or structure that does not involve an addition thereto;
- b. minor addition to existing buildings or structures, at the original non-conforming floor elevation, to a maximum of 25 percent of the existing ground floor area that was existing on February 11, 1992, if:
 - i. the number of dwelling units is not increased,
 - ii. there is no further encroachment into the setback area required by this Bylaw, and
 - iii. there is no further reduction in the Flood Construction Level.
- c. a building or that portion of a building to be used for non-habitable uses, including a garage or carport;
- d. a non-residential accessory building or structure, such as wood shed, recreational shelter, and other outdoor recreational facilities not susceptible to flood damage;

- e. on-loading and off-loading facilities associated with water oriented industry and portable sawmills provided the main electrical switchgear is placed above the Flood Construction Level;
- f. that portion of a building used as crawl space (not exceeding 1.5 metres in height);
- g. farm buildings other than dwelling units and closed sided livestock housing;
- h. closed sided livestock housing provided that the underside of the floor system or the top of a slab or Pad of any area to be occupied by livestock is located no lower than 1.0 metre above the natural ground elevation taken at any point on the perimeter of the building, or no lower than the Flood Construction Levels specified in this Bylaw, whichever is the lesser.”

9. Under the heading **Site Specific Exemptions Applications:**

- a. replace the words “Section 910(5)” with the words “Section 524(7)” in Section 17 and renumber the section to Section “19”.
- b. replace the words “Section 910(4)” with the words “Section 524(6)” in Section 18 and renumber the section to Section “20”.
- c. delete Subsection 18.b and replace with the following:
 - “b. a professional engineer or geoscientist with experience in geotechnical engineering certifies that the property can be safely used for the intended use and, certifies protection from a 1 in 200 year flood for riverine systems can be achieved, and where applicable, protection from sea level rise to year 2100;”
- d. delete Subsection 18.c and replace with the following:
 - “c. the professional engineer or geoscientist providing the certification required under Section 20.b. of this Bylaw, provides a completed Flood Hazard and Risk Assurance Statement and information identified in Schedule D; and”

10. Under **Schedule “D”, Information Required with a Site Specific Exemption Application:**

- a. delete Section **1. Quality Assurance Statement** and replace with the following:

“1. Quality Assurance Statement

The Professional Engineer should carry out quality assurance/quality control for all phases the investigation in the preparation of a flood hazard assessment report.

- (1) A assessment report is required to confirm that the land may be used safely for the intended use without undue risk of hazards. The professional engineer shall inspect the property, supervise the site investigation and the assessment report shall clearly state all relevant restrictions, conditions and/or limitations to the proposed development of the land.
 - (2) The report is to be prepared in accordance with the BC Provincial Flood Hazard Area Land Use Management Guidelines and the Engineers and Geoscientists of BC Professional Practice Guidelines - Legislated Flood Assessments in a Changing Climate in BC, August 2018, as amended from time to time.
 - (3) The report is to be accompanied with a completed Flood Assurance Statement. The Statement is to be read and completed in conjunction with the Engineers and Geoscientists BC Professional Practice Guidelines – Legislated Flood Assessment in a Changing Climate BC, as amended from time to time.”
- b. insert the following new subsection under the heading **2. General Requirements**, after Subsection (3), and renumber the remaining subsections accordingly:
- “(4) Evaluate the development plans for the property using the relevant Regional District land use and subdivision bylaws and Development Permit guidelines to determine the suitability of the land to accommodate the use intended.”
- c. delete the words “from the natural boundary of watercourses” from Subsection (12);
- d. insert the word “Provincial” before the words “Guidelines have been considered.” to Subsection (14);
- e. insert the word “Provincial” before the words “Guidelines were considered in the process.” to Subsection (18);

Introduced and read two times this ___ day of _____ 20XX.

Read a third time this ___ day of _____ 20XX.

Adopted this ___ day of _____ 20XX.

CHAIR

CORPORATE OFFICER

**REGIONAL DISTRICT OF NANAIMO
BYLAW NO. 500.417**

**A BYLAW TO AMEND REGIONAL DISTRICT OF NANAIMO
LAND USE AND SUBDIVISION BYLAW NO. 500, 1987**

The Board of the Regional District of Nanaimo, in open meeting assembled, enacts as follows:

- A. This Bylaw may be cited as “Regional District of Nanaimo Land Use and Subdivision Amendment Bylaw No. 500.417, 2018”.
- B. The “Regional District of Nanaimo Land Use and Subdivision Bylaw No. 500, 1987”, is hereby amended as follows:
 - 1. Under PART 3 LAND USE REGULATIONS, Section 3.3 General Regulations delete Section 9(a) and (b) and replace it with the following:

“For all parcels with shoreline frontage, setbacks from the sea are prescribed in “Regional District of Nanaimo Floodplain Management Bylaw No. 1469, 2006”.”

- 2. Under PART 4 Subdivision Regulations, Section 4.3 Parcel Size add after number 4.3(4) the following:

“Notwithstanding Section 4.3.4, of this Bylaw, where land is deemed to abut or contain a part of the sea or to be influenced by the sea each lot created through subdivision shall have a viable building site on natural ground that is above the year 2100 Flood Construction Level, and comply with the setbacks from the sea as prescribed in the “Regional District of Nanaimo Floodplain Bylaw No. 1469, 2006”.”

Introduced and read two times this ___ day of _____ 20XX.

Public Hearing held this ___ day of _____ 20XX.

Read a third time this ___ day of _____ 20XX.

Approved by the Minister of Transportation and Infrastructure pursuant to the *Transportation Act* this ___ day of _____ 20XX.

Adopted this ___ day of _____ 20XX.

CHAIR

CORPORATE OFFICER

REGIONAL DISTRICT OF NANAIMO

P O L I C Y

SUBJECT:	<i>Development Variance Permit, Development Permit with Variance & Floodplain Exemption Application Evaluation</i>	POLICY NO: B1.5 CROSS REF.:
EFFECTIVE DATE:	March 8, 1994	APPROVED BY: Board
REVISION DATE:	October 2, 2018	PAGE: 1 of 5

PURPOSE

This policy is to provide staff with guidelines for reviewing and evaluating development variance permit applications, development permit applications that include bylaw variances, and site-specific exemptions to the Floodplain Bylaw.

PART A – DEVELOPMENT VARIANCE PERMIT AND DEVELOPMENT PERMIT WITH VARIANCE APPLICATION EVALUATION

1. Demonstration of Land Use Justification

- a) An application should demonstrate that the proposed variance is necessary and is supported by an acceptable land use justification; such as:
 - i. the ability to use or develop the property is unreasonably constrained or hindered by having to comply with the bylaw requirement; or,
 - ii. there is a net benefit to the community or immediate area that would be achieved through the variance approval.
 - iii. the proposed variance would allow for more efficient and effective use and development of the subject property.
- b) Failure to provide an acceptable land use justification as outlined in Part A, Section 1(a) may be grounds for staff to recommend that the application be denied by the Board.
- c) If an acceptable land use justification is identified the applicant should demonstrate that a reasonable effort has been made to avoid the need for, or reduce the extent of, the requested variance. If such efforts are not made this may be grounds for staff to recommend that the application be denied by the Board.
- d) Examples of acceptable land use justifications are as follows:
 - i. A physical constraint such as a steep slope, watercourse, or rock outcrop results in an unreasonably small building site when setbacks are applied. In such a case a setback variance

- may be recommended where the impact of the variance is considered acceptable by planning staff.
- ii. A man-made constraint such as an archaeological site, odd shaped lot, restrictive or conservation covenants, easement, or right-of-way results in an unreasonably small building site when setbacks are applied. In such a case a setback variance may be recommended where the impact of the variance is considered acceptable by planning staff.
 - iii. A hazardous condition exists that requires that the underside of the floor joists be raised to meet floodplain elevations. This may result in an average designed building or structure exceeding the maximum height restrictions. In such a case a height variance may be recommended where the impact of the variance is considered acceptable by planning staff.
 - iv. A topographical constraint such as a depression or sloped area results in an average designed building or structure exceeding maximum height restrictions. In such a case a height variance may be recommended where the impact of the variance is considered acceptable by planning staff.
 - v. An environmentally significant feature such as a stand of Garry Oak trees, a watercourse, or sensitive ecosystem exists on site that the applicant is proposing to avoid, preserve, and/or enhance, which restricts potential building sites on a lot. In such a case a setback variance may be considered where the proposed variance will reduce the impact to the Environmentally Sensitive Area and any other impact considered acceptable by the reviewing planning staff member.
 - vi. The only building site on a lot will block a significant view for area residents. In such a case a setback variance may be considered to allow the relocation of the building to allow the preservation of that view, where the impact of the variance is acceptable.
 - vii. Where a longstanding existing building or structure does not conform to siting or height requirements a variance may be considered to legalize that structure where the impact of the variance is acceptable and the use of the building or structure conforms to the current zoning regulations.
 - viii. The inclusion of a renewable solar or wind energy system, or a rainwater harvesting system proposed for the operation of a building or structure results in the building or structure exceeding maximum height restrictions, or encroaching into a setback area. In such a case, a height variance or setback variance may be recommended where the impacts of the variance are considered acceptable.
- e) Part A, Section 2(d) is not intended to be an exhaustive or definitive list of acceptable land use justifications for a variance application. Staff are to use their judgment in evaluating the specific circumstances involved in each application.

2. Impact Evaluation

- a) Where a land use justification for a proposed variance has been demonstrated, the application shall then be evaluated based upon the impact(s) (positive or negative) of the variance. Impact(s) may be classified into the following three general categories:

- i. Aesthetic impact. This includes the impact of the proposed variance on the streetscape, the views from adjacent properties, compatibility with neighbourhood design standards, etc.
 - ii. Functional impact. This includes the impact of the proposed variance on the function of the property for the permitted uses and the potential impact of the variance on the function of adjacent properties, or road right-of-ways.
 - iii. Environmental impact. This includes the impact of the proposed variance on the long term sustainability of the natural environment or the direct impact on a specific feature of the natural environment.
- b) An unacceptable impact, as evaluated by planning staff, is grounds for staff to recommend that the application be denied by the Board.
 - c) An applicant should demonstrate that a reasonable effort has been made to minimize any and all potential negative impacts associated with a variance. If such efforts are not made this would be grounds for staff to recommend that the application be denied by the Board.
 - d) Part A, Section 2(a) is not intended to be an exhaustive or definitive list of potential impacts. Staff are to use their judgment in identifying and evaluating all potential impacts associated with the specific circumstances involved in each application.

3. Specific Impact Evaluation by Application Type

- a) Height variance requests for a residential use may not be supported where; in the opinion of planning staff:
 - i. the applicant is requesting a height variance to accommodate a third storey;
 - ii. the applicant has not made a reasonable effort to reduce the height of the proposed building or structure by reducing the roof pitch, reducing ceiling height, minimizing the crawl space, etc.;
 - iii. the appearance of the proposed structure from the street will appear out of character with the height of buildings in the immediate neighbourhood;
 - iv. the proposed height variance will result in a notable reduction in a neighbouring properties view of a significant viewscape; or
 - v. the proposed height variance will result in a notable shading of, or lack of privacy for, a neighbouring property.
- b) Lot line relaxation, setback from the sea relaxation, and watercourse setback relaxation requests may not be supported where; in the opinion of Planning Staff:
 - vi. the applicant has not made a reasonable effort to reduce the need for a setback variance by amending the house design or finding an alternative building site;
 - vii. the proposed setback variance will result in an unreasonable reduction in a neighbouring properties view of a notable viewscape;

- viii. the proposed setback variance will result in the building or structure appearing to extend closer to the sea or other watercourse than other houses in the immediate vicinity;
 - ix. the proposed setback variance may result in a geotechnical or flooding hazard, including impacts associated with sea level rise to the year 2100;
 - x. the proposed setback variance may result in a negative impact on the natural environment;
 - xi. the proposed setback variance may have a negative impact on an archaeological site; or
 - xii. the proposed setback variance is contrary to senior government legislation (e.g. ***Transportation Act, Fish Protection Act, Water Act, Land Title Act***, etc.).
- c) Parking Variance requests for Commercial, Industrial, or Institutional uses may not be supported where:
- i. the proposed variance would interfere with internal traffic flow, loading and unloading, access and egress, pedestrian safety, etc.;
 - ii. the applicant is not proposing to provide adequate parking spaces constructed to Regional District of Nanaimo standards on a hard durable dust free surface; or
 - iii. the proposed variance, in staff's opinion, does not provide an adequate number of parking stalls for the intended use.
- d) Signage variance requests may not be supported where:
- i. the proposed variance would result in an increased appearance of "sign clutter" on the subject property (sign consolidation should be encouraged);
 - ii. the proposed variance creates a visual obstruction which interferes with the safe movement of pedestrians and/or traffic on and off site; or
 - iii. the illumination of a proposed sign is not compatible with the surrounding neighbourhood or would create an unreasonable aesthetic impact on the adjacent properties.

PART B – FLOODPLAIN EXEMPTION APPLICATIONS

1. Demonstration of Land Use Justification

- a) An applicant-must demonstrate that the proposed exemption is necessary and is supported by an acceptable land use justification; such as:
- i. that due to existing site characteristics and the location of the existing infrastructure (if any), it is impractical to meet the Flood Construction level (FCL)
 - ii. the proposed construction methods are designed to mitigate flood damage, and
 - iii. it is not practical to develop the subject property without a site specific exemption.

2. Demonstration that the Exemption is Advisable

- a) Where an acceptable land use justification has been demonstrated in accordance with Part B, Section 1 of this Policy, the owner must submit a completed Site Specific Exemption Application as prescribed in the "Regional District of Nanaimo Floodplain Management Bylaw No.1469, 2006".

- b) All reports identified in Part B, Section 2(a) must also discuss the land use justifications in identified in Part B, Section 1 of this policy.
- c) Where a flood assessment report has been submitted, to the satisfaction of the Regional District, and the owner grants a restrictive covenant, under Section 219 of the *Land Title Act*, respecting the use and development of the land that includes:
 - i. flood assessment report recommendations, restrictions or conditions, where applicable, and
 - ii. an indemnity in favour of the Regional District to indemnify and save harmless the Regional District against any loss or damage with respect to the flooding to the property, or flood damage to the land, structures and contents thereof, or any injury (including death) to any person or animal arising from the flooding of the property or flood damage to the land.
- c) Failure to meet any of the above conditions is grounds for staff to recommend the Board deny a floodplain exemption application.

PART C - TERMS OF USE OF THIS POLICY

1. This policy is intended to apply to staff evaluation of development variance permits, development permit applications that include bylaw variances, and site specific exemptions to the Floodplain Bylaw.
2. The Board of the Regional District of Nanaimo is not in any way bound by this policy and is free to apply, or not apply, any evaluation criterion it deems appropriate in its consideration of applications.

REGIONAL DISTRICT OF NANAIMO**P O L I C Y**

SUBJECT:	<i>Development Variance Permit, Development Permit with Variance & Floodplain Exemption Application Evaluation</i>	POLICY NO: B1.5 CROSS REF.:
EFFECTIVE DATE:	March 8, 1994	APPROVED BY: Board
REVISION DATE:	October 28 ² , 2014 ¹⁸	PAGE: 1 of 5

PURPOSE

This policy is to provide staff with guidelines for reviewing and evaluating development variance permit applications, development permit applications that include bylaw variances, and site-specific exemptions to the Floodplain Bylaw.

PART A – DEVELOPMENT VARIANCE PERMIT AND DEVELOPMENT PERMIT WITH VARIANCE APPLICATION EVALUATION**1. Demonstration of Land Use Justification**

- a) An application should demonstrate that the proposed variance is necessary and is supported by an acceptable land use justification; such as:
 - i. the ability to use or develop the property is unreasonably constrained or hindered by having to comply with the bylaw requirement; or,
 - ii. there is a net benefit to the community or immediate area that would be achieved through the variance approval.
 - iii. the proposed variance would allow for more efficient and effective use and development of the subject property.
- b) Failure to provide an acceptable land use justification as outlined in Part A, Section 1(a) may be grounds for staff to recommend that the application be denied by the Board.
- c) If an acceptable land use justification is identified the applicant should demonstrate that a reasonable effort has been made to avoid the need for, or reduce the extent of, the requested variance. If such efforts are not made this may be grounds for staff to recommend that the application be denied by the Board.
- d) Examples of acceptable land use justifications are as follows:
 - i. A physical constraint such as a steep slope, watercourse, or rock outcrop results in an unreasonably small building site when setbacks are applied. In such a case a setback variance

- may be recommended where the impact of the variance is considered acceptable by planning staff.
- ii. A man-made constraint such as an archaeological site, odd shaped lot, restrictive or conservation covenants, easement, or right-of-way results in an unreasonably small building site when setbacks are applied. In such a case a setback variance may be recommended where the impact of the variance is considered acceptable by planning staff.
 - iii. A hazardous condition exists that requires that the underside of the floor joists be raised to meet floodplain elevations. This may result in an average designed building or structure exceeding the maximum height restrictions. In such a case a height variance may be recommended where the impact of the variance is considered acceptable by planning staff.
 - iv. A topographical constraint such as a depression or sloped area results in an average designed building or structure exceeding maximum height restrictions. In such a case a height variance may be recommended where the impact of the variance is considered acceptable by planning staff.
 - v. An environmentally significant feature such as a stand of Garry Oak trees, a watercourse, or sensitive ecosystem exists on site that the applicant is proposing to avoid, preserve, and/or enhance, which restricts potential building sites on a lot. In such a case a setback variance may be considered where the proposed variance will reduce the impact to the Environmentally Sensitive Area and any other impact considered acceptable by the reviewing planning staff member.
 - vi. The only building site on a lot will block a significant view for area residents. In such a case a setback variance may be considered to allow the relocation of the building to allow the preservation of that view, where the impact of the variance is acceptable.
 - vii. Where a longstanding existing building or structure does not conform to siting or height requirements a variance may be considered to legalize that structure where the impact of the variance is acceptable and the use of the building or structure conforms to the current zoning regulations.
 - viii. The inclusion of a renewable solar or wind energy system, or a rainwater harvesting system proposed for the operation of a building or structure results in the building or structure exceeding maximum height restrictions, or encroaching into a setback area. In such a case, a height variance or setback variance may be recommended where the impacts of the variance are considered acceptable.
- e) Part A, Section 2(d) is not intended to be an exhaustive or definitive list of acceptable land use justifications for a variance application. Staff are to use their judgment in evaluating the specific circumstances involved in each application.

2. Impact Evaluation

- a) Where a land use justification for a proposed variance has been demonstrated, the application shall then be evaluated based upon the impact(s) (positive or negative) of the variance. Impact(s) may be classified into the following three general categories:

- i. Aesthetic impact. This includes the impact of the proposed variance on the streetscape, the views from adjacent properties, compatibility with neighbourhood design standards, etc.
 - ii. Functional impact. This includes the impact of the proposed variance on the function of the property for the permitted uses and the potential impact of the variance on the function of adjacent properties, or road right-of-ways.
 - iii. Environmental impact. This includes the impact of the proposed variance on the long term sustainability of the natural environment or the direct impact on a specific feature of the natural environment.
- b) An unacceptable impact, as evaluated by planning staff, is grounds for staff to recommend that the application be denied by the Board.
 - c) An applicant should demonstrate that a reasonable effort has been made to minimize any and all potential negative impacts associated with a variance. If such efforts are not made this would be grounds for staff to recommend that the application be denied by the Board.
 - d) Part A, Section 2(a) is not intended to be an exhaustive or definitive list of potential impacts. Staff are to use their judgment in identifying and evaluating all potential impacts associated with the specific circumstances involved in each application.

3. Specific Impact Evaluation by Application Type

- a) Height variance requests for a residential use may not be supported where; in the opinion of planning staff:
 - i. the applicant is requesting a height variance to accommodate a third storey;
 - ii. the applicant has not made a reasonable effort to reduce the height of the proposed building or structure by reducing the roof pitch, reducing ceiling height, minimizing the crawl space, etc.;
 - iii. the appearance of the proposed structure from the street will appear out of character with the height of buildings in the immediate neighbourhood;
 - iv. the proposed height variance will result in a notable reduction in a neighbouring properties view of a significant viewscape; or
 - v. the proposed height variance will result in a notable shading of, or lack of privacy for, a neighbouring property.
- b) Lot line relaxation, ~~ceen~~ setback **from the sea** relaxation, and watercourse setback relaxation requests may not be supported where; in the opinion of Planning Staff:
 - vi. the applicant has not made a reasonable effort to reduce the need for a setback variance by amending the house design or finding an alternative building site;
 - vii. the proposed setback variance will result in an unreasonable reduction in a neighbouring properties view of a notable viewscape;

- viii. the proposed setback variance will result in the building or structure appearing to extend closer to the ocean sea or other watercourse than other houses in the immediate vicinity;
 - ix. the proposed setback variance may result in a geotechnical or flooding hazard, including impacts associated with sea level rise to the year 2100;
 - x. the proposed setback variance may result in a negative impact on the natural environment;
 - xi. the proposed setback variance may have a negative impact on an archaeological site; or
 - xii. the proposed setback variance is contrary to senior government legislation (e.g. **Transportation Act, Fish Protection Act, Water Act, Land Title Act**, etc.).
- c) Parking Variance requests for Commercial, Industrial, or Institutional uses may not be supported where:
- i. the proposed variance would interfere with internal traffic flow, loading and unloading, access and egress, pedestrian safety, etc.;
 - ii. the applicant is not proposing to provide adequate parking spaces constructed to Regional District of Nanaimo standards on a hard durable dust free surface; or
 - iii. the proposed variance, in staff's opinion, does not provide an adequate number of parking stalls for the intended use.
- d) Signage variance requests may not be supported where:
- i. the proposed variance would result in an increased appearance of "sign clutter" on the subject property (sign consolidation should be encouraged);
 - ii. the proposed variance creates a visual obstruction which interferes with the safe movement of pedestrians and/or traffic on and off site; or
 - iii. the illumination of a proposed sign is not compatible with the surrounding neighbourhood or would create an unreasonable aesthetic impact on the adjacent properties.

PART B – FLOODPLAIN EXEMPTION APPLICATIONS

1. Demonstration of Land Use Justification

- a) An applicant must demonstrate that the proposed exemption is necessary and is supported by an acceptable land use justification; such as:
- i. that due to existing site characteristics and the location of the existing infrastructure (if any), it is impractical to meet the Flood Construction level (FCL)
 - ii. the proposed construction methods are designed to mitigate flood damage, and
 - iii. there are no other practical building sites located on the subject property;
 - iv. the applicant has exhausted all other options including amendments to zoning setback and height requirements; or
 - v. it is not practical to develop the subject property without a site specific exemption.

2. Demonstration that the Exemption is Advisable

a) Where an acceptable land use justification has been demonstrated in accordance with Part B, Section 1 of this Policy, the owner must submit a completed Site Specific Exemption Application as prescribed in the "Regional District of Nanaimo Floodplain Management Bylaw No.1469, 2006".

~~a) Where an acceptable land use justification has been demonstrated, the applicant must demonstrate that the proposal is in compliance with Province of BC's Flood Hazard Area Land Use Management Guidelines and provide a flood hazard assessment report prepared by a professional engineer or geoscientist experienced in geotechnic engineering that the land may be used safely for the use as proposed.~~

b) Where a flood assessment report has been submitted, to the satisfaction of the Regional District, and the owner grants a restrictive covenant, under Section 219 of the *Land Title Act*, respecting the use and development of the land that includes:

i. flood assessment report recommendations, restrictions or conditions, where applicable, and

ii. an indemnity in favour of the Regional District to indemnify and save harmless the Regional District against any loss or damage with respect to the flooding to the property, or flood damage to the land, structures and contents thereof, or any injury (including death) to any person or animal arising from the flooding of the property or flood damage to the land.

PART C - TERMS OF USE OF THIS POLICY

1. This policy is intended to apply to staff evaluation of development variance permits, development permit applications that include bylaw variances, and site specific exemptions to the Floodplain Bylaw.
2. The Board of the Regional District of Nanaimo is not in any way bound by this policy and is free to apply, or not apply, any evaluation criterion it deems appropriate in its consideration of applications.

TO: Committee of the Whole **MEETING:** October 2, 2018
FROM: Chris Midgley
Manager, Strategic Initiatives **FILE:**
SUBJECT: 2018 Operational Plan Update

RECOMMENDATION

That the Board endorse the Regional District of Nanaimo 2018 Operational Plan Update.

SUMMARY

The 2016 – 2020 Board Strategic Plan was developed to be a ‘living’ document that is reviewed and updated on an annual basis. As part of this review process, an updated Operational Plan for 2018 has been completed (see Attachment 1: Regional District of Nanaimo 2018 Operational Plan Update). In addition to summarizing accomplishments from 2017, the 2018 Operational Plan Update, captures high priority actions for the current year and aligns them to the Key Focus Areas and the Strategic Priorities identified in the 2016-2020 Board Strategic Plan. The 2018 Operational Plan also outlines implementation items and activities to complete, providing a tool for Regional District of Nanaimo (RDN) Board and staff to measure progress on advancing the Board’s Strategic Plan.

BACKGROUND

The 2016-2020 Board Strategic Plan is based on a continuous improvement model with an annual review. The attached updated 2018 Operational Plan consolidates the high priority actions that support Board Strategic Priorities; and outline the key tasks to ensure each action progresses. The action items arise from RDN Board resolutions, departmental Business Plans that inform the annual budget, , and annual implementation items within various adopted RDN plans (such as the Liquid Waste Master Plan, or the Regional Growth Strategy). The action items identified in the 2018 Operational Plan Update represent a small fraction of all the work plan items necessary to meet 2018 service delivery expectations for the RDN as a whole.

To illustrate how actions listed in the 2018 Operational Plan support the Board Strategic Plan, each action has been attributed to one of the Strategic Plan’s five Key Focus Areas:

- Focus on Governance
- Focus on Service and Organizational Excellence
- Focus on Relationships
- Focus on Economic Health
- Focus on the Environment.

Within each focus area, several Strategic Priorities are listed. Each action has been assigned a primary strategic priority – the one that is most clearly advanced as a result of the action. To account for the fact that many actions advance multiple strategic priorities, ‘related strategic priorities’ are also identified where applicable. The end result is a comprehensive overview of priority organizational activities planned for 2018 that advance the Board Strategic Plan.

Finally, it is important to note that many of the high priority actions captured in the 2018 Operational Plan Update may take several years to complete. To account for this, the plan indicates the year key tasks are to be completed when projects extend beyond 2018.

The first effort to produce an annual Operational Plan was in 2017, with the vision that an annual Operational Plan become a key deliverable in the process to improve implementation of the Board Strategic Plan over time. The attached 2018 Operational Plan Update represents the continuation of that effort.

ALTERNATIVES

1. That the Board endorse the Regional District of Nanaimo 2018 Operational Plan.
2. That the Board provide alternate direction to staff

FINANCIAL IMPLICATIONS

Action items captured in the 2018 Operational Plan are accounted for in the 2018 Budget and 2018-2022 Financial Plan. There are no unaccounted for financial implications associated with the Operational Plan.

STRATEGIC PLAN IMPLICATIONS

The Board Strategic Plan is the highest-level plan for the Regional District of Nanaimo, establishing overall strategic priorities for the organization and guiding the Board’s consideration of actions, financial plans and departmental work plans. It is envisioned that the Operational Plan is closely integrated with the annual RDN Budget and Board Strategic Plan. Together, these important plans and documents guide the work of RDN staff and ensure work aligns with the Board’s strategic direction. Further, the Operational Plan is intended to serve as a tool to measure organizational progress and report on Strategic Plan priorities.



Report Writer’s Name
cmidgley@rdn.bc.ca
September 20, 2018

Reviewed by:

- G. Garbutt, A/Chief Administrative Officer

Attachments

1. Regional District of Nanaimo 2018 Operational Plan Update

VERSION 2018.1.01

SEPTEMBER 21, 2018



REGIONAL DISTRICT OF NANAIMO 2018 OPERATIONAL PLAN UPDATE.DOCX

REGIONAL DISTRICT OF NANAIMO 2018 OPERATIONAL PLAN UPDATE.DOCX

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Traditional Territory Acknowledgement

The Regional District of Nanaimo respectfully acknowledges and recognizes the Coast Salish First Nations whose traditional territory we live, work and play on.

2016-2020 Strategic Plan Direction

The following is the Vision for the Regional District of Nanaimo (RDN):

Our Region is environmentally, socially, and economically healthy; resilient and adaptable to change. Residents of the Region meet their needs without compromising the ability of future residents to do the same.

The Purpose of Operational Planning

Operational planning is the process of linking the strategic focus areas and priorities of the organization with service delivery goals and objectives. Service delivery goals and objectives in this Plan arise from 2017 and 2018 RDN Board resolutions, Board policies and adopted plans; items identified as high priority in strategic planning seminars, legislative and regulatory requirements; staff identified work plan items; and internal process reviews. The operational plan outlines milestones and key activities required for organizational success, and how RDN staff aim to implement the Board's strategic vision.

Plan Process

PURPOSE OF THE PLAN

The Operational Plan summarizes service delivery initiatives and outlines strategically important services and projects that will serve as a focal point for RDN staff. In addition, it sets out a reporting cycle to provide timely information on the status of Operational Plan items for the Board to consider when reviewing the RDN 2016-2020 Strategic Plan and future Financial Plans.

The action items identified in this Plan include new Board resolutions since the 2017 Operational Plan. These action items were identified by a committee of RDN staff from a much larger list of ongoing work plan items. These items are intended for 2018 delivery and are critically important to progressing the Board's vision of a region that is environmentally, socially, and economically healthy; resilient and adaptable to change. Note that items identified by Board direction in 2017/2018 have been added to the respective RDN Department Work Plan. As a result, the origin of the action has been converted from an identified Board motion to a departmental Business Plan item.

The Plan does not capture the vast amount of day-to-day operational work that contributes to the RDN's success. Nor does it preclude all the risks and challenges to the RDN's many projects or initiatives. It does,

AN OPERATIONAL PLAN ADDRESSES
FOUR KEY QUESTIONS:

- 1) WHERE ARE WE NOW?
- 2) WHERE DO WE WANT TO BE?
- 3) HOW DO WE GET THERE?
- 4) HOW DO WE MEASURE OUR PROGRESS?

however, recognize the importance of ongoing dialogue with the Board about adjustments to the Plan to meet changing environmental conditions and the evolving needs of the RDN's many communities and citizens.

PLAN MONITORING AND PROGRESS UPDATES

An annual Operational Plan will provide focus to ensure efficient processes and project delivery. Staff will update the Board on the activities outlined in the Operational Plan. The Operational Plan is deeply integrated with the RDN Strategic Plan and the Financial Plan.

To ensure organizational work plan items are in line with the Board's strategic direction, the Operational Plan for each year is developed after the Board has reviewed the Strategic Plan and produced a preliminary Financial Plan. Staff provide an update on the status of Operational Plan items for the Board's consideration when reviewing the Strategic Plan and developing the following year's Financial Plan.

TYPICAL REPORTING CYCLE:

MARCH	SEPTEMBER
Focus: Adopt annual Operational Plan	Focus: Operational Plan update
<ul style="list-style-type: none"> ✓ Develop Departmental work plans based on Strategic Plan updates and Financial Plan ✓ Consider legal and legislative updates, regulatory requirements ✓ Consider resource capacity 	<ul style="list-style-type: none"> ✓ Provide a status update to the Board on Plan action items for consideration of Strategic Plan review and financial planning ✓ Prioritize plan items as necessary for remainder of the year

September 2018 Progress Update

This Progress Update reveals the considerable extent of work undertaken by the Regional District of Nanaimo during the January – August 2018 period. This includes projects that begin and end in 2018, as well as multi-year projects that began prior to 2018, or that began in 2018 and will continue in future years. Each action in the Update includes a description of its status as 'Ongoing', 'In Progress', or 'Complete'. Ongoing items are actions that require staff or professional resources, but do not have a discrete deliverable, such as assisting staff with media relations. If the action is to continue beyond 2018, the expected year of completion is shown.

For 2018, a total of 180 actions are ongoing, in progress, or complete.

- Ongoing Actions: 29 (16%)
- In Progress Actions: 75 (42%)
- Complete: 40 (22%)

For actions underway in 2018, 36 (20%) will continue into future years.

Plan Overview

UNDERSTANDING THE PLAN FORMAT

This Operational Update is organized around the five Key Focus Areas of the 2016-2020 Strategic Plan: Governance, Service and Organizational Excellence, Relationships, Economic Health and Environment. Each Operational Update action item aligns to a specific Strategic Priority under each Focus Area.

To further classify the wide range of RDN activities, each Strategic Priority includes several sub-categories. These provide an additional level of alignment between the work undertaken and Board Strategic Priorities. As an example, within the Governance Focus Area, there are three Strategic Priorities: G1, G2 and G3, with the sub-categories identified as G1-1, G1-2, as illustrated in the table below:

Focus on Governance	
<i>The RDN will cooperate and advocate as a Region while recognizing the uniqueness of each community</i>	
G1	We will develop our governance structure to reflect our unique municipal/ electoral area demographics. <ul style="list-style-type: none"> G1-1: Our Strategic Plan will be responsive and adaptable. G1-2: Services are shared fairly, and regulations applied consistently among those who are affected.
G2	We will create an electoral area caucus to enhance regional governance. <ul style="list-style-type: none"> G2-1: We will improve public involvement in the decision-making process by facilitating public engagement.
G3	We will review our Board composition as our community changes and grows. <ul style="list-style-type: none"> G3-1: We represent the region equitably as a whole.

All Actions in the Operational Update are grouped according to Strategic Priority sub-category. Within each sub-category, Actions taken by individual departments are also grouped together, consistently following the sequence of Corporate Services (CS), Regional and Community Utilities (RCU), Recreation and Parks (RP), Strategic and Community Development (SCD), and Transportation and Emergency Planning (TEP). To illustrate, Figure 1 (below) is excerpted from the Section Contents table introducing the Service and Organizational Excellence section.

Section Contents			
Key Focus Area Summary	<i>The RDN will deliver efficient, effective and economically viable services that meet the needs of the Region. The RDN will focus on organizational excellence in all aspects of our daily actions and service delivery to our customers</i>		
Strategic Priority S1	S1: We view our emergency services as core elements of community safety.		
Sub-Category S1-1	<i>S1-1: We will be well trained and prepared to act in the event of an emergency</i>		
Action ID	TEP-S1-1.1	Achieve EOC and Reception Centre Operational Readiness	Complete <input checked="" type="checkbox"/>
	TEP-S1-1.2	Ensure all Emergency Planning Documents are up-to-date	In Progress December 2018
	TEP-S1-1.3	Work with Fire Chiefs and Societies to set standard competency-based requirements for officer promotions	Complete <input checked="" type="checkbox"/>
	TEP-S1-1.4	Coordinate annual fire department recruitment/retention campaign to enhance exposure	2019
Strategic Priority	S2: We will fund infrastructure in support of our core services employing an asset management focus.		
Sub-Category	<i>S2-1: We will assess the lifecycle costs of all new services and infrastructure.</i>		
	All-S2-1.1	Implement Asset Management Program	In Progress
	RCU-S2-1.2	Greater Nanaimo Pollution Control Centre Secondary Treatment Upgrade Project – Proactively track assets as they are installed	In Progress

Finally, for each Action, a detailed table provides an overview and details on the Action. The table includes the Key Focus Area, Strategic Priority and sub-category, the origin of the project – typically a departmental business plan reflecting previous Board direction or a new 2018 Board motion.

In order to describe the project, the table outlines the key tasks necessary to accomplish the work and indicates whether a task is complete, in progress, or anticipated in a future month or year. The detailed tables also indicate the accountable department, and related strategic priorities.

Key Focus Area	FOCUS ON THE ECONOMY				
Action Description	Action:	Continue planned capital upgrades in RDN water systems in order to maintain services at current levels.	RCU-EC2-2.1		Action ID
Strategic Priority	Strategic Priority:	We recognize the importance of water in supporting our economic and environmental health.	EC2		Strategic Priority Code
Sub-category		We will invest in water systems to ensure the quality and quantity needed to support domestic water use in our service areas	EC2-2		Sub-category Code
Origin of Action Item	Origin:	Water Services 2018 Business Plan			
Tasks	Tasks		Status		Status Update
	1. Award Anchor Way Main Construction Contract		Complete		
	2. Complete Anchor Way Main Construction		Complete		
	3. Prepare RFP and Award Design for French Creek Well #2 Upgrades		In Complete		
	4. Award Construction Contract and Complete French Creek #2 Well Upgrade		In Progress		
Accountable Department	Accountable Department	Water and Utility Services Regional and Community Development			
Related Strategic Priorities	Related Strategic Priorities:	S2	S3	EV2	EV4
					Related Strategic Priority Codes

FOCUS AREAS, STRATEGIC PRIORITIES AND SUB-CATEGORIES

Focus on Governance

The RDN will cooperate and advocate as a Region while recognizing the uniqueness of each community

- G1 We will develop our governance structure to reflect our unique municipal/ electoral area demographics.**
- **G1-1:** Our Strategic Plan will be responsive and adaptable.
 - **G1-2:** Services are shared fairly, and regulations applied consistently among those who are affected.
- G2 We will create an electoral area caucus to enhance regional governance.**
- **G2-1:** We will improve public involvement in the decision-making process by facilitating public engagement
- G3 We will review our Board composition as our community changes and grows.**
- **G3-1:** We represent the region equitably as a whole.

Focus on Service and Organizational Excellence

The RDN will deliver efficient, effective and economically viable services that meet the needs of the Region. The RDN will focus on organizational excellence in all aspects of our daily actions and service delivery to our customers

- S1 We view our emergency services as core elements of community safety.**
- **S1-1:** We will be well trained and prepared to act in the event of an emergency.
 - **S1-2:** We evaluate the risk of environmental threats to our communities.
- S2 We will fund infrastructure in support of our core services employing an asset management focus.**
- **S2-1:** We will assess the lifecycle costs of all new services and infrastructure.
 - **S2-2:** We will understand our financial position.
 - **S2-3:** We will ensure service delivery through appropriate investment in infrastructure
 - **S2-4:** The costs for services are shared as fairly as possible among those who benefit.
 - **S2-5:** We will manage the risks related to service delivery.
- S3 As we invest in regional services we look at both costs and benefits – The RDN will be effective and efficient.**
- **S3-1:** Through advanced planning the Board will ensure long-time viability of regional services.
 - **S3-2:** We will assess the viability of new services.
 - **S3-3:** We will regularly review services in order to best meet the expectations of constituents.
 - **S3-4:** We will invest in the people that make the RDN successful.
- S4 We recognize community mobility and recreational amenities as core services.**
- **S4-1:** Build the parks, trails and recreational facilities required for our communities.
 - **S4-2:** Manage the Regional transit system to meet the mobility needs of the public
- S5 We recognize and plan for the impact of our aging population.**
- **S5-1:** Build recreational amenities for seniors.
- S6 We will advocate for transit improvements and active transportation.**
- **S6-1:** Optimize transit routes.
 - **S6-2:** Inform residents of transit options.
 - **S6-3:** We will ensure public safety and security on our buses.
- S7 We will ensure our processes are as easy to work with as possible.**
- **S7-1:** We will remove unnecessary barriers to our development processes.
 - **S7-2:** Ensure regulations and procedures are current and up to date
 - **S7-3:** Ensure information technology tools meet the needs of a modern organization
 - **S7-4:** We will be transparent in financial planning.
 - **S7-5:** We will respond to constituent concerns in timely manner

Focus on Relationships

The RDN will continue to develop and encourage meaningful relationships

- R1 We value our First Nations relationships and will integrate their input in future planning and service delivery.**
- **R1-1:** We will work collaboratively with principal First Nations.
- R2 We will focus on improved two-way communication within the Regional District and with our communities.**
- **R2-1:** Increase staff capacity for communicating with regional stakeholders
 - **R2-2:** We will work with municipalities on items of mutual interest.
 - **R2-3:** We will engage with the public to ensure RDN plans and services meet resident expectations
 - **R2-4:** We will provide the best information available to the public.
 - **R2-5:** We will collaborate between departments to improve efficiency and enhance service delivery.
- R3 We recognize all volunteers as an essential component of service delivery. We will support the recruitment and retention of volunteers.**
- **R3-1:** We will provide volunteers with the tools and facilities they need.
- R4 We look for opportunities to partner with other branches of government/ community groups to advance our region.**
- **R4-1:** Formalize partnerships with long-term agreements.
 - **R4-2:** Target senior government grants and other funding opportunities that advance Board Strategic Priorities.
 - **R4-3:** Promote RDN leadership through participation in provincial, national and international events and discussions.
 - **R4-4:** Partner with other jurisdictions, agencies, senior government and community organizations to deliver enhanced services.
- R5 We will facilitate/ advocate for issues outside of our jurisdiction.**
- **R5-1:** We will work with senior levels of government to advance the interests of the region.

Focus on Economic Health

The RDN will look at all our activities through an economic lens

- EC1 We will support our traditional industries: Forestry, Tourism, Manufacturing, Fishing; Knowledge Based; and Technology Based industries.**
- **EC1-1:** Work with industry to educate the public and establish best practices suitable for the region.
 - **EC1-2:** Promote opportunities in our traditional industries with targeted outreach, education, communication and advertising.
 - **EC1-3:** Promote growth and investment in local business and industry.
- EC2 We recognize the importance of water in supporting our economic and environmental health.**
- **EC2-1:** We will improve our understanding of regional water supply.
 - **EC2-2:** We will invest in water systems to ensure the quality and quantity needed to support domestic water use in our service areas.
- EC3 We will foster economic development.**
- **EC3-1:** Expand liquid waste capacity to support commerce, industry and development.
- EC4 We see ecotourism as a key economic opportunity in our region.**
- **EC4-1:** We improve the ability of tourists to locate local ecotourism providers.
- EC5 We recognize the importance of agriculture and aquaculture in our region.**
- **EC5-1:** Reduce the barriers to agriculture and aquaculture in the region.

Focus on Environment

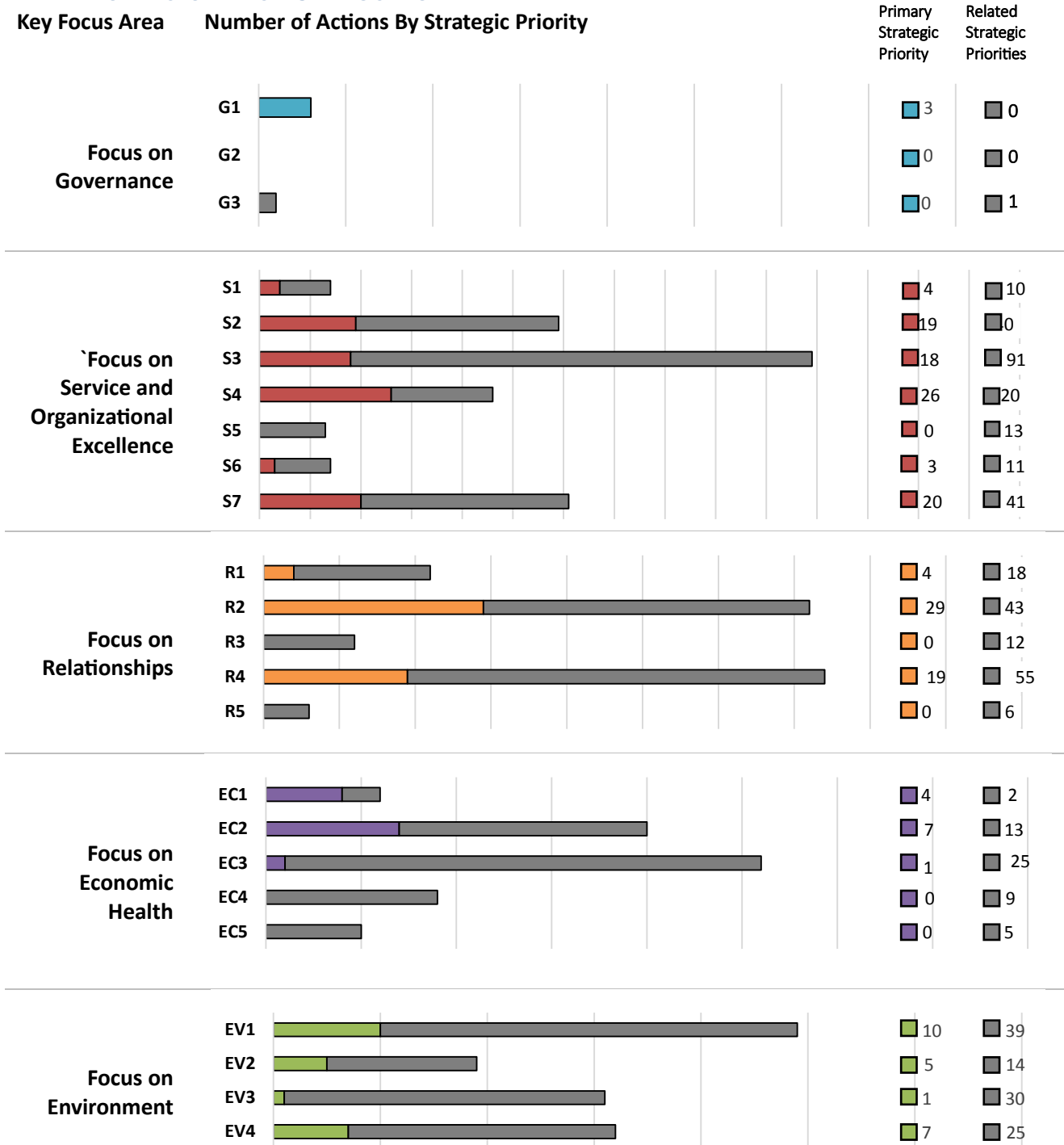
The RDN recognizes that a healthy environment is key to economic development and a healthy community

- EV1 We will have a strong focus on protecting and enhancing our environment in all decisions.**
- **EV1-1:** Implement leading practices at our waste management facilities.
 - **EV1-2:** We will take measures to protect biodiversity.
 - **EV1-3:** We will seek out the best available information to support evidence-based decision making.
- EV2 We will evaluate air quality and climate impacts as factors in our infrastructure and services planning.**
- **EV2-1:** Reduce GHG emissions from corporate operations.
 - **EV2-2:** Ensure private and non-government organizations comply with applicable environmental regulations.
 - **EV2-3:** Encourage community wide GHG emissions reductions
- EV3 We will prepare for and mitigate the impact of environmental events.**
- **EV3-1:** We will access the best available information to prevent future impacts of climate change.
- EV4 We will include conservation of resources as a planning factor.**
- **EV4-1:** Encourage innovation in the development sector.
 - **EV4-2:** Set ambitious targets to conserve resources and reduce waste

ACTION ITEMS BY STRATEGIC PRIORITY

Table 1 below provides an overview of the number of actions planned for 2018 associated with each Board Strategic Priority. For each action, staff identified one primary Strategic Priority that is clearly advanced by the action, and any related Strategic Priorities that are also addressed. Considering primary as well as related Strategic Priorities, Table 1 illustrates how 2018 projects are advancing the Board Strategic Plan as a whole.

TABLE 1: TOTAL ACTION ITEMS BY STRATEGIC PRIORITY



2018 ACTION ITEMS

Focus on Governance

Section Contents
The RDN will cooperate and advocate as a Region while recognizing the uniqueness of each community

G1: We will develop our governance structure to reflect our unique municipal/ electoral area demographics.

G1-1: Our Strategic Plan will be responsive and adaptable.

Action #	Action Description	Status	Pg
SCD-G1-1.1	Develop and deliver Strategic Planning Session after 2018 civic election	In Progress	11

G1-2: Services should be shared fairly, and regulations applied consistently among those who are affected

Action #	Action Description	Status	Pg
CS-G1-2.1	Conduct local government elections and referendums to be included on the ballot(s)	In Progress	12
RCU-G1-2.2	Continue to participate in dialogue on a framework for collaborative watershed decision making to support area-based water planning	Ongoing	13

Governance: 2017 Actions and Accomplishments

Action #	Action Description	Status	
CAO-3-2016	Develop a plan/process for ensuring the Strategic Plan is implemented and kept up to date	Complete	<input checked="" type="checkbox"/>
CorpSrv-98A-2017	Consider hosting Electoral Areas Services Committee Meetings in Electoral Areas	Complete	<input checked="" type="checkbox"/>
CorpSrv-99A-2017	Determine appropriate voting unit in light of 2016 Census figures	Complete	<input checked="" type="checkbox"/>
SCD-90A-2016	Review the Boundary between Electoral Area F and G in the vicinity of Church Road	Complete	<input checked="" type="checkbox"/>

FOCUS ON GOVERNANCE		
Action:	Develop and deliver Strategic Planning Session after 2018 civic election	SCD-G1-1.1
Strategic Priority:	We will develop our governance structure to reflect our unique municipal/ electoral area demographics	G1
	Our Strategic Plan will be responsive and adaptable	G1-1
Origin:	Strategic Initiatives 2018 Business Plan	
Tasks	Status	
1. Logistics and Preparation	In Progress	
2. Board Orientation	In Progress	
3. Deliver Strategic Planning Sessions	January 2019	
4. Draft Strategic Plan	March 2019	
Accountable Department	Strategic Initiatives Strategic and Community Development	
Related Strategic Priorities:	All	

FOCUS ON GOVERNANCE		
Action:	Conduct local government elections and referendums to be included on the ballot(s)	CS-G1-2.1
Strategic Priority:	We will develop our governance structure to reflect our unique municipal/ electoral area demographics	G1
	Services should be shared fairly, and regulations applied consistently among those who are affected	G1-2
Origin:	Legislative Services 2018 Business Plan	
Tasks	Status	
1. Appoint Chief and Deputy Election Officer	Completed	
2. Book Polling Station	Completed	
3. Agreements for Election Supplies and Services	Completed	
4. New Election Bylaw	Completed	
5. Candidate Orientation	Completed	
6. Appoint Polling Station Election Officials	Completed	
7. Prepare all Forms and Notices	Completed	
8. Agreements with school districts and Islands Trust for Election Services	Completed	
9. Conduct Mail in Ballot Voting	In Progress	
10. Conduct Advanced and General Voting	October 2018	
11. Board Appointments/	November 2018	
12. Inaugural Board Meeting		
Accountable Department	Legislative Services Corporate Administration	
Related Strategic Priorities:	G3	

FOCUS ON GOVERNANCE					
Action:	Continue to participate in dialogue on a framework for collaborative watershed decision making to support area-based water planning				RCU-G1-2.2
Strategic Priority:	We will develop our governance structure to reflect our unique municipal/ electoral area demographics				G1
	Services should be shared fairly, and regulations applied consistently among those who are affected				G1-2
Origin:	Drinking Water Watershed Protection 2018 Business Plan				
Tasks		Status			
1. Dialogue via Nanaimo River Watershed Roundtable		Ongoing			
Accountable Department	Water and Utility Services Regional and Community Development				
Related Strategic Priorities:	S3	R1	R4	EC3	EV1

Focus on Service and Organizational Excellence

Section Contents

The RDN will deliver efficient, effective and economically viable services that meet the needs of the Region. The RDN will focus on organizational excellence in all aspects of our daily actions and service delivery to our customers

S1: We view our emergency services as core elements of community safety.

S1-1: We will be well trained and prepared to act in the event of an emergency

Action #	Action Description	Status	Pg
TEP-S1-1.1	Achieve EOC and Reception Centre Operational Readiness	Complete <input checked="" type="checkbox"/>	24
TEP-S1-1.2	Ensure all Emergency Planning Documents are up-to-date	In Progress December 2018	25
TEP-S1-1.3	Work with Fire Chiefs and Societies to set standard competency-based requirements for officer promotions	Complete <input checked="" type="checkbox"/>	26
TEP-S1-1.4	Coordinate annual fire department recruitment/retention campaign to enhance exposure	2019	27

S2: We will fund infrastructure in support of our core services employing an asset management focus.

S2-1: We will assess the lifecycle costs of all new services and infrastructure.

Action #	Action Description	Status	Pg
All-S2-1.1	Implement Asset Management Program	In Progress	28
RCU-S2-1.2	Greater Nanaimo Pollution Control Centre Secondary Treatment Upgrade Project – Proactively track assets as they are installed	In Progress	29

S2-2: We will understand our financial position.

Action #	Action Description	Status	Pg
RCU-S2-2.1	Quantify annual cost of maintaining “problem” assets versus cost of replacement	Ongoing	30

S2-3: We will ensure service delivery through appropriate investment in infrastructure

Action #	Action Description	Status	Pg
CS-S2-3.1	Replace Administration Office Data Centre Server Cluster and disaster recovery / data replication servers at Oceanside Place	2019	31
CS-S2-3.2	Information Technology security improvements	Complete	<input checked="" type="checkbox"/> 32
RCU-S2-3.3	Regional Landfill scale replacement project	Complete	<input checked="" type="checkbox"/> 33
RCU-S2-3.4	Expand capacity and provide secondary treatment at Greater Nanaimo Pollution Control Centre	In Progress	34
RCU-S2-3.5	Whiskey Creek Water Service Area - Design and construction of new pumphouse and transmission main	In Progress	35
RP-S2-3.6	Determine the Future of Little Qualicum Hall	In Progress	36
RP-S2-3.7	Benson Creek Falls studies, stair design and Weigles Road parking.	In Progress 2019	37
SCD-S2-3.8	Review and Identify Additional Tools to fund RDN Infrastructure Development – DCC's and Community Amenity Contribution Policy	In Progress 2019	38

S2-4: The costs for services are shared as fairly as possible among those who benefit.

Action #	Action Description	Status	Pg
TEP-S2-4.1	Establish Regional Fire Services – Through Apparatus Purchasing Working Group, establish standardized fire apparatus specs, develop consistency in regional fire apparatus, enable improved budget planning, and leverage improved pricing from manufacturers	Complete	<input checked="" type="checkbox"/> 39

S2-5: We will manage the risks related to service delivery

Action #	Action Description	Status	Pg
RCU-S2-5.1	Preventive Maintenance Plan to monitor equipment failure and repair costs and prioritize asset replacement	In Progress	40
RCU-S2-5.2	Condition Assessments/Capital Plans for all Water Service Areas to clarify definition and future asset replacements and upgrades	In Progress	41
RCU-S2-5.3	Water System Risk Management Plan	In Progress	42
RCU-S2-5.4	Regional Landfill - Design for Cell 1 closure and flare station upgrade	In Progress	43

Action #	Action Description	Status	Pg
RCU-S2-5.5	Maintain current service levels of water, sewer, stormwater detention and streetlighting systems through preventive maintenance and efficient operation	Complete	<input checked="" type="checkbox"/> 44
RP-S2-5.6	Coat's Marsh – Cabin removal	In Progress 2019	45
TEP-S2-5.7	Establish Regional Fire Services – the Apparatus Maintenance Working Group to assess options for regional maintenance and testing of fire apparatus and equipment for potential efficiencies and cost savings	In Progress	46

S3: As we invest in regional services we look at both costs and benefits – The RDN will be effective and efficient.

S3-1: Through advanced planning the Board will ensure long-time viability of regional services.

Action #	Action Description	Status	Pg
CS-S3-1.1	Revising purchasing policy, developing purchasing templates and evaluating social/sustainable procurement opportunities	In Progress	47
RCU-S3-1.2	Nanoose Water Treatment Plant backup power	In Progress	48
RCU-S3-1.3	French Creek Pollution Control Centre capacity expansion	In Progress	49
RCU-S3-1.4	Finalize Updated Solid Waste Management Plan, seek adoption from the Regional Board and submit the Plan for approval by the Minister of Environment	Complete	<input checked="" type="checkbox"/> 50
RCU-S3-1.5	Investigate options for automated curbside collection.	In Progress	51
RCU-S3-1.6	Bay Avenue pump station expansion - \$180k in 2018 for Design	In Progress	52
RP-S3-1.7	Meadowood Community Park and Community Centre site and facility plan.	In Progress 2019	53
SCD-S3-1.8	Regional Growth Strategy Review - Initiate work on background information for consideration	In Progress	54

S3-3: We will regularly review services in order to best meet the expectations of constituents.

Action #	Action Description	Status	Pg
CS-S3-3.1	GIS Strategic plan	In Progress	55
CS-S3-3.2	Electronic document records management system - Complete organizational readiness assessment and roadmap	Complete	<input checked="" type="checkbox"/> 56
CS-S3-3.3	Web Map - update interface	In Progress	57
RCU-S3-3.4	Streetlighting systems – Develop design standards	In Progress	58
RP-S3-3.5	School facility use for community recreation and culture programming - cost/benefit analysis	In Progress 2020	59
SCD-S3-3.6	Review RGS monitoring and reporting program – Evaluate indicators	In Progress	60
SCD-S3-3.7	Bylaw contraventions	In Progress	61
SCD-S3-3.8	Regional economic development service – Review options	In Progress	62

S3-4: We will invest in the people that make the RDN successful.

Action #	Action Description	Status	Pg
SCD-S3-4.1	Organizational development	In Progress	63
TEP-S3-4.2	Fire Services - Recognition programs	2019	64

S4: We recognize community mobility and recreational amenities as core services.*S4-1: Build the parks, trails and recreational facilities required for our communities.*

Action #	Action Description	Status	Pg
RP-S4-1.1	Driftwood Road – Build beach access stairs	In Progress 2018	65
RP-S4-1.2	Huxley Park Skatepark – Complete construction drawings	In Progress 2019	66
RP-S4-1.3	District 69 Recreation Services Master Plan	Complete	<input checked="" type="checkbox"/> 67
RP-S4-1.4	District 69 Recreation Services Master Plan – Develop implementation strategy	In Progress 2019	68
RP-S4-1.5	Anders Dorrit Community Park – Create design	In Progress 2019	69

Action #	Action Description	Status	Pg
RP-S4-1.6	Errington Community Park - Undertake Master Planning process	In Progress 2019	70
RP-S4-1.7	Dunsmuir Community Park - Construct Phase I	In Progress 2018	71
RP-S4-1.8	ACT trails - Design and build next phase	In Progress 2019	72
RP-S4-1.9	La Salva Trail - Build	In Progress 2019	73
RP-S4-1.10	Moorecroft - Washroom construction and cabin removal	In Progress 2019	74
RP-S4-1.11	Little Qualicum River – Design crossing	In Progress 2019	75
RP-S4-1.12	Regional Trail from Horne Lake - Plan/develop	In Progress 2020	76
RP-S4-1.13	Outdoor park programming – Expand to include all regional parks	In Progress 2019	77
RP-S4-1.14	Gwyneth Road Tree Removal Phase 1	Complete	<input checked="" type="checkbox"/> 78
RP-S4-1.15	Cox Community Park trail development	Complete	<input checked="" type="checkbox"/> 79
RP-S4-1.16	Jack Bagley Park - Review siting of racquetball courts	In Progress 2019	80
RP-S4-1.17	Nanoose Road Community Park - Lease renewal and Park Upgrade	In Progress 2020	81
RP-S4-1.18	Surface David Lundine Trail	In Progress 2018	82
RP-S4-1.19	Wicklow West Community Park - Land exchange	In Progress 2019	83
RP-S4-1.20	Mount Benson – Parking design and construction	In Progress 2019	84
RP-S4-1.21	Trans Canada Trail (Cassidy) – Parking and trail realignment	In Progress 2019	85
RP-S4-1.22	Morden Colliery Trail - Nanaimo River Bridge Crossing	In Progress 2021	86
RP-S4-1.23	Little Qualicum River Regional Park - Replacement of bridge crossing	In Progress 2020	87

S4-2: Manage the Regional transit system to meet the mobility needs of the public

Action #	Action Description	Status	Pg
TEP-S4-2.1	GPS tracking system - to improve system efficiency and make the system user friendly.	Complete	<input checked="" type="checkbox"/> 88
TEP-S4-2.2	Upgrade transit bus stop infrastructure, including shelters - to assist in growing ridership by making the system more convenient	Complete	<input checked="" type="checkbox"/> 89
TEP-S4-2.3	Transit fleet - Two (2) expansion buses	In Progress	90

S6: We will advocate for transit *improvements* and active transportation*S6-1: Optimize transit routes.*

Action #	Action Description	Status	Pg
TEP-S6-1.1	Transit - 5000 hour annual expansion	In Progress	91
TEP-S6-1.2	Fleet Management Software - this will ensure the transit fleet is safe and efficient.	Complete	<input checked="" type="checkbox"/> 92



S6-2: Inform residents of transit options.

Action #	Action Description	Status	Pg
TEP-S6-2.1	New scheduling software trial with BC Transit	In Progress	93

S7: We will ensure our processes *are* as easy to work with as possible*S7-1: We will remove unnecessary barriers to our development processes.*

Action #	Action Description	Status	Pg
SCD-S7-1.1	Development Permits and Temporary Use Permits - Streamline application requirements	In Progress	94
SCD-S7-1.2	Development processes – Ensure information delivered through meetings, newsletters, advertising and web is clear and updated as required	Ongoing	95
SCD-S7-1.3	Public portal for applications and inspections - Promote use	In Progress	96
SCD-S7-1.4	Development applications – Process within target processing timelines	Ongoing	97
SCD-S7-1.5	Development applications – Assess opportunities for improved timelines	2019	98

S7-2: Ensure regulations and procedures are current and up to date

Action #	Action Description	Status	Pg
CS-S7-2.1	WorkSafeBC Regulations - Assist all departments in complying with and facilitating proactive return to work initiatives	In Progress	99
CS-S7-2.2	Earn Certificate of Recognition (COR) to achieve reduced WorkSafeBC Premiums through compliance with WorkSafeBC Regulations	In Progress	100
CS-S7-2.3	Hazardous Materials Management Plan for all RDN sites	In Progress	101
CS-S7-2.4	SharePoint - Improve access to Health and Safety and other personnel related information	Complete 	102
CS-S7-2.5	Contract negotiations with CUPE	Complete 	103
SCD-S7-2.6	Bylaw 500 – Targeted review	2019	104
SCD-S7-2.7	Subdivision servicing bylaw review.	In Progress	105
TEP-S7-2.8	BC Transit's Custom transit cancellation policy - reduce the number of at-the-door cancellations.	In Progress	106

S7-3: Ensure information technology tools meet the needs of a modern organization

Action #	Action Description	Status	Pg
CS-S7-3.1	Web based software to enhance customer services offered through internet (Vadim Online) including online payments	In Progress	107
CS-S7-3.2	Meeting management software (eSCRIBE)	In Progress	108
CS-S7-3.3	Caseware Financial Statement reporting tool	In Progress	109
CS-S7-3.4	Web-based time reporting for staff	In Progress	110
SCD-S7-3.5	Enhance internal permit processing efficiencies through use of Electronic Plan Review software.	In Progress	111

S7-4: We will be transparent in financial planning.

Action #	Action Description	Status	Pg
CS-S7-4.1	Ongoing work with Vadim support group for improvements related to purchasing, timesheet and customers' on-line access	Complete <input checked="" type="checkbox"/>	112

S7-5: We will respond to constituent concerns in timely manner

Action #	Action Description	Status	Pg
SCD-S7-5.1	Customer Service Upgrades - Exceed 90% response rate to telephone and online complaints within 24 hours by adjusting resource levels	Ongoing	113

Service and Organizational Excellence: 2017 Actions and Accomplishments

Action #	Action Description	Status	
Finance-87A-2017	Property Insurance and Asset Management – Asset appraisal RFP	Complete	<input checked="" type="checkbox"/>
Finance-50-2017	Property Insurance brokerage contract	Complete	<input checked="" type="checkbox"/>
CAO-1-2017	Regional Services Review for Regional Parks and Trails	Complete 2018	<input checked="" type="checkbox"/>
RCU-61-2017	Wastewater DCC updates	Complete	<input checked="" type="checkbox"/>
CAO-6-2017	Compensation Review	Complete	<input checked="" type="checkbox"/>
CAO-96A-2017	Explore items for future Regional services review	Complete	<input checked="" type="checkbox"/>
RCU-55-2017	Water System Capital Projects	Complete	<input checked="" type="checkbox"/>
RCU-57-2017	Organization Wide Asset Management Plan	In Progress November 2018	
RCU-60-2017	Solid Waste Management Plan Amendment	Complete	<input checked="" type="checkbox"/>
RCU-62-2017	Epcor Water System - Investigate potential acquisition	In Progress	
R+P-29-2017	Little Qualicum Regional Park Bridge Upgrade	In Progress 2019	
RCU-59-2017	Liquid Waste Management Plan implementation	Ongoing	
R+P-27-2015	Morden Colliery Detail Design of Bridge and Trail	In Progress 2021	

Action #	Action Description	Status	
R+P-33-2017	Plan and carry out studies for facilities at Benson Creek Falls	In Progress 2020	
R+P-34-2016	Carry out Huxley Park Designs and Upgrades	In Progress 2019	
R+P-35-2016	Determine direction for Little Qualicum Hall	In Progress 2019	
R+P-40-2016	Regional Parkland Acquisition – RDN South	In Progress	
R+P-30-2015	Development of new Regional Parks and Trails Master Plan	Not started 2020	
R+P-26-2016	Recreation Services Master Plan for the Oceanside Area	Not started 2020	
SCD-7-2016	Improve efficiency and reduce development approval times through increased delegation of permits to staff	Complete	<input checked="" type="checkbox"/>
SCD-8-2016	Modernize Zoning Bylaw No. 500 through targeted amendments and consolidation	2017 Complete, 2018 In Progress	<input checked="" type="checkbox"/>
T&ES-84A-2017	Automated mass notification system in the Regional District of Nanaimo	Complete	<input checked="" type="checkbox"/>
T&ES-71-2017	Implement the identified Emergency Planning Services priority projects in 2017	In Progress	
T&ES-85A-2017	Mudge Island - Review the feasibility of constructing and operating a public barge and boat landing at Flat Fish Road	In Progress- December 2018	
T&ES-68-2017	Community buses on conventional routes - Prepare a detailed route analysis to assess viability	In Progress January 2019	
T&ES-69-2017	Bus route 7 -Cinnabar/Cedar - Prepare a detailed route analysis to assess viability	In Progress January 2019	
T&ES-66-2017	Explore the option of providing transit service to Electoral Area F	In Progress	
T&ES-78A-2017	Implement a 5000 annual transit hour expansion in September 2017	Complete	<input checked="" type="checkbox"/>
T&ES-79A-2017	Upgrade the Transit Fleet to 100 percent CNG - Work with BC Transit to ensure smooth transition into service	Complete	<input checked="" type="checkbox"/>
T&ES-80A-2017	Implement GPS bus tracking system	Complete	<input checked="" type="checkbox"/>
T&ES-81A-2017	Review transit fare structure with focus on increasing commuter market	Complete	<input checked="" type="checkbox"/>
T&ES-82A-2017	Work with BC Transit to activate on board video surveillance system for RDN Buses	Complete	<input checked="" type="checkbox"/>
T&ES-83A-2017	Custom Transit (handyDART) - Develop a cancellation policy to reduce the number of at the door cancellations	In Progress Nov 2018	

Action #	Action Description	Status	
CorpSrv-20-2016	Review the existing Board Procedure Bylaw and develop options for amendments to the Bylaw	Complete	<input checked="" type="checkbox"/>
CorpSrv-21-2017	Improve the consistency of the RDN Brand within the website and refresh the website to celebrate the 50th anniversary	Complete	<input checked="" type="checkbox"/>
CorpSrv-23-2017	Develop a plan for implementing an Electronic Documents Records Management System	Complete	<input checked="" type="checkbox"/>
CorpSrv-24-2017	Develop an Open Data Portal for GIS related information for Public consumption	Complete	<input checked="" type="checkbox"/>
Finance-45-2017	Improve Purchasing and Procurement Procedures	In Progress 2019	
Finance-46-2016	Improve process for communicating budget information to the Public	Complete	<input checked="" type="checkbox"/>
Finance-86A-2017	Grants in Aid Process Alignment	Complete	<input checked="" type="checkbox"/>
SCD-91A-2017	Decrease building permit processing times	Complete	<input checked="" type="checkbox"/>
SCD-92A-2017	Maintain Building inspection scheduling benchmark	Complete	<input checked="" type="checkbox"/>
SCD-93A-2017	Prompt response to bylaw enforcement complaints (meet 24 hour benchmark)	Complete	<input checked="" type="checkbox"/>

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE					
Action:	Achieve EOC and Reception Centre Operational Readiness				TEP-S1-1.1
Strategic Priority:	We view our emergency services as core elements of community safety				S1
	We will be well trained and prepared to act in the event of an emergency				S1-1
Origin:	Emergency Planning 2018 Business Plan				
Tasks					Status
1. Establish agreement for D68 ESS coordination					In Progress
2. Host Seasonal Readiness Meetings					In Progress
3. Meet and provide training on evacuation processes with RCMP, SAR and other stakeholders					In Progress
4. Provide additional training to Policy Group for emergency activation with checklist and activation drill					In Progress
5. Revise NEPP program for new program in Spring 2018					Complete
Accountable Department	Emergency Planning Services Transit and Emergency Services				
Related Strategic Priorities:	S3	S7	R2	R3	R4

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE					
Action:	Ensure all Emergency Planning Documents are up-to-date.				TEP-S1-1.2
Strategic Priority:	We view our emergency services as core elements of community safety				S1
	We will be well trained and prepared to act in the event of an emergency				S1-1
Origin:	Emergency Planning 2018 Business Plan				
Tasks	Status				
1. Develop training plans for 2018 and 2019	In Progress				
2. Develop evacuation plans for Corcan, Meadowood, Sea Blush, Morello neighborhoods	In Progress				
3. Continue the National Disaster Mitigation Program Flood Risk Analysis	In Progress				
4. Hold Emergency Activation drills for EOC, ESS, Reception Centres, and Emergency Communications	Complete				
5. Update Emergency Plan to reflect new evacuation plans and other preparedness documents	In Progress				
Accountable Department	Emergency Planning Services Transit and Emergency Services				
Related Strategic Priorities:	S3	S5	S7	R3	R4
	EV3				

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE						
Action:	Work with Fire Chiefs and Societies to set standard competency-based requirements for officer promotions				TEP-S1-1.3	
Strategic Priority:	We view our emergency services as core elements of community safety				S1	
	We will be well trained and prepared to act in the event of an emergency				S1-1	
Origin:	Emergency Planning 2018 Business Plan					
Tasks					Status	
1. Work with Chiefs and Societies to set common competency-based standard					Complete	
Accountable Department	Fire Services Transit and Emergency Services					
Related Strategic Priorities:	S3	S7	R2	R	R4	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE			
Action:	Coordinate annual fire department recruitment/retention campaign to enhance exposure		TEP-S1-1.4
Strategic Priority:	We view our emergency services as core elements of community safety		S1
	We will be well trained and prepared to act in the event of an emergency		S1-1
Origin:	Emergency Planning 2018 Business Plan		
Tasks		Status	
1. Standardize RDN FD member compensation		Deferred to 2019	
Accountable Department	Fire Services Transit and Emergency Services		
Related Strategic Priorities:	R2	R3	R4

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Implement Asset Management Program	All-S2-1.1
Strategic Priority:	We will fund infrastructure in support of our core services employing an asset management focus	S2
	We will assess the lifecycle costs of all new services and infrastructure	S1-1
Origin:	All 2018 Business Plans	
Tasks		Status
1. Monthly RDN asset management Working Group meeting with project teams and operational staff to incorporate asset management in all capital planning.		Ongoing
2. Continue updating Departmental Asset Registries		In Progress
3. Complete Preliminary Corporate Asset Management Plan		In Progress – November 2018
4. Explore software options for asset management.		In Progress
5. Initiate Replacement Cost Project		In Progress
Accountable Department	All	
Related Strategic Priorities:	S3 EV2	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Greater Nanaimo Pollution Control Centre Secondary Treatment Upgrade Project – Proactively track assets as they are installed	RCU-S2-1.2
Strategic Priority:	We will fund infrastructure in support of our core services employing an asset management focus	S2
	We will assess the lifecycle costs of all new services and infrastructure	S1-1
Origin:	All 2018 Business Plans	
Tasks	Status	
1. RDN asset management team, project design engineers and operational staff to establish tracking method	Ongoing	
2. Confirm asset list requirements for secondary upgrade with contractor	In Progress	
3. Receive completed asset list (upon completion of project, prior to ownership transfer)	In Progress	
Accountable Department	All	
Related Strategic Priorities:	S3 EV1	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Quantify annual cost of maintaining “problem” assets versus replacement	RCU-S2-2.1
Strategic Priority:	We will fund infrastructure in support of our core services employing an asset management focus	S2
	We will understand our financial position	S2-2
Origin:	Water and Wastewater Services 2018 Business Plans	
Tasks	Status	
1. All parts & contract labour costs entered to work orders data base for equipment	Ongoing	
Accountable Department	All	
Related Strategic Priorities:	S3 S7	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Replace Administration Office Data Centre Server Cluster and disaster recovery / data replication servers at Oceanside Place	CS-S2-3.1
Strategic Priority:	We will fund infrastructure in support of our core services employing an asset management focus	S2
	We will ensure service delivery through appropriate investment in infrastructure	S2-3
Origin:	Information Technology Services 2018 Business Plan	
Tasks	Status	
1. Select and Procure Servers	Complete	
2. Install Servers	November 2018	
Accountable Department	Information Technology and GIS Services Corporate Services	
Related Strategic Priorities:	S3	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Information Technology security improvements	CS-S2-3.2
Strategic Priority:	We will fund infrastructure in support of our core services employing an asset management focus	S2
	We will ensure service delivery through appropriate investment in infrastructure	S2-3
Origin:	Information and GIS Services 2018 Business Plans	
Tasks		Status
1. Update Password policy controls, file level security/Active Directory security modifications		Complete
Accountable Department	Information Technology and GIS Services Corporate Services	
Related Strategic Priorities:	S3	S7

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Regional Landfill scale replacement project	RCU-S2-3.3
Strategic Priority:	We will fund infrastructure in support of our core services employing an asset management focus	S2
	We will ensure service delivery through appropriate investment in infrastructure	S2-3
Origin:	Solid Waste Services Business Plan	
Tasks	Status	
1. Select Contractor	Complete	
2. Replace Scale and Scale House	Complete	
Accountable Department	Solid Waste Services Regional and Community Utilities	
Related Strategic Priorities:	S3 S7	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE				
Action:	Expand capacity and provide secondary treatment at the Greater Nanaimo Pollution Control Centre			RCU-S2-3.4
Strategic Priority:	We will fund infrastructure in support of our core services employing an asset management focus			S2
	We will ensure service delivery through appropriate investment in infrastructure			S2-3
Origin:	Southern Community Wastewater Service 2018 Business Plan			
Tasks	Status			
1. Ground improvements and blasting	Complete			
2. Complete work on Digester 2, Dewatering Building, Screenings Building and maintenance and storage buildings	In Progress			
3. Continue work on Clarifiers, RAS building, bioreactor and other aspects of the secondary upgrade	In Progress			
Accountable Department	Engineering Services Regional and Community Utilities			
Related Strategic Priorities:	S3	EV1	EV2	EV4

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Whiskey Creek Water Service Area - Design and construction of new pumphouse and transmission main	RCU-S2-3.5
Strategic Priority:	We will fund infrastructure in support of our core services employing an asset management focus	S2
	We will ensure service delivery through appropriate investment in infrastructure	S2-3
Origin:	Water and Utility Services 2018 Business Plan	
Tasks	Status	
1. Secure groundwater supply	In progress	
2. Initiate Design and Procurement Process	Not Started – Pending Access to Water Supply.	
Accountable Department	Water and Utilities Regional and Community Utilities	
Related Strategic Priorities:	S3 EV1	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Determine the Future of Little Qualicum Hall	RP-S2-3.6
Strategic Priority:	We will fund infrastructure in support of our core services employing an asset management focus	S2
	We will ensure service delivery through appropriate investment in infrastructure	S2-3
Origin:	Parks Services 2018 Business Plans	
Tasks	Status	
1. Complete engineering study and consultation	Complete	
2. Prepare construction plans	In Progress	
3. Undertake upgrades	2019-2020	
Accountable Department	Parks Services Recreation and Parks Services	
Related Strategic Priorities:	S3 S4	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Benson Creek Falls studies, stair design and Weigles Road parking in 2018	RP-S2-3.7
Strategic Priority:	We will fund infrastructure in support of our core services employing an asset management focus	S2
	We will ensure service delivery through appropriate investment in infrastructure	S2-3
Origin:	Parks Services 2018 Business Plan	
Tasks		Status
1. Community consultation on options.		Complete
2. Meet with the province and consultants on options		Complete
3. Report on the preferred options for the bridge and stairs and costs.		In Progress
4. Construction		2019
Accountable Department	Parks Services Recreation and Parks Services	
Related Strategic Priorities:	S3	S4 EV1

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE					
Action:	Review and Identify Additional Tools to fund RDN Infrastructure Development – DCC’s and Community Amenity Contribution Policy				SCD-S2-3.8
Strategic Priority:	We will fund infrastructure in support of our core services employing an asset management focus				S2
	We will ensure service delivery through appropriate investment in infrastructure				S2-3
Origin:	Recreation Services Master Plan Implementation				
Tasks					Status
6. Review existing Development Cost Charge (DCC) bylaws and Community Amenity Contribution (CAC) policies					Complete
7. Engaged services of consultant to perform gap analysis on DCC and CAC policies and recommended changes					Complete
8. Review 20 year capital plan for target infrastructure					In Progress
9. Draft updated DCC and CAC policies and develop public engagement strategy on updated bylaws and policies					2019
10. Report to RDN Board on recommended approach					2019
11. Undertake community engagement					2019
12. Board Authorization, Bylaw Amendments and Provincial Approval					2020
13. Implement Updated DCC and CAC policies					
Accountable Department	Community Planning Services Strategic and Community Development				
Related Strategic Priorities:	S3	S7	R2	R4	EC3

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE			
Action:	Establish Regional Fire Services – Apparatus Purchasing Working Group to establish standardized fire apparatus specs, develop consistency in regional fire apparatus, enable improved budget planning, and leverage improved pricing from manufacturers	TEP-S2-4.1	
Strategic Priority:	We will fund infrastructure in support of our core services employing an asset management focus	S2	
	The costs for services should be shared as fairly as possible among those who benefit	S2-4	
Origin:	Fire Services 2018 Business Plans		
Tasks		Status	
1. Establish Regional Fire Services – Apparatus Purchasing Working Group to establish standardized fire apparatus specifications		Complete	
Accountable Department	Parks Services Recreation and Parks Services		
Related Strategic Priorities:	S1	S3	R2 R3

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE			
Action:	Preventive Maintenance Plan to monitor equipment failure and repair costs and prioritize asset replacement		RCU-S2-5.1
Strategic Priority:	We will fund infrastructure in support of our core services employing an asset management focus		S2
	We will manage the risks related to service delivery		S2-5
Origin:	Water and Wastewater Services 2018 Business Plans		
Tasks	Status		
1. Apply for permits to carryout work on interceptor along foreshore	Complete		
2. Repair ageing manhole on Parksville and Qualicum Interceptor	In Progress		
3. Engineering analysis of Departure Bay Forcemain and reviewed final report	Complete		
4. Review forcemain anomalies, conduct field inspections, develop emergency response plan	In Progress		
5. Identify budget requirements for carrying out final report recommendations	In Progress		
6. Preventative Maintenance activities continue to be entered for new assets & reviewed for existing	Ongoing		
Accountable Department	Wastewater Services Regional and Community Utilities		
Related Strategic Priorities:	S3	EV1	EV2

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Condition Assessments/Capital Plans for all Water Service Areas to clarify definition and future asset replacements and upgrades	RCU-S2-5.2
Strategic Priority:	We will fund infrastructure in support of our core services employing an asset management focus	S2
	We will manage the risks related to service delivery	S2-5
Origin:	Water and Utility Services 2018 Business Plan	
Tasks	Status	
1. Post RFP and Award Contract	Complete	
2. Consultant to complete Condition Assessment/ Capital Plan Report	In Progress	
3. Integrate Report Recommendations into 2019 Budget and 5-year Financial Plan	November 2018	
Accountable Department	Water and Utility Services Regional and Community Utilities	
Related Strategic Priorities:	S3 EC2	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Water System Risk Management Plan	RCU-S2-5.3
Strategic Priority:	We will fund infrastructure in support of our core services employing an asset management focus	S2
	We will manage the risks related to service delivery	S2-5
Origin:	Board Motion 18-324	
Tasks		Status
1. Host Risk Management Workshop with Province and RDN		Complete
2. Complete Water System Risk Management Plan		In Progress
Accountable Department	Water and Utility Services Regional and Community Utilities	
Related Strategic Priorities:	EC2 EV3	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE			
Action:	Regional Landfill - Design for Cell 1 closure and flare station upgrade		RCU-S2-5.4
Strategic Priority:	We will fund infrastructure in support of our core services employing an asset management focus		S2
	We will manage the risks related to service delivery		S2-5
Origin:	Solid Waste Services 2018 Business Plan		
Tasks	Status		
1. Consultant to Design Cell 1 Closure	In Progress		
2. Consultant to determine Flare Station Upgrade	In Progress		
Accountable Department	Solid Waste Services Regional and Community Utilities		
Related Strategic Priorities:	S3	S4	EV1

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Maintain current service levels of water, sewer, stormwater detention, and streetlighting systems through preventive maintenance and efficient operation	RCU-S2-5.5
Strategic Priority:	We will fund infrastructure in support of our core services employing an asset management focus	S2
	We will manage the risks related to service delivery	S2-5
Origin:	Water and Utility Services 2018 Business Plan	
Tasks	Status	
1. Watemain Flushing Program	Complete	
2. Hydrant Maintenance Program	Complete	
3. Valve Maintenance Program	Complete	
4. PRV Maintenance Program	Complete	
5. Complete Sewer Manhole Inspections	In Progress	
6. Complete Sewer Manhole Inspections	In Progress	
Accountable Department	Water and Utility Services Regional and Community Utilities	
Related Strategic Priorities:	S3	EC2 EV1

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Coat’s Marsh – Cabin removal	RP-S2-5.6
Strategic Priority:	We will fund infrastructure in support of our core services employing an asset management focus	S2
	We will manage the risks related to service delivery	S2-5
Origin:	Parks Services 2018 Business Plan	
Tasks	Status	
1. Complete hazmat study	Complete	
2. Remove House	In Progress	
Accountable Department	Parks Services Recreation and Parks Services	
Related Strategic Priorities:	S3 EV1	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Establish Regional Fire Services – the Apparatus Maintenance Working Group to assess options for regional maintenance and testing of fire apparatus and equipment for potential efficiencies and cost savings	TEP-S2-5.7
Strategic Priority:	We will fund infrastructure in support of our core services employing an asset management focus	S2
	We will manage the risks related to service delivery	S2-5
Origin:	Water and Utility Services 2018 Business Plan	
Tasks	Status	
1. Establish Regional Fire Services – Apparatus Maintenance Working Group	Complete	
Accountable Department	Fire Services Transportation and Emergency Planning	
Related Strategic Priorities:	S3	R4

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Revising purchasing policy, developing purchasing templates and evaluating social/sustainable procurement opportunities	CS-S3-1.1
Strategic Priority:	As we invest in Regional Services we look at both costs and benefits – the RDN will be effective and efficient	S3
	Through advanced planning the Board will ensure long-term viability of regional services	S3-1
Origin:	Finance 2018 Business Plan	
Tasks	Status	
1. Develop CAO Policy Procedures for Procurement activities	In Progress	
2. Draft New Board Policy and Revise Delegation Bylaw	In Progress	
3. Staff engagement on procurement policies	Ongoing	
Accountable Department	Finance - Purchasing Corporate Services	
Related Strategic Priorities:	S2 S7	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	NanOOSE Water Treatment Plant backup power	RCU-S3-1.2
Strategic Priority:	As we invest in Regional Services we look at both costs and benefits – the RDN will be effective and efficient	S3
	Through advanced planning the Board will ensure long-time viability of regional services	S3-1
Origin:	Water and Utility Services 2018 Business Plan	
Tasks	Status	
1. Post RFP for design and Award Contract	Complete	
2. Complete Design Work and tender construction	In Progress	
3. Installation of Genset	2019	
Accountable Department	Water and Utility Services Regional and Community Utilities	
Related Strategic Priorities:	EC2 EV3	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE			
Action:	French Creek Pollution Control Centre capacity expansion	RCU-S3-1.3	
Strategic Priority:	As we invest in Regional Services we look at both costs and benefits – the RDN will be effective and efficient	S3	
	Through advanced planning the Board will ensure long-term viability of regional services	S3-1	
Origin:	Southern Community Wastewater Services 2018 Business Plan		
Tasks		Status	
1. Scope and tender detailed design, apply for grant funding		In Progress	
2. 90% Design completion		In Progress	
Accountable Department	Engineering Services Regional and Community Services		
Related Strategic Priorities:	S2	EV2	EV1

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE				
Action:	Finalize Updated Solid Waste Management Plan, seek adoption from the Regional Board and submit the Plan for approval by the Minister of Environment			RCU-S3-1.4
Strategic Priority:	As we invest in Regional Services we look at both costs and benefits – the RDN will be effective and efficient			S3
	Through advanced planning the Board will ensure long-term viability of regional services			S3-1
Origin:	Solid Waste 2018 Business Plan			
Tasks				Status
1. Board Approval of SWMP				Complete
2. Review of Existing System (Stage 1)				Complete
3. Identify Service Options (Stage 2)				Complete
4. Consult on Preferred Options (Stage 2)				Complete
5. Select Preferred Options (Stage 2)				Complete
6. Cost Preferred Options (Stage 2)				Complete
7. 10-yr Cost Projections, Implementation Timeline				Complete
8. Consultation on Preferred Options, Cost and Timeline (Stage 3)				Complete
9. Submission of Approved Plan to MOE				Complete
Accountable Department	Solid Waste Services Regional and Community Services			
Related Strategic Priorities:	EV1	EV2	EV3	EV4

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Investigate options for automated curbside collection.	RCU-S3-1.5
Strategic Priority:	As we invest in Regional Services we look at both costs and benefits – the RDN will be effective and efficient	S3
	Through advanced planning the Board will ensure long-term viability of regional services	S3-1
Origin:	Board Motion 18-335	
Tasks		Status
1. Contribute \$90,000 to the reserve for future costs associated with potential changes to the collection service in 2020).		Complete
2. Consult stakeholders on automated versus manual curbside collection.		In Progress
3. Recommend Service Options to Board		In Progress
4. Report to Board on internal delivery of curbside collection.		In Progress
Accountable Department	Solid Waste Services Regional and Community Services	
Related Strategic Priorities:	S2 S7	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Bay Avenue pump station expansion - \$180k in 2018 for Design	RCU-S3-1.6
Strategic Priority:	As we invest in Regional Services we look at both costs and benefits – the RDN will be effective and efficient	S3
	Through advanced planning the Board will ensure long-term viability of regional services	S3-1
Origin:	Northern Community Wastewater 2018 Business Plan	
Tasks	Status	
1. Scope and tender detailed design, apply for grant funding	In Progress	
2. 90% design completion	2019	
Accountable Department	Wastewater Services Regional and Community Services	
Related Strategic Priorities:	S2 EV2 EV1	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Meadowood Community Park and Community Centre site and facility plan	RP-S3-1.7
Strategic Priority:	As we invest in Regional Services we look at both costs and benefits – the RDN will be effective and efficient	S3
	Through advanced planning the Board will ensure long-term viability of regional services	S3-1
Origin:	Parks Services 2018 Business Plan	
Tasks	Status	
1. Complete detailed design and cost estimates and Report to Board	In Progress	
2. Prepare construction drawings and tender project	2019	
Accountable Department	Parks Services Recreation and Parks Services	
Related Strategic Priorities:	S2	S4 EV1

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Regional Growth Strategy Review – Initiate work on background information for consideration	SCD-S3-1.8
Strategic Priority:	As we invest in Regional Services we look at both costs and benefits – the RDN will be effective and efficient	S3
	Through advanced planning the Board will ensure long-term viability of regional services	S3-1
Origin:	Regional Growth 2018 Business Plan Board Motion 18-320	
Tasks		Status
1. Report to the Board with preliminary assessment seeking approval to continue. Include a review of policies relating to affordable housing		Complete
2. Develop RGS Review Consultation Plan		In Progress
Accountable Department	Long Range Planning Strategic and Community Development	
Related Strategic Priorities:	R2 R4	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	GIS Strategic plan	CS-S3-3.1
Strategic Priority:	As we invest in Regional Services we look at both costs and benefits – the RDN will be effective and efficient	S3
	We will regularly review services in order to best meet the expectations of constituents	S3-3
Origin:	Information Technology and GIS Services 2018 Business Plan	
Tasks	Status	
1. Review GIS Strategic Plan	In Progress	
2. Implement priority items.	2019	
Accountable Department	Information Technology and GIS Services Corporate Services	
Related Strategic Priorities:	S2	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Electronic document records management system – Complete organizational readiness assessment and roadmap	CS-S3-3.2
Strategic Priority:	As we invest in Regional Services we look at both costs and benefits – the RDN will be effective and efficient	S3
	We will regularly review services in order to best meet the expectations of constituents	S3-3
Origin:	Administrative Services 2018 Business Plan	
Tasks		Status
1. Develop Project Scope for Consultant.		Complete
2. Engage Consultant to Conduct Records Management Assessment		Complete
3. Engage Consultant to undertake Org. Readiness Assessment and ED RMS Roadmap		Complete
4. RFSQ for Organizational Readiness Assessment and ED RMS Roadmap		Complete
Accountable Department	Administrative Services Corporate Services	
Related Strategic Priorities:	S2 S7	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Web Map – update interface	CS-S3-3.3
Strategic Priority:	As we invest in Regional Services we look at both costs and benefits – the RDN will be effective and efficient	S3
	We will regularly review services in order to best meet the expectations of constituents	S3-3
Origin:	Information Technology and GIS Services 2018 Business Plan	
Tasks		Status
1. Detailed Requirements document.		Complete
2. Issue Web Map RFP		In Progress
Accountable Department	Information Technology and GIS Services Corporate Services	
Related Strategic Priorities:	R2	S7

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE				
Action:	Streetlighting system – Develop design standards			RCU-S3-3.4
Strategic Priority:	As we invest in Regional Services we look at both costs and benefits – the RDN will be effective and efficient			S3
	We will regularly review services in order to best meet the expectations of constituents			S3-3
Origin:	Water and Utility Services 2018 Business Plan			
Tasks	Status			
1. Prepare and Post RFP for design	In Progress			
2. Use design estimates to inform 2019 Budget and 5-year Financial Plan.	September 2018			
Accountable Department	Water and Utility Services Regional and Community Utilities			
Related Strategic Priorities:	S2	EV1	EV2	EV4

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE			
Action:	School facility use for community recreation and culture programming – cost/benefit analysis		RP-S3-3.5
Strategic Priority:	As we invest in Regional Services we look at both costs and benefits – the RDN will be effective and efficient		S3
	We will regularly review services in order to best meet the expectations of constituents		S3-3
Origin:	Recreation Services 2018 Business Plan		
Tasks		Status	
1. Identify potential sites		In Progress	
2. Provide options to the Board for direction		2019	
Accountable Department	Recreation Services Recreation and Parks Services		
Related Strategic Priorities:	S2	S4	R4

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Review RGS monitoring and reporting program – Evaluate indicators	SCD-3-3.6
Strategic Priority:	As we invest in Regional Services we look at both costs and benefits – the RDN will be effective and efficient	S3
	We will regularly review services in order to best meet the expectations of constituents	S3-3
Origin:	Regional Growth Management 2018 Business Plan	
Tasks	Status	
1. Assessment of RGS indicators and report to RDN Board	Complete	
Accountable Department	Long Range Planning Strategic and Community Development	
Related Strategic Priorities:	R2	S7

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Bylaw contraventions	SCD-S3-3.7
Strategic Priority:	As we invest in Regional Services we look at both costs and benefits – the RDN will be effective and efficient	S3
	We will regularly review services in order to best meet the expectations of constituents	S3-3
Origin:	Bylaw Enforcement 2018 Business Plan	
Tasks	Status	
1. Examine options to replace MTI ticketing system and report to RDN Board	Complete	
2. Implement recommendations and seek Provincial authority	In Progress 2019	
Accountable Department	Building and Bylaw Services Strategic and Community Development	
Related Strategic Priorities:	S7 R2	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Regional economic development service – Review options	SCD-S3-3.8
Strategic Priority:	As we invest in Regional Services we look at both costs and benefits – the RDN will be effective and efficient	S3
	We will regularly review services in order to best meet the expectations of constituents	S3-3
Origin:	Board Motion 18-250	
Tasks	Status	
1. Provide options to the Board on establishing a regional economic development function.	Complete	
2. Host a discussion workshop on regional economic development	2019	
Accountable Department	Long Range Planning and Energy and Sustainability Strategic and Community Development	
Related Strategic Priorities:	EC3	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Organizational development	SCD-S3-4.1
Strategic Priority:	As we invest in Regional Services we look at both costs and benefits – the RDN will be effective and efficient	S3
	We will invest in the people that make the RDN successful	S3-4
Origin:	Strategic Initiatives 2018 Business Plan	
Tasks	Status	
1. Deliver Values Workshop	Complete	
2. Deliver Leadership Workshop	Complete	
3. Deliver Innovation Workshop	Complete	
4. Deliver Project Management Workshop	November 2018	
5. Deliver Strategic Planning Workshop	January 2019	
Accountable Department	Strategic Initiatives Strategic and Community Development	
Related Strategic Priorities:	S7	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Fire Services – Recognition programs	TEP-S3-4.2
Strategic Priority:	As we invest in Regional Services we look at both costs and benefits – the RDN will be effective and efficient	S3
	We will invest in the people that make the RDN successful	S3-4
Origin:	Fire Services 2018 Business Plan	
Tasks	Status	
1. Develop recognition programs for FD members and employers.	March 2019	
Accountable Department	Emergency Planning Services Transportation and Emergency Planning Services	
Related Strategic Priorities:	S1	R3 R4

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE			
Action:	Driftwood Road – Build beach access stairs		RP-S4-1.1
Strategic Priority:	We recognize community mobility and recreational amenities as core services.		S4
	Build the parks, trails and recreational facilities required for our communities		S4-1
Origin:	Parks Services 2018 Business Plan		
Tasks	Status		
1. Construction drawings.	Complete		
2. Tender project and award contract.	Complete		
3. Build project	In Progress		
Accountable Department	Parks Services Recreation and Parks Services		
Related Strategic Priorities:	S2	S3	EV1

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE			
Action:	Huxley Park Skatepark – Complete construction drawings		RP-S4-1.2
Strategic Priority:	We recognize community mobility and recreational amenities as core services.		S4
	Build the parks, trails and recreational facilities required for our communities		S4-1
Origin:	Parks Services 2018 Business Plan		
Tasks		Status	
1. Hire consultant to complete construction drawings and costing.		In Progress	
Accountable Department	Parks Services Recreation and Parks Services		
Related Strategic Priorities:	S2	S3	EV1

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	District 69 Recreation Services Master Plan	RP-S4-1.3
Strategic Priority:	We recognize community mobility and recreational amenities as core services.	S4
	Build the parks, trails and recreational facilities required for our communities	S4-1
Origin:	Recreation Services 2018 Business Plan	
Tasks		Status
1. Complete Master Planning Process.		Complete
2. Present Master Plan to Board		Complete
Accountable Department	Recreation Services Recreation and Parks Services	
Related Strategic Priorities:	R2	R4 EV1

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE				
Action:	District 69 Recreation Services Master Plan – Develop implementation strategy			RP-S4-1.4
Strategic Priority:	We recognize community mobility and recreational amenities as core services.			S4
	Build the parks, trails and recreational facilities required for our communities			S4-1
Origin:	Recreation Services 2018 Business Plan			
Tasks				Status
1. Complete and Present Implementation Strategy (IS) to RDN Board and D69 Rec. Commission.				Complete
2. Complete staff report and present to RDN Board and D69 Rec. Commission				Complete
3. Develop IS and present to RDN Board and D69 Rec. Commission.				In Progress
4. Update RDN Board and D69 Rec. Commission on IS and provisional five year financial plan.				January 2019
Accountable Department	Recreation Services Recreation and Parks Services			
Related Strategic Priorities:	R2	R3	R4	EV4

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE			
Action:	Anders Dorrit Community Park – Create design		RP-S4-1.5
Strategic Priority:	We recognize community mobility and recreational amenities as core services.		S4
	Build the parks, trails and recreational facilities required for our communities		S4-1
Origin:	Parks Services 2018 Business Plan		
Tasks		Status	
1. Open house/public engagement.		Complete	
2. Submit applications to ALC and MOTI.		In Progress	
3. Tender for detailed design		December 2018	
Accountable Department	Parks Services Recreation and Parks Services		
Related Strategic Priorities:	R2	S3	EV1

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE			
Action:	Errington Community Park – Undertake Master Planning process		RP-S4-1.6
Strategic Priority:	We recognize community mobility and recreational amenities as core services.		S4
	Build the parks, trails and recreational facilities required for our communities		S4-1
Origin:	Parks Services 2018 Business Plan		
Tasks		Status	
1. Public consultation and develop concept plan.		Complete	
2. Complete costing and phasing options. Undertake studies and survey.		In Progress	
3. Hold final open house and refine plan		December 2018	
Accountable Department		Parks Services	
		Recreation and Parks Services	
Related Strategic Priorities:	S2	S3	EV4

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE			
Action:	Dunsmuir Community Park - Construct Phase I		RP-S4-1.7
Strategic Priority:	We recognize community mobility and recreational amenities as core services.		S4
	Build the parks, trails and recreational facilities required for our communities		S4-1
Origin:	Parks Services 2018 Business Plan		
Tasks		Status	
1. Detail Design		Complete	
2. Tender and Select Contractor		Complete	
3. Sod Turning Event		Complete	
4. Construction		December 2018	
Accountable Department	Parks Services Recreation and Parks Services		
Related Strategic Priorities:	S3	EV1	EV4

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE			
Action:	ACT trails - Design and build next phase		RP-S4-1.8
Strategic Priority:	We recognize community mobility and recreational amenities as core services.		S4
	Build the parks, trails and recreational facilities required for our communities		S4-1
Origin:	Parks Services 2018 Business Plan		
Tasks	Status		
1. Reviewed entrances to East Palmer	Complete		
2. Survey centre line and assess the route.	In Progress		
3. Design trail	December 2018		
Accountable Department	Parks Services Recreation and Parks Services		
Related Strategic Priorities:	S2	EV1	EV4

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE				
Action:	La Salva Trail - Build			RP-S4-1.9
Strategic Priority:	We recognize community mobility and recreational amenities as core services.			S4
	Build the parks, trails and recreational facilities required for our communities			S4-1
Origin:	Parks Services 2018 Business Plan			
Tasks		Status		
1. Resolve road access issue with MOTI		Complete		
2. Meet with strata and neighbours to review plan.		December 2018		
3. Construct Trail		March 2019		
Accountable Department		Parks Services		
		Recreation and Parks Services		
Related Strategic Priorities:	R4	S2	EV1	EV4

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE			
Action:	Moorecroft – Washroom construction and cabin removal	RP-S4-1.10	
Strategic Priority:	We recognize community mobility and recreational amenities as core services.	S4	
	Build the parks, trails and recreational facilities required for our communities	S4-1	
Origin:	Board Motion 17-562		
Tasks		Status	
1. Remove cabin and produce concept designs for washroom		Complete	
2. Work with suppliers on design and install the washroom.		In Progress	
Accountable Department		Parks Services	
		Recreation and Parks Services	
Related Strategic Priorities:	S3	EV1	EV4

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE			
Action:	Little Qualicum River – Design crossing	RP-S4-1.11	
Strategic Priority:	We recognize community mobility and recreational amenities as core services.	S4	
	Build the parks, trails and recreational facilities required for our communities	S4-1	
Origin:	Parks Services 2018 Business Plan		
Tasks		Status	
1. Issue tender for the project		Complete	
2. Select consultant and proceed with design work		Complete	
3. Detailed design and cost estimate completed.		In Progress	
Accountable Department	Parks Services Recreation and Parks Services		
Related Strategic Priorities:	S3	EV1	EV4

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE					
Action:	Regional Trail from Horne Lake – Plan/develop				RP-S4-1.12
Strategic Priority:	We recognize community mobility and recreational amenities as core services.				S4
	Build the parks, trails and recreational facilities required for our communities				S4-1
Origin:	Parks Services 2018 Business Plan				
Tasks	Status				
1. Work with MOTI to resolve survey issues.	In Progress				
2. Initiate Section 107 plan process and complete.	2019				
Accountable Department	Parks Services Recreation and Parks Services				
Related Strategic Priorities:	S3	R1	R4	EV1	EV4

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE			
Action:	Outdoor park programming – Expand to include all regional parks		RP-S4-1.13
Strategic Priority:	We recognize community mobility and recreational amenities as core services.		S4
	Build the parks, trails and recreational facilities required for our communities		S4-1
Origin:	Parks Services 2018 Business Plan		
Tasks		Status	
1. Develop new outdoor programs.		Complete	
2. Review spring programs and plan for fall.		Complete	
3. New programs offered in fall Active Living Guide		In Progress	
Accountable Department	Parks Services Recreation and Parks Services		
Related Strategic Priorities:	S5	S7	R2 R4

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE			
Action:	Gwyneth Road Tree Removal Phase 1	RP-S4-1.14	
Strategic Priority:	We recognize community mobility and recreational amenities as core services.	S4	
	Build the parks, trails and recreational facilities required for our communities	S4-1	
Origin:	Board Motion 18-144		
Tasks		Status	
1. Remove trees as required.		Complete	
Accountable Department		Parks Services	
		Recreation and Parks Services	
Related Strategic Priorities:	S3	R4	EV1

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Cox Community Park trail development	RP-S4-1.15
Strategic Priority:	We recognize community mobility and recreational amenities as core services.	S4
	Build the parks, trails and recreational facilities required for our communities	S4-1
Origin:	Board Motion 18-179	
Tasks	Status	
1. Design and Build Cox Trail.	Complete	
Accountable Department	Parks Services Recreation and Parks Services	
Related Strategic Priorities:	S6 EC4	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Jack Bagley Park – Review siting of racquetball courts	RP-S4-1.16
Strategic Priority:	We recognize community mobility and recreational amenities as core services.	S4
	Build the parks, trails and recreational facilities required for our communities	S4-1
Origin:	Board Motion 18-087	
Tasks	Status	
1. Explore Options for placement of courts	In Progress	
Accountable Department	Parks Services Recreation and Parks Services	
Related Strategic Priorities:	S5 S6	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Nanoose Road Community Park - Lease renewal and park upgrade	RP-S4-1.17
Strategic Priority:	We recognize community mobility and recreational amenities as core services.	S4
	Build the parks, trails and recreational facilities required for our communities	S4-1
Origin:	Board Motion 18-086	
Tasks		Status
1. Review lease for new park use.		Complete
2. Work with POSAC on potential park uses		In Progress
3. Create new park plan and submit to Province as part of lease renewal		2020
Accountable Department	Parks Services Recreation and Parks Services	
Related Strategic Priorities:	R4	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Surface David Lundine Trail	RP-S4-1.18
Strategic Priority:	We recognize community mobility and recreational amenities as core services.	S4
	Build the parks, trails and recreational facilities required for our communities	S4-1
Origin:	Board Motion 18-086	
Tasks	Status	
1. Tender Project	Complete	
2. Surface Trail	October 2018	
Accountable Department	Parks Services Recreation and Parks Services	
Related Strategic Priorities:	S5 S6	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Wicklow West Community Park - Land exchange	RP-S4-1.19
Strategic Priority:	We recognize community mobility and recreational amenities as core services.	S4
	Build the parks, trails and recreational facilities required for our communities	S4-1
Origin:	Board Motion 18-217	
Tasks		Status
1. Work with developer to submit required forms to MOTI		Complete
2. Carry out disposition of park land		2020
3. Work with developer on property transfer		2020
Accountable Department	Parks Services Recreation and Parks Services	
Related Strategic Priorities:	R4 EC4	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Mount Benson - Parking design and construction	RP-S4-1.20
Strategic Priority:	We recognize community mobility and recreational amenities as core services.	S4
	Build the parks, trails and recreational facilities required for our communities	S4-1
Origin:	Board Motion 17-510	
Tasks	Status	
1. Develop detailed plans and tender documents	In Progress	
2. Tender Project	2019	
3. Construction	2019	
Accountable Department	Parks Services Recreation and Parks Services	
Related Strategic Priorities:	S2 S3 EC4	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Trans Canada Trail (Cassidy) – Parking and trail realignment	RP-S4-1.21
Strategic Priority:	We recognize community mobility and recreational amenities as core services.	S4
	Build the parks, trails and recreational facilities required for our communities	S4-1
Origin:	Board Motion 17-020	
Tasks	Status	
1. Conclude Agreements for Trail/ Parking Lot	In Progress	
2. Design Parking area	In Progress	
3. Hire Contractor	October 2018	
4. Construction	November 2018	
Accountable Department	Parks Services Recreation and Parks Services	
Related Strategic Priorities:	S2 S3 EC4	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Morden Colliery Trail - Nanaimo River Bridge Crossing	RP-S4- 1.22
Strategic Priority:	We recognize community mobility and recreational amenities as core services.	S4
	Build the parks, trails and recreational facilities required for our communities	S4-1
Origin:	Board Motion 16-124	
Tasks	Status	
1. Confirm Trail tenure	In Progress	
2. Hire Consultants for studies, design, tender documents	2019	
3. Carry out studies, design and cost estimates	2019	
4. Report to Board on design and costs	2020	
5. Tender project	2020	
6. Construction	2021-2022	
Accountable Department	Parks Services Recreation and Parks Services	
Related Strategic Priorities:	S2	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Little Qualicum River Regional Park - Replacement of bridge crossing	RP-S4-1.23
Strategic Priority:	We recognize community mobility and recreational amenities as core services.	S4
	Build the parks, trails and recreational facilities required for our communities	S4-1
Origin:	Board Motion 17-386	
Tasks	Status	
1. RFP For design services	Complete	
2. Design and costing	In Progress	
3. Report to Board on design and costs	2019	
4. Tender project	2019	
5. Construction	2020	
Accountable Department	Parks Services Recreation and Parks Services	
Related Strategic Priorities:	S2 EC4 EV1	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	GPS tracking system - to improve system efficiency and make the system user friendly.	TEP-S4-2.1
Strategic Priority:	We recognize community mobility and recreational amenities as core services.	S4
	Manage the Regional transit system to meet the mobility needs of the public.	S4-2
Origin:	Transit Services 2018 Business Plan	
Tasks		Status
1. Schedule and plan AVL implementation		Complete
2. Install AVL and make available to the public		Complete
Accountable Department	Transit Services Transportation and Emergency Services	
Related Strategic Priorities:	S6	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE			
Action:	Upgrade transit bus stop infrastructure, including shelters - to assist in growing ridership by making the system more convenient	TEP-S4-2.2	
Strategic Priority:	We recognize community mobility and recreational amenities as core services.	S4	
	Manage the Regional transit system to meet the mobility needs of the public.	S4-2	
Origin:	Transit Services 2018 Business Plan		
Tasks		Status	
1. Schedule and plan AVL implementation		Complete	
2. Install AVL and make available to the public		Complete	
Accountable Department	Transit Services Transportation and Emergency Services		
Related Strategic Priorities:	S2	S3	S5 S6

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Transit fleet - Two (2) expansion buses	TEP-S4-2.3
Strategic Priority:	We recognize community mobility and recreational amenities as core services.	S4
	Manage the Regional transit system to meet the mobility needs of the public.	S4-2
Origin:	Transit Services 2018 Business Plan	
Tasks		Status
1. Request two (2) expansion buses from BC Transit.		Complete
2. Receive two (2) expansion buses from BC Transit.		In Progress
Accountable Department	Transit Services Transportation and Emergency Services	
Related Strategic Priorities:	S2	S3 S6

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE			
Action:	Transit - 5000 hour annual expansion		TEP-S6-1.1
Strategic Priority:	We will advocate for transit improvements and active transportation.		S6
	Optimize transit routes		S6-1
Origin:	Transit Services 2018 Business Plan		
Tasks		Status	
1. Plan and Schedule Routes		Complete	
2. Consultation on Proposed Schedule and Route		Complete	
3. Expand Service		2019	
Accountable Department	Transit Services Transportation and Emergency Services		
Related Strategic Priorities:	S3	S6	EV2

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE				
Action:	Fleet Management Software - this will ensure the transit fleet is safe and efficient.			TEP-S6-1.2
Strategic Priority:	We will advocate for transit improvements and active transportation.			S6
	Optimize transit routes			S6-1
Origin:	Board Motion 18-259			
Tasks		Status		
1. Purchase software and implement fleet parts.		Complete		
2. Consultation on Proposed Schedule and Route		Complete		
Accountable Department	Transit Services Transportation and Emergency Services			
Related Strategic Priorities:	S2	S3	S4	R2

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE					
Action:	New scheduling software trial with BC Transit				TEP-S6-2.1
Strategic Priority:	We will advocate for transit improvements and active transportation.				S6
	Inform residents of transit options				S6-2
Origin:	Board Motion 18-259				
Tasks					Status
1. Purchase software and implement fleet parts.					Complete
2. Consultation on Proposed Schedule and Route					In Progress
Accountable Department	Transit Services Transportation and Emergency Services				
Related Strategic Priorities:	S2	S3	S4	R2	R4

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Development Permits and Temporary Use Permits – Streamline application requirements	SCD-S7-1.1
Strategic Priority:	We will ensure our processes are as easy to work with as possible.	S7
	We will remove unnecessary barriers to our development processes	S7-1
Origin:	Community Planning 2018 Business Plan	
Tasks		Status
1. Review and standardize Existing DPAs		Complete
2. Community and stakeholder engagement		Complete
3. Complete Bylaw amendment process		February 2019
Accountable Department	Long Range Planning and Energy and Sustainability Strategic and Community Development	
Related Strategic Priorities:	R2	EC3

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Development processes – Ensure information delivered through meetings, newsletters, advertising and web site is clear and updated as required	SCD-S7-1.2
Strategic Priority:	We will ensure our processes are as easy to work with as possible.	S7
	We will remove unnecessary barriers to our development processes	S7-1
Origin:	Community Planning 2018 Business Plan	
Tasks	Status	
1. Revise content at meetings, in advertising, in newsletters and on the web site as necessary	Ongoing	
Accountable Department	Current Planning Strategic and Community Development	
Related Strategic Priorities:	R2	R4

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Public portal for applications and inspection requests – Promote use	SCD-S7-1.3
Strategic Priority:	We will ensure our processes are as easy to work with as possible.	S7
	We will remove unnecessary barriers to our development processes	S7-1
Origin:	Building and Bylaw Enforcement 2018 Business Plan	
Tasks	Status	
1. Implement public portal	In Progress	
2. Increase capacity to promote permit applications	Ongoing	
3. Promote use of public portal through website, RDN Publications and news releases	2019	
4. Organize public orientation session	2019	
Accountable Department	Building and Bylaw Enforcement Services Strategic and Community Development	
Related Strategic Priorities:	R2 EC3	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Development applications – Process within target processing timelines	SCD-S7-1.4
Strategic Priority:	We will ensure our processes are as easy to work with as possible.	S7
	We will remove unnecessary barriers to our development processes	S7-1
Origin:	Community Planning 2018 Business Plan	
Tasks	Status	
1. Monitor development applications against benchmark	Ongoing	
Accountable Department	Current Planning Strategic and Community Development	
Related Strategic Priorities:	R2 EC3	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Development applications - Assess opportunities for improved timelines.	SCD-S7-1.5
Strategic Priority:	We will ensure our processes are as easy to work with as possible.	S7
	We will remove unnecessary barriers to our development processes	S7-1
Origin:	Community Planning 2018 Business Plan	
Tasks	Status	
1. Report to the Board on the effectiveness of the new development approvals delegation bylaw	2019	
Accountable Department	Current Planning Strategic and Community Development	
Related Strategic Priorities:	R2	EC2

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	WorkSafeBC Regulations – Assist all departments in complying with and facilitation proactive return to work initiatives	CS-S7-2.1
Strategic Priority:	We will ensure our processes are as easy to work with as possible.	S7
	Ensure regulations and procedures are current and up to date	S7-2
Origin:	Human Resources 2018 Business Plan	
Tasks		Status
1. Establish 6 JOHS Committees		Complete
2. Review and update OHS Program to comply with WSBC Regulation		Complete
3. Implement elements of OHS Program		In Progress
Accountable Department	Human Resources Corporate Services	
Related Strategic Priorities:	S3 R4	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Earn Certificate of Recognition (COR) to achieve reduced WorkSafeBC Premiums through compliance with WorkSafeBC Regulations	CS-S7-2.2
Strategic Priority:	We will ensure our processes are as easy to work with as possible.	S7
	Ensure regulations and procedures are current and up to date	S7-2
Origin:	Human Resources 2018 Business Plan	
Tasks		Status
1. Establish 6 JOHS Committees		Complete
2. Conduct COR Audit to identify gaps		January 2019
3. Assess value of spending funds on administration of COR versus focusing funds on safety prevention and claims management		May 2019
Accountable Department	Human Resources Corporate Services	
Related Strategic Priorities:	S3 R4	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Hazardous Materials Management Plan for all RDN sites	CS-S7-2.3
Strategic Priority:	We will ensure our processes are as easy to work with as possible.	S7
	Ensure regulations and procedures are current and up to date	S7-2
Origin:	Human Resources 2018 Business Plan	
Tasks	Status	
1. Complete Hazardous Material survey	Completed	
2. Conduct current condition assessment of known hazardous materials	2019	
3. Develop plan to remediation, or repair materials	2019	
Accountable Department	Human Resources Corporate Services	
Related Strategic Priorities:	S3 EV1	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	SharePoint – Improve access to Health and Safety and other personnel related information	CS-S7-2.4
Strategic Priority:	We will ensure our processes are as easy to work with as possible.	S7
	Ensure regulations and procedures are current and up to date	S7-2
Origin:	Human Resources 2018 Business Plan	
Tasks	Status	
1. Update SharePoint site and make health and safety information readily available to all employees	Complete	
Accountable Department	Human Resources Corporate Services	
Related Strategic Priorities:	EV1	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Contract negotiations with CUPE	CS-S7-2.5
Strategic Priority:	We will ensure our processes are as easy to work with as possible.	S7
	Ensure regulations and procedures are current and up to date	S7-2
Origin:	Human Resources 2018 Business Plan	
Tasks	Status	
1. Engage in Collective Bargaining Negotiations	Complete	
2. Complete and Ratify Collective Agreement	Complete	
Accountable Department	Human Resources Corporate Services	
Related Strategic Priorities:	R2 R4	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE			
Action:	Bylaw 500 – Targeted review		SCD-S7-2.6
Strategic Priority:	We will ensure our processes are as easy to work with as possible.		S7
	Ensure regulations and procedures are current and up to date		S7-2
Origin:	Community Planning 2018 Business Plan		
Tasks	Status		
1. Report to the EASC on full scope of targeted amendments of an amendment bylaw	2019		
2. Board adoption of Recommended Amendments	2019		
Accountable Department	Current Planning Strategic and Community Development		
Related Strategic Priorities:	S3	R2	EC3

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Subdivision servicing bylaw review	SCD-S7-2.7
Strategic Priority:	We will ensure our processes are as easy to work with as possible.	S7
	Ensure regulations and procedures are current and up to date	S7-2
Origin:	Community Planning 2018 Business Plan	
Tasks	Status	
1. Procure Professional Services	In Progress	
2. Development of a draft standalone subdivision servicing bylaw	In Progress	
3. Introduce subdivision servicing bylaw to EASC	In Progress	
4. Stakeholder consultation	In Progress	
5. Adoption of Subdivision Servicing Bylaw	2019	
Accountable Department	Current Planning Strategic and Community Development	
Related Strategic Priorities:	R2	R4 EV1

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE				
Action:	BC Transit’s Custom transit cancellation policy – reduce the number of at-the-door cancellations.			TEP-S7-2.8
Strategic Priority:	We will ensure our processes are as easy to work with as possible.			S7
	Ensure regulations and procedures are current and up to date			S7-2
Origin:	Transit Services 2018 Business Plan			
Tasks	Status			
1. Review the BC Transit Custom cancellation policy	Complete			
2. BC Transit will review our cancellation policy to make efficiency recommendations.	In Progress			
3. Implement new scheduling practices	November 2018			
Accountable Department	Transit Services Transportation and Emergency Services			
Related Strategic Priorities:	R2	R4	S4	S5

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Web-based software to enhance customer services offered through internet (Vadim Online) including online payments	CS-S7-3.1
Strategic Priority:	We will ensure our processes are as easy to work with as possible.	S7
	Ensure information technology tools meet the needs of a modern organization	S7-3
Origin:	Finance 2018 Business Plan	
Tasks	Status	
1. Manage implementation of online payment portal for Building Inspection fees	In Progress	
Accountable Department	Finance – Accounting Services Corporate Services	
Related Strategic Priorities:	S3 R2	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Meeting management software (eSCRIBE)	CS-S7-3.2
Strategic Priority:	We will ensure our processes are as easy to work with as possible.	S7
	Ensure information technology tools meet the needs of a modern organization	S7-3
Origin:	Administrative Services 2018 Business Plan	
Tasks	Status	
1. Acquire and test necessary apps and app updates	Complete	
2. Host Training for Senior Management Group	In Progress	
3. Training for Elected Officials	In Progress	
Accountable Department	Administrative Services Corporate Services	
Related Strategic Priorities:	S3	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Caseware Financial Statement reporting tool	CS-S7-3.3
Strategic Priority:	We will ensure our processes are as easy to work with as possible.	S7
	Ensure information technology tools meet the needs of a modern organization	S7-3
Origin:	Finance 2018 Business Plan	
Tasks	Status	
1. Develop Financial Reporting Templates	In Progress	
2. Complete Automated Audited Financial Statements and Notes	In Progress	
Accountable Department	Finance – Accounting Services Corporate Services	
Related Strategic Priorities:	S3 R2	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Web-based time reporting for staff	CS-S7-3.4
Strategic Priority:	We will ensure our processes are as easy to work with as possible.	S7
	Ensure information technology tools meet the needs of a modern organization	S7-3
Origin:	Finance 2018 Business Plan	
Tasks		Status
1. Software Upgrades by Vendor		In Progress
2. Implement web-based time reporting in RCU, Recreation and Solid Waste		In Progress
Accountable Department	Finance – Accounting Services Corporate Services	
Related Strategic Priorities:	S3	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Enhance internal permit processing efficiencies through use of Electronic Plan Review software	SCD-S7-3.5
Strategic Priority:	We will ensure our processes are as easy to work with as possible.	S7
	Ensure information technology tools meet the needs of a modern organization	S7-3
Origin:	Building and Bylaw Services 2018 Business Plan	
Tasks	Status	
1. Train staff to use Plan Review software	November 2018	
Accountable Department	Building and Bylaw Services Strategic and Community Development	
Related Strategic Priorities:	S3 EC3	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Ongoing work with Vadim support group for improvements related to purchasing, timesheet and customers' on-line access	CS-S7-4.1
Strategic Priority:	We will ensure our processes are as easy to work with as possible.	S7
	We will be transparent in financial planning	S7-4
Origin:	Finance 2018 Business Plan	
Tasks	Status	
1. Lead Regional District Client Group for Prioritization of VADIM Software Improvements	Complete	
Accountable Department	Finance – Accounting Services Corporate Services	
Related Strategic Priorities:	S3	

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE		
Action:	Customer Service Upgrades - Exceed 90% response rate to telephone and online complaints within 24 hours by adjusting resource levels	SCD-S7-5.1
Strategic Priority:	We will ensure our processes are as easy to work with as possible.	S7
	We will respond to constituent concerns in timely manner	S7-5
Origin:	Building and Bylaw Services 2018 Business Plan	
Tasks	Status	
1. Adjust resource levels to address increases in complaint volume	Ongoing	
Accountable Department	Finance – Accounting Services Corporate Services	
Related Strategic Priorities:	S3 R2	

Focus on Relationships

Section Contents

The RDN will continue to develop and encourage meaningful relationships

R1: We value our First Nations relationships and will integrate their input in future planning and service delivery.

R1-1: We will work collaboratively with principal First Nations.

Action #	Action Description	Status	Pg
RP-R1-1.1	Snuneymuxw First Nation Sport Court	In Progress	120
SCD-R1-1.2	Organizational First Nation Engagement Strategy	In Progress	121
SCD-R1-1.3	Coastal First Nations Art Project	In Progress	122
SCD-R1-1.4	Training on First Nations engagement for Board and staff	2019	123

R2: We will focus on improved *two-way* communication within the Regional District and with our communities.

R2-1: Increase staff capacity for communicating with regional stakeholders

Action #	Action Description	Status		Pg
CS-R2-1.1	Financial Plan – continuous review and improvement of public information & jurisdiction impacts	Complete	<input checked="" type="checkbox"/>	124
CS-R2-1.2	Media - Assist staff in their communications	Ongoing		125
CS-R2-1.3	Social Media – Assist departments to enhance presence as a means to further engage the public	Ongoing		126
RCU-R2-1.4	Liquid Waste Management Plan (LWMP) - Hold two or more Monitoring Committee meetings to oversee implementation and prepare an annual LWMP Monitoring Report	Complete	<input checked="" type="checkbox"/>	127
RCU-R2-1.5	OCP and RGS objectives - Work with residents to investigate water, sewer, and streetlighting service area expansions that compliment objectives	Ongoing		128
SCD-R2-1.6	Public seminars - green buildings, renewable energy systems and emissions reductions	In Progress		129
SCD-R2-1.7	Development Community (CHBA, BOABC) – maintain relationships and improve knowledge of inspection services and requirements	Ongoing		130

Action #	Action Description	Status	Pg
SCD-R2-1.8	Board Strategic Planning Monitoring and Reporting Software	In Progress	131
SCD-R2-1.9	Energy and Sustainability - include articles in regional newsletter	Ongoing	132
TEP-R2-1.10	Transit - Meet with key stakeholder groups, user groups and supporting groups	Ongoing	133
TEP-R2-1.11	HandyDART - Meet with key stakeholder groups, user groups and supporting groups	Complete	<input checked="" type="checkbox"/> 134

R2-2: We will work with municipalities on items of mutual interest.

Action #	Action Description	Status	Pg
RCU-R2-2.1	Wastewater and Water Collaborative (W3C) meetings between the RDN and member municipalities to implement LWMP commitments	Complete	<input checked="" type="checkbox"/> 135
SCD-R2-2.2	Annual report on RGS implementation	Complete	<input checked="" type="checkbox"/> 136
SCD-R2-2.3	Report on targets and indicators for RGS goals (RGS Policy 5.2.4) – collect new data and update web site	In Progress	137

R2-3: We will engage with the public to ensure RDN plans and services meet resident expectations

Action #	Action Description	Status	Pg
SCD-R2-3.1	Adopt a new OCP for Electoral Area H	Complete	<input checked="" type="checkbox"/> 138
SCD-R2-3.2	Building Bylaw - continue focus on resolving infractions through proactive enforcement and public awareness	Ongoing	139
SCD-R2-3.3	Initiate review of the Electoral Area F OCP	2019	140
SCD-R2-3.4	Initiate OCP and Zoning amendments for the Nanaimo Airport	2019	141

R2-4: We will provide the best information available to the public.

Action #	Action Description	Status	Pg
CS-R2-4.1	Liaise with local media to enhance coverage of RDN initiatives	Ongoing	142
CS-R2-4.2	Website Use – Continue to encourage and facilitate use for RDN services and initiatives	Ongoing	143
RCU-R2-4.3	Update web content for garbage and recycling/zero waste programs	Complete	<input checked="" type="checkbox"/> 144
RCU-R2-4.4	Hold three Drinking Water and Watershed Protection Technical Advisory Committee meetings to oversee program implementation	In Progress	145
RCU-R2-4.5	Develop a “SewerSmart” program to communicate source control initiatives to the public	Complete	<input checked="" type="checkbox"/> 146
RP-R2-4.6	Parks maintenance - Implement use of software that will track park maintenance inspections and maintenance requests from the public	In Progress 2019	147
SCD-R2-4.7	Update website information and printed material to increase public awareness of regulatory bylaws	Ongoing	148
SCD-R2-4.8	Complete yearly update of web-based information and print materials on affordable housing resources	Complete	<input checked="" type="checkbox"/> 149
SCD-R2-4.9	Publish online updates to Building Code, owner builder information and changes to RDN processes for use by the public	Ongoing	150
TEP-R2-4.10	Emergency Services Programs – Increase awareness	Nov 2018	151

R2-5: We will collaborate between departments to improve efficiency and enhance service delivery.

Action #	Action Description	Status	Pg
RCU-R2-5.1	Sewer servicing strategy for Cedar Village with Development Services	In Progress	152

R4: We look for opportunities to partner with other branches of government/ community groups to advance our region.*R4-1: Formalize partnerships with long-term agreements.*

Action #	Action Description	Status	Pg
RP-R4-1.1	Renew recreation services delivery agreement between the RDN and the Gabriola Recreation Society for three year term 2018-2020	Complete	153
TEP-R4-1.2	Transit to Vancouver Island University - Work with VIU Student Union to grow ridership and transit revenues	Ongoing	154
TEP-R4-1.3	Emergency Services - Ensure Agreements with regional partners are in place	In Progress	155

R4-2: Target senior government grants and other funding opportunities that advance Board Strategic Priorities.

Action #	Action Description	Status	Pg
CS-R4-2.1	Community Works Fund - Research and support grant funding opportunities and administration	Complete	156
SCD-R4-2.2	Oceanside Health and Wellness Network Coordination	Ongoing	157
SCD-R4-2.3	BC Hydro's Sustainable Communities Project Implementation funding program – explore opportunities to access	Complete	158
TEP-R4-2.4	Three transit exchanges in Nanaimo - Work with BC Transit to secure grant infrastructure funding to build/expand	Complete	159

R4-3: Promote RDN leadership through participation in provincial, national and international events and discussions

Action #	Action Description	Status	Pg
RCU-R4-3.1	Association of Vancouver Island and Coastal Communities Solid Waste Management Committee – Provide staff support	Ongoing	160
SCD-R4-3.2	Support Board for effective participation in AVICC, FCM and UBCM Conferences	Complete	161

R4-4: Partner with other jurisdictions, agencies, senior government and community organizations to deliver enhanced services.

Action #	Action Description	Status	Pg
RCU-R4-4.1	Community watershed monitoring and restoration activities - Provide support and training to local stewardship groups	Complete	<input checked="" type="checkbox"/> 162
RCU-R4-4.2	Illegal Dumping – Work with other agencies to reduce illegal dumping and work with community parties to carry out clean up	Ongoing	163
RCU-R4-4.3	Lower Contamination: Work with Recycle BC, the collection contractor, municipal partners and residents to lower contamination in recycling and organic waste streams	In Progress	164
RP-R4-4.4	Execute the initiatives funded by way of the Island Health’s Plan H - Community Wellness Grant: community recreation facility accessibility review; community partners facility fee and booking policy report; expansion of the Prescriptions for Health program; and establishment of the ‘She’s in Nature’ program and installation of passive recreation amenities	In Progress 2019	165
SCD-R4-4.5	Sign Bylaw Review: to support community kiosks and community identification and wayfinding signage	2019	166
SCD-R4-4.6	Promote interagency cooperation and working protocols by participating in meetings with RCMP, ALC and RDN member municipalities	Ongoing	167
SCD-R4-4.7	Implement National Housing Strategy initiatives in the RDN.	In Progress	168
TEP-R4-4.8	Combine fire departments operational guidelines for consistency and ease of updating	Complete	<input checked="" type="checkbox"/> 169
TEP-R4-4.9	Fire Playbook – Ensure records are up-to-date and maintained	Ongoing	170
TEP-R4-4.10	Fire - Attend Fire Department practices, Society Board meetings and host RDN Fire Chief meetings	Ongoing	171

Relationships: 2017 Actions and Accomplishments

Action #	Action Description	Status	
Finance-49-2017	Nanaimo Search and Rescue Society – Renew five-year agreement	In Progress – November 2018	
R+P-97A-2017	Financial support to Snuneymuxw First Nation for Sport Court on IR#4	Complete	<input checked="" type="checkbox"/>
SCD-95A-2017	Assign 2017 QFN/RDN Working Group Action Items to RDN Staff	Complete 2018	<input checked="" type="checkbox"/>
SCD-89A-2017	Consider Review of Regional Growth Strategy	Complete	<input checked="" type="checkbox"/>
SCD-12-2016	First Nations resource document for staff and Board	In progress - March 2019	
SCD-19-2016	Address San Pareil Owners and Residents' Association request for a San Pareil Neighbourhood Plan.	Complete	<input checked="" type="checkbox"/>
SCD-13-2014	Examine the establishment of a social service in District 69	Not Proceeding at this Time as Per Board Direction	
T&ES-73-2017	Review options and implications for Arrowsmith Search and Rescue to construct an addition to their portion of the building	Complete	<input checked="" type="checkbox"/>
T&ES-74-2017	Dashwood Fire Hall – Explore options for redevelopment	In Progress – December 2018	
T&ES-75-2017	Purchase two pumper trucks for Errington Volunteer Fire Department	Complete	<input checked="" type="checkbox"/>
T&ES-76-2017	Fire Services - Implement Dave Mitchell (consultant) report recommendations	In Progress	
T&ES-70-2017	Prepare a report on the steps required to undertake a wildfire interface fuel inventory for Electoral Areas and a Community Wildfire Plan for Electoral Area A.	Delayed 2019	

FOCUS ON RELATIONSHIPS		
Action:	Snuneymuxw First Nation Sport Court	RP-R1-1.1
Strategic Priority:	We value our First Nations relationships and will integrate their input in future planning and service delivery.	R1
	We will work collaboratively with principal First Nations	R1-1
Origin:	Recreation Services 2018 Business Plan	
Tasks	Status	
1. Discuss joint opening ceremony with SFN	In Progress	
Accountable Department	Recreation Services Recreation and Parks Services	
Related Strategic Priorities:	S4 R2	

FOCUS ON RELATIONSHIPS		
Action:	Organizational First Nation Engagement Strategy	SCD-R1-1.2
Strategic Priority:	We value our First Nations relationships and will integrate their input in future planning and service delivery.	R1
	We will work collaboratively with principal First Nations	R1-1
Origin:	Strategic Initiatives 2018 Business Plan	
Tasks		Status
1. Research similar initiatives in other jurisdictions		Complete
2. Seek Board endorsement of the strategy		In Progress
3. Consult with potentially impacted departments		Complete
Accountable Department	Strategic Initiatives Strategic and Community Development	
Related Strategic Priorities:	R2	R4 S7

FOCUS ON RELATIONSHIPS		
Action:	Coastal First Nations Art Project	SCD-R1-1.3
Strategic Priority:	We value our First Nations relationships and will integrate their input in future planning and service delivery.	R1
	We will work collaboratively with principal First Nations	R1-1
Origin:	Strategic Initiatives 2018 Business Plan	
Tasks	Status	
1. Organize Art Selection Committee meeting to determine a recommendation to be made to the RDN Board	Complete	
2. Bring a report to the Board seeking endorsement on the Art Selection Committee's recommendation	Complete	
3. Install Art Pieces	In Progress	
Accountable Department	Strategic Initiatives Strategic and Community Development	
Related Strategic Priorities:	R4	

FOCUS ON RELATIONSHIPS		
Action:	Training on First Nations engagement for Board and staff	SCD-R1-1.4
Strategic Priority:	We value our First Nations relationships and will integrate their input in future planning and service delivery.	R1
	We will work collaboratively with principal First Nations	R1-1
Origin:	Strategic Initiatives 2018 Business Plan	
Tasks	Status	
1. Draft RFSQ and Select facilitator to deliver training	In Progress	
2. Deliver Staff Training on First Nation Engagement	2019	
3. Facilitate Board Training on First Nations Engagement	2019	
Accountable Department	Strategic Initiatives Strategic and Community Development	
Related Strategic Priorities:	R4	

FOCUS ON RELATIONSHIPS		
Action:	Financial Plan – continuous review and improvement of public information & jurisdiction impacts	CS-R2-1.1
Strategic Priority:	We will focus on improved two-way communication within the Regional District and with our communities.	R2
	Increase staff capacity for communicating with regional stakeholders	R2-1
Origin:	Finance 2018 Business Plan	
Tasks	Status	
1. Graphic Representation of Budget Implications	Compete	
2. Include Budget Information on Get Involved webpage	Complete	
3. Begin 2019 Budget Document preparation	In Progress	
Accountable Department	Finance – Accounting Services Corporate Services	
Related Strategic Priorities:	S3 S7	

FOCUS ON RELATIONSHIPS		
Action:	Media - Assist staff in their communications	CS-R2-1.2
Strategic Priority:	We will focus on improved two-way communication within the Regional District and with our communities.	R2
	Increase staff capacity for communicating with regional stakeholders	R2-1
Origin:	Administrative Services 2018 Business Plan	
Tasks		Status
1. Advising staff on media relations		Ongoing
2. Draft, review and approve Media Releases		Ongoing
3. Review and coordinate key messaging as needed		Ongoing
Accountable Department	Administrative Services Corporate Services	
Related Strategic Priorities:	S7	

FOCUS ON RELATIONSHIPS		
Action:	Social Media – Assist departments to enhance presence as a means to further engage the public	CS-R2-1.3
Strategic Priority:	We will focus on improved two-way communication within the Regional District and with our communities.	R2
	Increase staff capacity for communicating with regional stakeholders	R2-1
Origin:	Administrative Services 2018 Business Plan	
Tasks	Status	
1. Coordinate Social Media responses to comments and messages	Ongoing	
2. Ensuring interdepartmental use of Social Media Calendar	Ongoing	
3. Quarterly meetings with Departmental leads on outreach	Ongoing	
Accountable Department	Administrative Services Corporate Services	
Related Strategic Priorities:	S7 R4	

FOCUS ON RELATIONSHIPS			
Action:	Liquid Waste Management Plan (LWMP) - Hold two or more Monitoring Committee meetings to oversee implementation and prepare an annual LWMP Monitoring Report	RCU-R2-1.4	
Strategic Priority:	We will focus on improved two-way communication within the Regional District and with our communities.	R2	
	Increase staff capacity for communicating with regional stakeholders	R2-1	
Origin:	Liquid Waste Management Planning 2018 Business Plan		
Tasks		Status	
1. Schedule meetings in May and October		Complete	
2. Prepare annual report		Complete	
Accountable Department	Water and Wastewater Services Regional and Community Utilities		
Related Strategic Priorities:	R3	R4	EV1

FOCUS ON RELATIONSHIPS		
Action:	OCP and RGS objectives - Work with residents to investigate water, sewer, and streetlighting service area expansions that compliment objectives	RCU-R2-1.5
Strategic Priority:	We will focus on improved two-way communication within the Regional District and with our communities.	R2
	Increase staff capacity for communicating with regional stakeholders	R2-1
Origin:	Water and Utilities Services 2018 Business Plan	
Tasks	Status	
1. Work with residents and developers on service area expansions as required	Ongoing	
Accountable Department	Water and Utility Services Regional and Community Utilities	
Related Strategic Priorities:	R3	R4 S3

FOCUS ON RELATIONSHIPS		
Action:	Public seminars - Green buildings, renewable energy systems and emissions reductions	SCD-R2-1.6
Strategic Priority:	We will focus on improved two-way communication within the Regional District and with our communities.	R2
	Increase staff capacity for communicating with regional stakeholders	R2-1
Origin:	Energy and Sustainability 2018 Business Plan	
Tasks	Status	
1. Host events for different stakeholder groups	In Progress	
Accountable Department	Long Range Planning and Energy & Sustainability Strategic and Community Development	
Related Strategic Priorities:	R4	EV1

FOCUS ON RELATIONSHIPS		
Action:	Development Community (CHBA, BOABC) – Maintain relationships and improve knowledge of inspection services and requirements	SCD-R2-1.7
Strategic Priority:	We will focus on improved two-way communication within the Regional District and with our communities.	R2
	Increase staff capacity for communicating with regional stakeholders	R2-1
Origin:	Building and Bylaw Services 2018 Business Plan	
Tasks	Status	
1. Continue membership in CHBA	Ongoing	
Accountable Department	Building Services Strategic and Community Development	
Related Strategic Priorities:	R4	

FOCUS ON RELATIONSHIPS		
Action:	Board Strategic Planning Monitoring and Reporting Software	SCD-R2-1.8
Strategic Priority:	We will focus on improved two-way communication within the Regional District and with our communities.	R2
	Increase staff capacity for communicating with regional stakeholders	R2-1
Origin:	Strategic Initiatives 2018 Business Plan	
Tasks	Status	
1. Select and Procure Software	Complete	
2. Initial Software Training	Complete	
3. Input Strategic Plan and Business Plan Items into Software Tool	Complete	
4. Test Software Outputs	In Progress	
5. Train Management Staff on Use of Software	January 2019	
Accountable Department	Strategic Initiatives Strategic and Community Development	
Related Strategic Priorities:	S3 S7	

FOCUS ON RELATIONSHIPS			
Action:	Energy and Sustainability – Include articles in regional newsletter		SCD-R2-1.9
Strategic Priority:	We will focus on improved two-way communication within the Regional District and with our communities.		R2
	Increase staff capacity for communicating with regional stakeholders		R2-1
Origin:	Energy and Sustainability 2018 Business Plan		
Tasks		Status	
1. Publish articles in regional newsletter		Ongoing	
Accountable Department	Long Range Planning and Energy & Sustainability Strategic and Community Development		
Related Strategic Priorities:	S3	S7	EC3

FOCUS ON RELATIONSHIPS				
Action:	Transit - Meet with key stakeholder groups, user groups and supporting groups			TEP-R2-1.10
Strategic Priority:	We will focus on improved two-way communication within the Regional District and with our communities.			R2
	Increase staff capacity for communicating with regional stakeholders			R2-1
Origin:	Transit 2018 Business Plan			
Tasks	Status			
1. Attend public events to engage with the public and meet with key stakeholders	Ongoing			
Accountable Department	Transit Services Transportation and Emergency Planning Services			
Related Strategic Priorities:	S4	S6	S7	R4

FOCUS ON RELATIONSHIPS				
Action:	HandyDART - Meet with key stakeholder groups, user groups and supporting groups			TEP-R2-1.11
Strategic Priority:	We will focus on improved two-way communication within the Regional District and with our communities.			R2
	Increase staff capacity for communicating with regional stakeholders			R2-1
Origin:	Transit 2018 Business Plan			
Tasks		Status		
1. Continue to meet with key stakeholder groups, user groups and supporting groups that utilize transit services in the Regional District		Ongoing		
2. Meet with senior housing groups in the City of Nanaimo.		Complete		
3. Attend senior's fair to promote assisted living		Complete		
Accountable Department	Transit Services Transportation and Emergency Services			
Related Strategic Priorities:	S3	S5	S7	R1

FOCUS ON RELATIONSHIPS				
Action:	Wastewater and Water Collaborative (W3C) meetings between the RDN and member municipalities to implement LWMP commitments			RCU-R2-2.1
Strategic Priority:	We will focus on improved two-way communication within the Regional District and with our communities.			R2
	We will work with municipalities on items of mutual interest			R2-2
Origin:	Liquid Waste Management 2018 Business Plan			
Tasks		Status		
1. Schedule meeting in March and September		Complete		
Accountable Department	Water and Wastewater Services Regional and Community Utilities			
Related Strategic Priorities:	S3	R1	R5	EC3

FOCUS ON RELATIONSHIPS				
Action:	Annual report on RGS implementation			SCD-R2-2.2
Strategic Priority:	We will focus on improved two-way communication within the Regional District and with our communities.			R2
	We will work with municipalities on items of mutual interest			R2-2
Origin:	Regional Growth 2018 Business Plan			
Tasks	Status			
1. Review and document RGS Implementation	Complete			
2. Bring report to the Board	Complete			
Accountable Department	Long Range Planning and Energy & Sustainability Strategic and Community Development			
Related Strategic Priorities:	S4	R4	EC3	EC5

FOCUS ON RELATIONSHIPS				
Action:	Report on targets and indicators for RGS goals (RGS Policy 5.2.4) – collect new data and update web site			SCD-R2-2.3
Strategic Priority:	We will focus on improved two-way communication within the Regional District and with our communities.			R2
	We will work with municipalities on items of mutual interest			R2-2
Origin:	Regional Growth 2018 Business Plan			
Tasks		Status		
1. Collect data from member municipalities and other source		Complete		
2. Publish updated information to the website		In Progress		
Accountable Department	Long Range Planning and Energy & Sustainability Strategic and Community Development			
Related Strategic Priorities:	S7	R4	EC3	EV3

FOCUS ON RELATIONSHIPS					
Action:	Adopt a new OCP for Electoral Area H				SCD-R2-3.1
Strategic Priority:	We will focus on improved two-way communication within the Regional District and with our communities.				R2
	We will engage with the public to ensure RDN plans and services meet resident expectations				R2-3
Origin:	Community Planning 2018 Business Plan				
Tasks	Status				
1. Host public hearing	Complete				
2. Bring OCP bylaws to the Board for adoption	Complete				
3. Amend RGS (minor amendment)	Complete				
Accountable Department	Long Range Planning and Energy & Sustainability Strategic and Community Development				
Related Strategic Priorities:	S6	S7	R1	EC3	EV3

FOCUS ON RELATIONSHIPS		
Action:	Building Bylaw - Continue focus on resolving infractions through proactive enforcement and public awareness	SCD-R2-3.2
Strategic Priority:	We will focus on improved two-way communication within the Regional District and with our communities.	R2
	We will engage with the public to ensure RDN plans and services meet resident expectations	R2-3
Origin:	Building and Bylaw Services 2018 Business Plan	
Tasks	Status	
1. Pro-active enforcement of the building bylaw (stop work orders)	Ongoing	
2. Raise public awareness of building regulations in the RDN through website information and printed materials	Ongoing	
Accountable Department	Building and Bylaw Services Strategic and Community Development	
Related Strategic Priorities:	R4 S7	

FOCUS ON RELATIONSHIPS				
Action:	Initiate review of the Electoral Area F OCP			SCD-R2-3.3
Strategic Priority:	We will focus on improved two-way communication within the Regional District and with our communities.			R2
	We will engage with the public to ensure RDN plans and services meet resident expectations			R2-3
Origin:	Community Planning 2018 Business Plan			
Tasks	Status			
1. Develop Terms of Reference and Consultation Plan	2019			
Accountable Department	Long Range Planning and Energy & Sustainability Strategic and Community Development			
Related Strategic Priorities:	R1	S5	EC1	EC5

FOCUS ON RELATIONSHIPS		
Action:	Initiate OCP and Zoning amendments for the Nanaimo Airport	SCD-R2-3.4
Strategic Priority:	We will focus on improved two-way communication within the Regional District and with our communities.	R2
	We will engage with the public to ensure RDN plans and services meet resident expectations	R2-3
Origin:	Community Planning 2018 Business Plan	
Tasks	Status	
1. Draft OCP Policies and Zoning Amendment Bylaw	2019	
2. Proceed with public engagement	2019	
Accountable Department	Long Range Planning and Energy & Sustainability Strategic and Community Development	
Related Strategic Priorities:	S5 R4 EC3	

FOCUS ON RELATIONSHIPS		
Action:	Liaise with local media to enhance coverage of RDN initiatives	CS-R2-4.1
Strategic Priority:	We will focus on improved two-way communication within the Regional District and with our communities.	R2
	We will provide the best information available to the public.	R2-4
Origin:	Administrative Services 2018 Business Plan	
Tasks	Status	
1. Act as primary contact for staff interviews with media	Ongoing	
2. Act as Public Information Officer for EOC	Ongoing	
3. Ensure prompt responses to media inquiries	Ongoing	
4. Share positive media coverage of partner organizations through social media	Ongoing	
Accountable Department	Administrative Services Corporate Services	
Related Strategic Priorities:	S7 R5	

FOCUS ON RELATIONSHIPS		
Action:	Website Use - Continue to encourage and facilitate use for RDN services and initiatives	CS-R2-4.2
Strategic Priority:	We will focus on improved two-way communication within the Regional District and with our communities.	R2
	We will provide the best information available to the public.	R2-4
Origin:	Administrative Services 2018 Business Plan	
Tasks	Status	
1. Inform and advise when online materials need to be updated	Ongoing	
2. Maintain up-to-date information on RDN Homepage	Ongoing	
3. Training and internal promotion of online engagement tool (Get Involved RDN)	Ongoing	
Accountable Department	Administrative Services Corporate Services	
Related Strategic Priorities:	S3 S7	

FOCUS ON RELATIONSHIPS				
Action:	Update web content for garbage and recycling/zero waste programs			RCU-R2-4.3
Strategic Priority:	We will focus on improved two-way communication within the Regional District and with our communities.			R2
	We will provide the best information available to the public.			R2-4
Origin:	Solid Waste 2018 Business Plan			
Tasks			Status	
1. Engage regional stakeholders on Solid Waste Management			Ongoing	
2. Highlight diversion options in light of NRE Closure			Complete	
Accountable Department	Solid Waste Services Regional and Community Utilities			
Related Strategic Priorities:	S3	S7	R4	EV4

FOCUS ON RELATIONSHIPS				
Action:	Hold three DWWP Technical Advisory Committee meetings to oversee DWWP program implementation			RCU-R2-4.4
Strategic Priority:	We will focus on improved two-way communication within the Regional District and with our communities.			R2
	We will provide the best information available to the public.			R2-4
Origin:	Drinking Water Watershed Protection 2018 Business Plan			
Tasks			Status	
1. Organize April 19th Meetin			Complete	
2. Organize July 26th Meeting			Complete	
3. Organize September 20th Meeting			In Progress	
Accountable Department	Water and Utility Services Regional and Community Utilities			
Related Strategic Priorities:	S7	R4	EC2	EV4

FOCUS ON RELATIONSHIPS			
Action:	Develop a “SewerSmart” program to communicate source control initiatives to the public		RCU-R2-4.5
Strategic Priority:	We will focus on improved two-way communication within the Regional District and with our communities.		R2
	We will provide the best information available to the public.		R2-4
Origin:	Liquid Waste Management Plan 2018 Business Plan		
Tasks		Status	
1. Review microplastics and other substances which are not regulated but of emerging interest.		Complete	
2. updated the RDN Pollution Prevention website to include the “Unflushables” videos		Complete	
Accountable Department	Water and Wastewater Services Regional and Community Utilities		
Related Strategic Priorities:	R4	EV1	EV4

FOCUS ON RELATIONSHIPS		
Action:	Parks maintenance - Implement use of software that will track park maintenance inspections and maintenance requests from the public	RP-R2-4.6
Strategic Priority:	We will focus on improved two-way communication within the Regional District and with our communities.	R2
	We will provide the best information available to the public.	R2-4
Origin:	Parks Services 2018 Business Plan	
Tasks	Status	
1. Purchase maintenance and service request software	Complete	
2. Input data	In Progress	
3. Train staff on use of software	In Progress	
Accountable Department	Parks Services Recreation and Parks Services	
Related Strategic Priorities:	S3 R4	

FOCUS ON RELATIONSHIPS		
Action:	Update website information and printed material to increase public awareness of regulatory bylaws	SCD-R2-4.7
Strategic Priority:	We will focus on improved two-way communication within the Regional District and with our communities.	R2
	We will provide the best information available to the public.	R2-4
Origin:	Building and Bylaw Services 2018 Business Plan	
Tasks	Status	
1. Encourage use of public portal for complaints through website and printed material	Ongoing	
Accountable Department	Building and Bylaw Services Strategic and Community Development	
Related Strategic Priorities:	S3 EC3	

FOCUS ON RELATIONSHIPS		
Action:	Complete yearly update of web-based information and print materials on affordable housing resources	SCD-R2-4.8
Strategic Priority:	We will focus on improved two-way communication within the Regional District and with our communities.	R2
	We will provide the best information available to the public.	R2-4
Origin:	Community Planning 2018 Business Plan	
Tasks	Status	
1. Obtain updated information and publish to RDN Website	Complete	
Accountable Department	Long Range Planning and Energy & Sustainability Strategic and Community Development	
Related Strategic Priorities:	S3	R4 R5

FOCUS ON RELATIONSHIPS				
Action:	Publish online updates to Building Code, owner builder information and changes to RDN processes for use by the public			SCD-R2-4.9
Strategic Priority:	We will focus on improved two-way communication within the Regional District and with our communities.			R2
	We will provide the best information available to the public.			R2-4
Origin:	Building and Bylaw Services 2018 Business Plan			
Tasks		Status		
1. Publish updates as appropriate and maintain current information on the RDN web page.		Ongoing		
Accountable Department	Building and Bylaw Services Strategic and Community Development			
Related Strategic Priorities:	S4	R4	EC3	EV3

FOCUS ON RELATIONSHIPS			
Action:	Emergency Services Programs – Increase awareness		TEP-R2-4.10
Strategic Priority:	We will focus on improved two-way communication within the Regional District and with our communities.		R2
	We will provide the best information available to the public.		R2-4
Origin:	Emergency Planning 2018 Business Plan		
Tasks		Status	
1. Build on Connect Rocket Mass Notification System enrollment to enhance public use with a target of 20% increase over year prior		Complete	
2. Special Projects Coordinator to attend a minimum of 10 community events/presentations		Complete	
3. Utilize public engagement platform Bang The Table, and social media such as Facebook and other mediums to deliver public education pieces and enable volunteer interaction on a regional basis.		In Progress	
Accountable Department	Emergency Planning Services Transportation and Emergency Services		
Related Strategic Priorities:	S1	R1	EV3

FOCUS ON RELATIONSHIPS		
Action:	Sewer servicing strategy for Cedar Village with Development Services	RCU-R2-5.1
Strategic Priority:	We will focus on improved two-way communication within the Regional District and with our communities.	R2
	We will collaborate between departments to improve efficiency and enhance service delivery	R2-5
Origin:	Water and Utility Services 2018 Business Plan	
Tasks	Status	
1. Meet with City of Nanaimo staff to revise language in 2007 agreement sewer use agreement	In Progress	
2. Capacity & Cost Review of DPPCC	In Progress	
3. DCC and Service Area bylaw review and update	2019	
Accountable Department	Water and Utility Services Regional and Community Development	
Related Strategic Priorities:	S3 R4 EC3	

FOCUS ON RELATIONSHIPS			
Action:	Renew recreation services delivery agreement between the RDN and the Gabriola Recreation Society for three year term 2018-2020		RP-R4-1.1
Strategic Priority:	We look for opportunities to partner with other branches of Government/ community groups to advance our region.		R4
	Formalize partnerships with long-term agreements		R4-1
Origin:	Recreation Services 2018 Business Plan		
Tasks		Status	
1. Sign Agreement.		Complete	
Accountable Department		Recreation Services	
		Recreation and Parks Services	
Related Strategic Priorities:		S3	S4 R4

FOCUS ON RELATIONSHIPS			
Action:	Transit to Vancouver Island University - Work with VIU Student Union to grow ridership and transit revenues		TEP-R4-1.2
Strategic Priority:	We look for opportunities to partner with other branches of Government/ community groups to advance our region.		R4
	Formalize partnerships with long-term agreements		R4-1
Origin:	Transit 2018 Business Plan		
Tasks		Status	
1. Monthly meetings planned to resolve/assist with transportation demand needs of VIU.		Ongoing	
Accountable Department	Transit Services Transportation and Emergency Services		
Related Strategic Priorities:	S4	S6	R4

FOCUS ON RELATIONSHIPS		
Action:	Emergency Services – Ensure Agreements with regional partners are in place	TEP-R4-1.3
Strategic Priority:	We look for opportunities to partner with other branches of Government/ community groups to advance our region.	R4
	Formalize partnerships with long-term agreements	R4-1
Origin:	Emergency Planning Services 2018 Business Plan	
Tasks	Status	
1. Continue relations with regional partners to ensure continuation of current agreements and contracts	In Progress	
2. Develop operational guidelines to supplement the Regional Emergency Management Agreement	In Progress	
Accountable Department	Emergency Planning Services Transportation and Emergency Services	
Related Strategic Priorities:	S1 R1 EV3	

FOCUS ON RELATIONSHIPS			
Action:	Community Works Fund - Research and support for grant funding opportunities and administration		CS-R4-2.1
Strategic Priority:	We look for opportunities to partner with other branches of Government/ community groups to advance our region.		R4
	Target senior government grants and other funding opportunities that advance Board Strategic Priorities		R4-2
Origin:	Finance 2018 Business Plan		
Tasks		Status	
1. Community Works Status Report to Board		Complete	
2. Coordinate Community Works Fund Agreements with 3rd Parties		Ongoing	
3. Engage consultant for Grant Coordination Services		Complete	
Accountable Department	Finance – Accounting Services Corporate Services		
Related Strategic Priorities:	R2	EC2	EC3

FOCUS ON RELATIONSHIPS		
Action:	Oceanside Health and Wellness Network Coordination	SCD-R4-2.2
Strategic Priority:	We look for opportunities to partner with other branches of Government/ community groups to advance our region.	R4
	Target senior government grants and other funding opportunities that advance Board Strategic Priorities	R4-2
Origin:	Community Planning 2018 Business Plan	
Tasks	Status	
1. Attend meetings and manage coordinator contract	Ongoing	
Accountable Department	Long Range Planning and Energy & Sustainability Strategic and Community Development	
Related Strategic Priorities:	S3 S4	

FOCUS ON RELATIONSHIPS		
Action:	BC Hydro’s Sustainable Communities Project Implementation funding program – Explore opportunities to access	SCD-R4-2.3
Strategic Priority:	We look for opportunities to partner with other branches of Government/ community groups to advance our region.	R4
	Target senior government grants and other funding opportunities that advance Board Strategic Priorities	R4-2
Origin:	Board Motion 17-245	
Tasks	Status	
1. Identify funding opportunities for RDN programs	Complete	
2. Apply for funding to support Green Building outreach and communications.	Complete	
Accountable Department	Long Range Planning and Energy & Sustainability Strategic and Community Development	
Related Strategic Priorities:	R4 EV4	

FOCUS ON RELATIONSHIPS				
Action:	Three transit exchanges in Nanaimo - Work with BC Transit to secure grant infrastructure funding to build/expand			TEP-R4-2.4
Strategic Priority:	We look for opportunities to partner with other branches of Government/ community groups to advance our region.			R4
	Target senior government grants and other funding opportunities that advance Board Strategic Priorities			R4-2
Origin:	Transit Services 2018 Business Plan			
Tasks		Status		
1. Met with BC Transit to discuss federal grant funding requirements for infrastructure upgrades		Complete		
2. Prepare and posted consultant RFP for a class D cost analysis to upgrade three exchange facilities; Woodgrove, Country Club and Downtown.		Complete		
3. Submit application for infrastructure upgrades; class D cost analysis		Complete		
Accountable Department	Transit Services Transportation and Emergency Services			
Related Strategic Priorities:	S4	S6	EC3	EV2

FOCUS ON RELATIONSHIPS			
Action:	Association of Vancouver Island and Coastal Communities Solid Waste Management Committee – Provide staff support	RCU-R4-3.1	
Strategic Priority:	We look for opportunities to partner with other branches of Government/ community groups to advance our region.	R4	
	Promote RDN leadership through participation in provincial, national and international events and discussions	R4-3	
Origin:	Solid Waste 2018 Business Plan		
Tasks		Status	
1. Provide Support as required		Ongoing	
Accountable Department		Solid Waste Services	
		Regional and Community Utilities	
Related Strategic Priorities:	S3	R5	EV4

FOCUS ON RELATIONSHIPS		
Action:	Support Board for effective participation in AVICC, FCM and UBCM Conferences	SCD-R4-3.2
Strategic Priority:	We look for opportunities to partner with other branches of Government/ community groups to advance our region.	R4
	Promote RDN leadership through participation in provincial, national and international events and discussions	R4-3
Origin:	Strategic Initiatives 2018 Business Plan	
Tasks		Status
1. Prepare AVICC Background Materials		Complete
2. Prepare UBCM Materials		Complete
3. Prepare FCM Background Materials		Complete
Accountable Department	Strategic Initiatives Strategic and Community Development	
Related Strategic Priorities:	R1	R5 EC3

FOCUS ON RELATIONSHIPS		
Action:	Community watershed monitoring and restoration activities – Provide support and training to local stewardship groups	RCU-R4-4.1
Strategic Priority:	We look for opportunities to partner with other branches of Government/ community groups to advance our region.	R4
	Partner with other jurisdictions, agencies, senior government and community organizations to deliver enhanced services.	R4-4
Origin:	Drinking Water Watershed Protection 2018 Business Plan	
Tasks	Status	
1. Evaluate Irrigation Check-up Program Results 2011-2017 to understand impact	Complete	
2. Ongoing support for field sampling teams	Ongoing	
3. Training for 2018 field sampling, including tablet training in July	Complete	
Accountable Department	Water and Utility Services Regional and Community Utilities	
Related Strategic Priorities:	R2 EC2 EV4	

FOCUS ON RELATIONSHIPS			
Action:	Illegal Dumping – Work with other agencies to reduce illegal dumping and work with community parties to carry out clean-up		RCU-R4-4.2
Strategic Priority:	We look for opportunities to partner with other branches of Government/ community groups to advance our region.		R4
	Partner with other jurisdictions, agencies, senior government and community organizations to deliver enhanced services.		R4-4
Origin:	Solid Waste Services 2018 Business Plan		
Tasks		Status	
1. Maintain dialogue with community partners		Ongoing	
Accountable Department	Solid Waste Services Regional and Community Utilities		
Related Strategic Priorities:	S3	R2	EV1

FOCUS ON RELATIONSHIPS		
Action:	Lower Contamination - Work with Recycle BC, the collection contractor, municipal partners and residents to lower contamination in recycling and organic waste streams	RCU-R4-4.3
Strategic Priority:	We look for opportunities to partner with other branches of Government/ community groups to advance our region.	R4
	Partner with other jurisdictions, agencies, senior government and community organizations to deliver enhanced services.	R4-4
Origin:	Solid Waste Services 2018 Business Plan	
Tasks		Status
1. Curbside outreach		Complete
2. Solid Waste Newsletter (residential curbside)		In Progress
3. Solid Waste Newsletter (SWMP)		In Progress
Accountable Department	Solid Waste Services Regional and Community Utilites	
Related Strategic Priorities:	S7	

FOCUS ON RELATIONSHIPS		
Action:	Execute the initiatives funded by way of the Island Health’s Plan H - Community Wellness Grant; community recreation facility accessibility review, community partners facility fee and booking policy report, expansion of the Prescriptions for Health program, establishment of the ‘She’s in Nature’ program and installation of passive recreation amenities	RP-R4-4.4
Strategic Priority:	We look for opportunities to partner with other branches of Government/ community groups to advance our region.	R4
	Partner with other jurisdictions, agencies, senior government and community organizations to deliver enhanced services.	R4-4
Origin:	Recreation Services 2018 Business Plan	
Tasks	<ol style="list-style-type: none"> 1. Identify and review projects for funding 2. RDN staff and community partners meeting to review and decide on next steps. 	Status
		Complete
		In Progress
Accountable Department	Recreation Services Recreation and Parks Services	
Related Strategic Priorities:	S5 R2	

FOCUS ON RELATIONSHIPS		
Action:	Sign Bylaw Review - to support community kiosks, and community identification and wayfinding signage	SCD-R4-4.5
Strategic Priority:	We look for opportunities to partner with other branches of Government/ community groups to advance our region.	R4
	Partner with other jurisdictions, agencies, senior government and community organizations to deliver enhanced services.	R4-4
Origin:	Community Planning 2018 Business Plan	
Tasks	Status	
1. Bring recommendations to the EASC for sign bylaw amendments to support community kiosks, and community identification and wayfinding signage	2019	
Accountable Department	Current Planning Strategic and Community Development	
Related Strategic Priorities:	S7 EC3	

FOCUS ON RELATIONSHIPS		
Action:	Promote interagency cooperation and working protocols by participating in meetings with RCMP, ALC, and RDN member municipalities	SCD-R4-4.6
Strategic Priority:	We look for opportunities to partner with other branches of Government/ community groups to advance our region.	R4
	Partner with other jurisdictions, agencies, senior government and community organizations to deliver enhanced services.	R4-4
Origin:	Building and Bylaw Services 2018 Business Plan	
Tasks	Status	
1. Ongoing participation in key inter-agency meetings with RCMP, ALC and RDN member municipalities	Ongoing	
Accountable Department	Building and Bylaw Services Strategic and Community Development	
Related Strategic Priorities:	S7 R2	

FOCUS ON RELATIONSHIPS					
Action:	Implement National Housing Strategy initiatives in the RDN.				SCD-R4-4.7
Strategic Priority:	We look for opportunities to partner with other branches of Government/ community groups to advance our region.				R4
	Partner with other jurisdictions, agencies, senior government and community organizations to deliver enhanced services.				R4-4
Origin:	Board Motion 18-202				
Tasks		Status			
1. Review National Housing Strategy initiatives.		Complete.			
2. Report to Board on National Housing Strategy initiatives.		Complete			
3. Recommend options for implementation in the RDN.		2019			
4. Implement regional initiatives.		2020			
Accountable Department		Long Range Planning and Energy & Sustainability Strategic and Community Development			
Related Strategic Priorities:		S3	S5	R5	EC3 EV4

FOCUS ON RELATIONSHIPS			
Action:	Combine fire departments operational guidelines for consistency and ease of updating		TEP-R4-4.8
Strategic Priority:	We look for opportunities to partner with other branches of Government/ community groups to advance our region.		R4
	Partner with other jurisdictions, agencies, senior government and community organizations to deliver enhanced services.		R4-4
Origin:	Fire Services 2018 Business Plan		
Tasks		Status	
1. Combine operational guidelines for consistency across all fire departments		Complete	
Accountable Department	Emergency Planning Services Transportation and Emergency Services		
Related Strategic Priorities:	S1	S3	EV3

FOCUS ON RELATIONSHIPS		
Action:	Fire Playbook – Ensure records are up-to-date and maintained	TEP-R4-4.9
Strategic Priority:	We look for opportunities to partner with other branches of Government/ community groups to advance our region.	R4
	Partner with other jurisdictions, agencies, senior government and community organizations to deliver enhanced services.	R4-4
Origin:	Fire Services 2018 Business Plan	
Tasks	Status	
1. Conduct check-ins to verify that department OH&S records are up to date and maintained	Ongoing	
Accountable Department	Emergency Planning Services Transportation and Emergency Services	
Related Strategic Priorities:	S1 EV1	

FOCUS ON RELATIONSHIPS		
Action:	Fire - Attend Fire Department practices, Society Board meetings and host RDN Fire Chief meetings	TEP-R4-4.10
Strategic Priority:	We look for opportunities to partner with other branches of Government/ community groups to advance our region.	R4
	Partner with other jurisdictions, agencies, senior government and community organizations to deliver enhanced services.	R4-4
Origin:	Fire Services 2018 Business Plan	
Tasks	Status	
1. Attend FD Practices, Society Board meetings and hosting RDN Fire Chief meetings	Ongoing	
Accountable Department	Emergency Planning Services Transportation and Emergency Services	
Related Strategic Priorities:	S1 R3	

Focus on Economic Health

Section Contents
The RDN will look at all our activities through an economic lens

EC1: We will support our traditional industries: Forestry, Tourism, Manufacturing, Fishing; Knowledge Based; and Technology Based industries.

EC1-2: Promote opportunities in our traditional industries with targeted outreach, education, communication and advertising.

Action #	Action Description	Status	Pg
RP-EC1-2.1	Sport Tourism - Review and increase events on either dry floor or ice and continue to expand dry floor programming opportunities	In Progress	175
SCD-EC1-2.2	Southern Communities Economic Development Service - Continue administration and work with the service provider for economic development for Gabriola Island	Complete <input checked="" type="checkbox"/>	176
SCD-EC1-2.3	INfilm - Administer the provision of funding to promote film and television production in the region	In Progress	177

EC1-3: Promote growth and investment in local business and industry

Action #	Action Description	Status	Pg
SCD-EC1-3.1	Northern Communities Economic Development Service - Continue administration	Complete <input checked="" type="checkbox"/>	178

EC2: We recognize the importance of water in supporting our economic and environmental health.

EC2-1: We will improve our understanding of regional water supply.

Action #	Action Description	Status	Pg
RCU-EC2-1.1	DWWP Action Plan Update for next 10 year period - 2019 to 2028	In Progress	179

EC2-2: We will invest in water systems to ensure the quality and quantity needed to support domestic water use in our service areas

Action #	Action Description	Status	Pg
RCU-EC2-2.1	RDN Water Systems - Continue planned capital upgrades in order to maintain current service levels	In Progress	180
RCU-EC2-2.2	SCADA Master Plan for all Water Service Areas for increased operations efficiency	In Progress	181
RCU-EC2-2.3	Design Stage reviews for development driven water, sewer, and streetlighting infrastructure	Ongoing	182
RCU-EC2-2.4	French Creek Water Service Area - Develop water supply strategy to provide improved water quality to 239 households	In Progress	183
RCU-EC2-2.5	Develop a ground water source for Whiskey Creek Water Service Area to meet Island Health requirements to provide safe drinking water to 126 households; and to reduce call-outs as well as water hauling and overtime costs for Utilities staff	In Progress	184
RCU-EC2-2.6	Nanoose - Design and construction of new pumpstation to meet current and build-out water demand requirements	In Progress	185

EC3: We will foster economic development.

EC3-1: Expand liquid waste capacity to support commerce, industry and development.

Action #	Action Description	Status	Pg
RCU-EC3-1.1	Bowser Village Sanitary Sewer and Treatment Plant	In Progress 2019	186

Economic Health: 2017 Actions and Accomplishments			
SCD-97A-2017	Host Skogdag Day - Education on the Forest Industry for Elected Officials and Staff	Complete	<input checked="" type="checkbox"/>
RCU-58-2017	Long-term water plan including watershed water supply and demand studies	In Progress	
RCU-54-2016	Implement Major Wastewater Capital Projects	Complete	<input checked="" type="checkbox"/>
SCD-14-2017	Review rural community signage processes and regulations	Complete	<input checked="" type="checkbox"/>
SCD-15-2017	Address concerns about changes to the ALR Regulation through zoning bylaw amendments	Complete	<input checked="" type="checkbox"/>
SCD-17-2016	Continue Agriculture Area Plan Implementation	Complete	<input checked="" type="checkbox"/>
SCD-18-2016	Review issues related to agricultural composting	Complete	<input checked="" type="checkbox"/>

FOCUS ON THE ECONOMY		
Action:	Sport Tourism - Review and increase events on either dry floor or ice and continue to expand dry floor programming opportunities	RP-EC1-2.1
Strategic Priority:	We will support our traditional industries: Forestry, Tourism, Manufacturing, Fishing, Knowledge-Based and Technology-Based industries.	EC1
	Promote opportunities in our traditional industries with targeted outreach, education, communication and advertising	EC1-2
Origin:	Recreation Services 2018 Business Plan	
Tasks	Status	
1. Schedule annual and additional events	In Progress	
Accountable Department	Recreation Services Recreation and Parks Services	
Related Strategic Priorities:	S4 EC3	

FOCUS ON THE ECONOMY		
Action:	Southern Communities Economic Development Service – Continue administration and work with the service provider for economic development for Gabriola Island	SCD-EC1-2.2
Strategic Priority:	We will support our traditional industries: Forestry, Tourism, Manufacturing, Fishing, Knowledge-Based and Technology-Based industries.	EC1
	Promote opportunities in our traditional industries with targeted outreach, education, communication and advertising	EC1-2
Origin:	Energy and Sustainability 2018 Business Plan	
Tasks	Status	
1. Manage contract with Gabriola Island Chamber of Commerce	Complete 2018 - Ongoing	
Accountable Department	Long Range Planning and Energy & Sustainability Strategic and Community Development	
Related Strategic Priorities:	S3 EC3 EC4	

FOCUS ON THE ECONOMY		
Action:	INfilm - Administer the provision of funding to promote film and television production in the region	SCD-EC1-2.3
Strategic Priority:	We will support our traditional industries: Forestry, Tourism, Manufacturing, Fishing, Knowledge-Based and Technology-Based industries.	EC1
	Promote opportunities in our traditional industries with targeted outreach, education, communication and advertising	EC1-2
Origin:	Energy and Sustainability 2018 Business Plan	
Tasks	Status	
1. Draft and execute funding agreement	Complete	
2. Monitor funding agreement performance targets	In Progress	
Accountable Department	Long Range Planning and Energy & Sustainability Strategic and Community Development	
Related Strategic Priorities:	S3 EC3	

FOCUS ON THE ECONOMY			
Action:	Northern Communities Economic Development Service – Continue administration		SCD-EC1-3.1
Strategic Priority:	We will support our traditional industries: Forestry, Tourism, Manufacturing, Fishing, Knowledge-Based and Technology-Based industries.		EC1
	Promote growth and investment in local business and industry		EC1-3
Origin:	Energy and Sustainability 2018 Business Plan		
Tasks		Status	
1. Solicit grant applications		Complete	
2. Updated policy and requirements for summary report		Complete	
3. Administer successful funding application requests		Complete	
Accountable Department	Long Range Planning and Energy & Sustainability Strategic and Community Development		
Related Strategic Priorities:	S3	S7	EC3

FOCUS ON THE ECONOMY				
Action:	DWWP Action Plan update for next 10 year period - 2019 to 2028			RCU-EC2-1.1
Strategic Priority:	We recognize the importance of water in supporting our economic and environmental health.			EC2
	We will improve our understanding of regional water supply			EC2-1
Origin:	Drinking Water Watershed Protection 2018 Business Plan			
Tasks	Status			
1. Project strategy development	Complete			
2. Issue RFP and engage consultants	Complete			
3. Evaluate plan execution	In Progress			
4. Prep for Board Engagement on new Plan Development in 2019	2019			
Accountable Department	Water and Utility Services Regional and Community Development			
Related Strategic Priorities:	S3	R1	EC5	EV3

FOCUS ON THE ECONOMY				
Action:	RDN Water Systems – Continue planned capital upgrades in order to maintain current service levels	RCU-EC2-2.1		
Strategic Priority:	We recognize the importance of water in supporting our economic and environmental health.	EC2		
	We will invest in water systems to ensure the quality and quantity needed to support domestic water use in our service areas	EC2-2		
Origin:	Water Services 2018 Business Plan			
Tasks	Status			
1. Award Anchor Way Main Construction Contract	Complete			
2. Complete Anchor Way Main Construction	Complete			
3. Prepare RFP and Award Design for French Creek Well #2 Upgrades	In Complete			
4. Award Construction Contract and Complete French Creek #2 Well Upgrade	In Progress			
Accountable Department	Water and Utility Services Regional and Community Development			
Related Strategic Priorities:	S2	S3	EV2	EV4

FOCUS ON THE ECONOMY			
Action:	SCADA Master Plan for all Water Service Areas for increased operations efficiency	RCU-EC2-2.2	
Strategic Priority:	We recognize the importance of water in supporting our economic and environmental health.	EC2	
	We will invest in water systems to ensure the quality and quantity needed to support domestic water use in our service areas	EC2-2	
Origin:	Water Services 2018 Business Plan		
Tasks		Status	
1. Prepare RFP and Award Contract		Complete	
2. Assist in Completion of SCADA Master Plan		Complete	
3. Integrate Consultant Recommendations into 2019 Budget and 5-year Financial Plan		In Complete	
Accountable Department	Water and Utility Services Regional and Community Development		
Related Strategic Priorities:	S2	EV3	EV4

FOCUS ON THE ECONOMY				
Action:	Design Stage reviews for development driven water, sewer, and streetlighting infrastructure			RCU-EC2-2.3
Strategic Priority:	We recognize the importance of water in supporting our economic and environmental health.			EC2
	We will invest in water systems to ensure the quality and quantity needed to support domestic water use in our service areas			EC2-2
Origin:	Water Services 2018 Business Plan			
Tasks			Status	
1. Monthly Coordination Meetings with Planning Staff			Ongoing	
Accountable Department	Water and Utility Services Regional and Community Development			
Related Strategic Priorities:	S2	S7	R2	EV3

FOCUS ON THE ECONOMY				
Action:	French Creek Water Service Area - Develop water supply strategy to provide improved water quality to 239 households			RCU-EC2-2.4
Strategic Priority:	We recognize the importance of water in supporting our economic and environmental health.			EC2
	We will invest in water systems to ensure the quality and quantity needed to support domestic water use in our service areas			EC2-2
Origin:	Water Services 2018 Business Plan			
Tasks	Status			
1. Continue dialogue with EPCOR Water Utilites	In Progress			
2. Discuss potential Changes to Drinking Water Standards with Island Health	In Progress			
3. Seek Funding for Necessary Upgrades to FCWSA infrastructure	Complete			
Accountable Department	Water and Utility Services Regional and Community Development			
Related Strategic Priorities:	S2	S3	EV3	EV4

FOCUS ON THE ECONOMY				
Action:	Develop a ground water source for Whiskey Creek Water Service Area to meet Island Health requirements to provide safe drinking water to 126 households; and to reduce call-outs as well as water hauling and overtime costs for Utilities staff			RCU-EC2-2.5
Strategic Priority:	We recognize the importance of water in supporting our economic and environmental health.			EC2
	We will invest in water systems to ensure the quality and quantity needed to support domestic water use in our service areas			EC2-2
Origin:	Water Services 2018 Business Plan			
Tasks		Status		
1. Negotiate Statutory Right of Way with Property Owner for well site.		In Progress		
2. Correspond with Island Health on SRW size		Complete		
3. Execute Agreement with Property Owners for SRW.		In Progress		
4. Design, Permitting and Construction for Access Road to well site.		Pending Execution of Agreement		
5. Drill and test well on SRW		Pending completion of Design, Permitting and Road Construction		
Accountable Department	Water and Utility Services Regional and Community Development			
Related Strategic Priorities:	S2	S3	EV3	EV4

FOCUS ON THE ECONOMY				
Action:	NanOOSE - Design and construction of new pumpstation to meet current and build-out water demand requirements			RCU-EC2-2.6
Strategic Priority:	We recognize the importance of water in supporting our economic and environmental health.			EC2
	We will invest in water systems to ensure the quality and quantity needed to support domestic water use in our service areas			EC2-2
Origin:	Water Services 2018 Business Plan			
Tasks	Status			
1. Prepare and Award RFP	Complete			
2. Complete Design and tender Construction	Complete			
3. Construction of Transmission Main and Pumpstation Foundation	In Progress			
4. Pumpstation Completion and Commissioning	2019			
Accountable Department	Water and Utility Services Regional and Community Development			
Related Strategic Priorities:	S2	S3	EV3	EV4

FOCUS ON THE ECONOMY				
Action:	Bowser Village Sanitary Sewer and Treatment Plant			RCU-EC3-1.1
Strategic Priority:	We will foster economic development.			EC3
	Expand liquid waste capacity to support commerce, industry and development.			EC2-2
Origin:	Water and Wastewater Services 2018 Business Plan			
Tasks	Status			
1. Establish Bowser Village Sanitary Sewer Service	Complete			
2. Complete Sanitary Sewer Collection, Outfall and Treatment Plant design.	In Progress			
3. Public Consultation and Stakeholder Engagement.	In Progress			
4. Obtain regulatory and other permits as required.	In Progress			
5. Secure funding through partnerships with the development community.	Complete			
6. Rezone property for proposed treatment plant use.	Complete			
7. Tender project.	2019			
8. Construction and Commissioning	2019/ 2020			
Accountable Department	Water and Wastewater Services Regional and Community Development			
Related Strategic Priorities:	S2	S3	EV3	EV4

Focus on Environment

Section Contents

The RDN recognizes that a healthy environment is key to economic development and a healthy community

EV1: We will have a strong focus on protecting and enhancing our environment in all decisions.

EV1-1: Implement leading practices at our waste management facilities.

Action #	Action Description	Status	Pg
RCU-EV1-1.1	Implement a capital works strategy and adjust operational procedures to mitigate on site odours at all RDN waste management facilities	In Progress	191
RCU-EV1-1.2	Review Design & Operations Plan and ensure compliance with the Ministry of Environments regulatory obligations	Complete <input checked="" type="checkbox"/>	192
RCU-EV1-1.3	Refine a regional strategy to manage inflow and infiltration received at RDN treatment facilities	Ongoing	193
RCU-EV1-1.4	Refine chemically enhanced primary treatment procedures during periods of high BOD and TSS and maintenance periods	Complete <input checked="" type="checkbox"/>	194

EV1-2: We will take measures to protect biodiversity.

Action #	Action Description	Status	Pg
RCU-EV1-2.1	Administer source control strategies aimed at reducing contaminants that industries and businesses discharge into the sanitary sewer system	In Progress	195
RCU-EV1-2.2	Reduce precipitation infiltration by extending the cover system and installing water control features to minimize the risk of offsite groundwater impacts and reduce the amount of leachate requiring treatment	In Progress	196
PR-EV1-2.3	Work with Land Trusts to secure identified regionally significant parkland	Ongoing	197

EV1-3: We will seek out the best available information to support evidence-based decision-making.

Action #	Action Description	Status	Pg
RCU-EV1-3.1	Implement data management framework for DWWP program datasets to improve efficiency and organization, increase capacity for data integration and visualization, data analysis and data sharing	In Progress	198
RCU-EV1-3.2	Complete a Biosolids Site Lifetime Assessment for the TimberWest forest fertilization lands	In Progress	199
RCU-EV1-3.3	Complete comprehensive trend analysis on surface water quality data from the Community Watershed Monitoring network, to inform land-use planning, targeted outreach, further monitoring and watershed protection decisions	In Progress	200

EV2: We will evaluate air quality and climate impacts as factors in our infrastructure and services planning.*EV2-1: Reduce GHG emissions from corporate operations.*

Action #	Action Description	Status	Pg
PR-EV2-1.1	Complete Energy Upgrades and Air Handler Replacements at Ravensong Aquatic Centre	In Progress	201
SCD-EV2-1.2	Monitor and report on corporate energy use and emissions	Complete <input checked="" type="checkbox"/>	202

EV2-2: Ensure private and non-government organizations comply with applicable environmental regulations.

Action #	Action Description	Status	Pg
RCU-EV2-2.1	Ensure that private and non-profit waste management and recycling facilities licensed under Bylaw No. 1386 are operating in compliance with approved site operating plans	In Progress	203

EV2-3: Encourage community wide GHG emissions reductions

Action #	Action Description	Status	Pg
RCU-EV2-3.1	Landfill - Operate cogeneration facility to utilize 75% of the biogas produced from the site by 2019	Ongoing	204
SCD-EV2-3.2	Neighbourhood air quality monitoring – Assist VIU	In Progress	205

EV3: We will prepare for and mitigate the impact of environmental events.			
<i>EV3-1: We will access the best available information to prevent future impacts of climate change.</i>			
Action #	Action Description	Status	Pg
SCD-EV3-1.1	Flood plain mapping assessment	In Progress	206

EV4: We will include conservation of resources as a planning factor.			
<i>EV4-1: Encourage innovation in the development sector.</i>			
Action #	Action Description	Status	Pg
RCU-EV4-1.1	Drinking Water Watershed protection program - Refine regional strategy to manage rainwater	Ongoing	207
PR-EV4-1.2	Stone Drive - Carry out planning for Natural Playground	In Progress	208
SCD-EV4-1.3	Green Building Guidebook series development	In Progress	209
SCD-EV4-1.4	Green Building Incentive Program for Electoral Areas and Lantzville	Ongoing	210

<i>EV4-2: Set ambitious targets to conserve resources and reduce waste</i>			
Action #	Action Description	Status	Pg
RCU-EV4-2.1	Solid Waste program – Manage costs while promoting resident participation in the recycling and food waste diversion program	In Progress	211
RCU-EV4-2.2	Target delivery of education and awareness initiatives based on data in order to achieve water consumption reduction goal of 25% below 2008 levels by 2030	Complete <input checked="" type="checkbox"/>	212
RCU-EV4-2.2	Complete groundwater assessment requirements policy review and updates that were initiated with Planning in 2017	In Progress	213

Environment: 2017 Actions and Accomplishments			
RCU-56-2017	Landfill Capital Projects – Scale and scale house replacement project	Complete	<input checked="" type="checkbox"/>
RCU-63-2017	Achieve Landfill gas and leachate targets	In Progress	
R+P-37-2017	Coats Marsh Log Cabin	In Progress 2018	
R+P-39-2017	Regional Parkland Acquisition – RDN North	2017	
R+P-41-2017	Regional Parkland Acquisition – RDN South	In Progress 2019	
SCD-9-2016	Update bylaws and policies to address sea level rise	In Progress - 2019	
SCD-10-2017	Review, Standardize and Update Development Permit Areas in RDN Electoral Area OCP's	Complete	<input checked="" type="checkbox"/>

FOCUS ON ENVIRONMENT				
Action:	Implement a capital works strategy and adjust operational procedures to mitigate on site odours at all RDN waste management facilities			RCU- EV1-1.1
Strategic Priority:	We will have a strong focus on protection and enhancing our environment in all decisions..			EV1
	Implement leading practices at our waste management facilities.			EV1-1
Origin:	Wastewater – Northern Communities 2018 Business Plan			
Tasks		Status		
1. Include odour control as a major element of the detail design scope		Complete		
2. Identify budget costs for capital improvement prior to expansion construction Complete treatment plant detailed design to 90%		In Progress		
Accountable Department	Water and Wastewater Services Regional and Community Development			
Related Strategic Priorities:	S2	S3	EV2	EV3

FOCUS ON ENVIRONMENT				
Action:	Review Design & Operations Plan and ensure compliance with the Ministry of Environments regulatory obligations			RCU-EV1-1.2
Strategic Priority:	We will have a strong focus on protection and enhancing our environment in all decisions..			EV1
	Implement leading practices at our waste management facilities.			EV1-1
Origin:	Solid Waste Service 2018 Business Plan			
Tasks	Status			
1. Submit 2017 Annual Report to MOE	Complete			
2. Update Hydrogeological Assessment	In Progress			
Accountable Department	Solid Waste Services Regional and Community Development			
Related Strategic Priorities:	S2	R1	R2	EV3

FOCUS ON ENVIRONMENT			
Action:	Refine a regional strategy to manage inflow and infiltration received at RDN treatment facilities	RCU-EV1-1.3	
Strategic Priority:	We will have a strong focus on protection and enhancing our environment in all decisions.	EV1	
	Implement leading practices at our waste management facilities.	EV1-1	
Origin:	Liquid Waste Management 2018 Business Plan		
Tasks		Status	
1. Complete I&I study for the Townsite Stormwater Master Plan		Ongoing	
2. Develop Regional Strategy for I&I based on completed study.		Ongoing	
Accountable Department		Water and Wastewater Services	Regional and Community Development
Related Strategic Priorities:	S2	R1	EV3

FOCUS ON ENVIRONMENT					
Action:	Refine chemically enhanced primary treatment procedures during periods of high BOD and TSS and maintenance periods				RCU- EV1-1.4
Strategic Priority:	We will have a strong focus on protection and enhancing our environment in all decisions.				EV1
	Implement leading practices at our waste management facilities.				EV1-1
Origin:	Wastewater 2018 Business Plans				
Tasks		Status			
1. Tender and award Liquid Aluminum Sulphate contract		Complete			
2. Monthly project meeting examine effluent quality and chemical consumption		Ongoing			
Accountable Department	Water and Wastewater Services Regional and Community Development				
Related Strategic Priorities:	S2	R1	R2	EC5	EV3

FOCUS ON ENVIRONMENT				
Action:	Administer source control strategies aimed at reducing contaminants that industries and businesses discharge into the sanitary sewer system			RCU-EV1-2.1
Strategic Priority:	We will have a strong focus on protection and enhancing our environment in all decisions..			EV1
	We will take measures to protect biodiversity			EV1-2
Origin:	Wastewater 2018 Business Plans			
Tasks	Status			
1. Work with partner municipalities to investigate strategies to address illegal discharges.	In Progress			
Accountable Department	Water and Wastewater Services Regional and Community Development			
Related Strategic Priorities:	S2	S3	R1	EV3

FOCUS ON ENVIRONMENT				
Action:	Reduce precipitation infiltration by extending the cover system and installing water control features to minimize the risk of offsite groundwater impacts and reduce the amount of leachate requiring treatment			RCU- EV1-2.2
Strategic Priority:	We will have a strong focus on protection and enhancing our environment in all decisions..			EV1
	We will take measures to protect biodiversity			EV1-2
Origin:	Solid Waste Services 2018 Business Plans			
Tasks		Status		
1. Assess 2017 Activities		Complete		
2. Develop 2018 Project Plan		Complete		
3. Deliver Identified 2018 Projects		In Progress		
Accountable Department	Solid Waste Services Regional and Community Utilities			
Related Strategic Priorities:	S2	S3	R4	EV3

FOCUS ON ENVIRONMENT				
Action:	Work with Land Trusts to secure identified regionally significant parkland			PR-EV1-2.3
Strategic Priority:	We will have a strong focus on protection and enhancing our environment in all decisions..			EV1
	We will take measures to protect biodiversity			EV1-2
Origin:	Parks Services 2018 Business Plans			
Tasks	Status			
1. Negotiate land acquisitions for regionally significant parklands in partnership with Land Trusts as opportunities arise	Ongoing			
Accountable Department	Parks Services Recreation and Parks Services			
Related Strategic Priorities:	S3	R1	R4	EC4

FOCUS ON ENVIRONMENT			
Action:	Implement data management framework for DWWP program datasets to improve efficiency and organization, increase capacity for data integration and visualization, data analysis and data sharing	RCU- EV1-3.1	
Strategic Priority:	We will have a strong focus on protection and enhancing our environment in all decisions.	EV1	
	We will seek out the best available information to support evidence-based decision-making.	EV1-3	
Origin:	Drinking Water Watershed Protection 2018 Business Plans		
Tasks		Status	
1. Explored software solutions for groundwater quality data mgmt & selected Water Trax		Complete	
2. Custom framework design underway; data entry in new system to commence in May		In Progress	
3. Work with Province on data management via their new Water Data Portal (Aquarius) –under agreement that is currently being finalized.		In Progress	
Accountable Department	Water and Utility Services Regional and Community Utilities		
Related Strategic Priorities:	S3	R3	EC2

FOCUS ON ENVIRONMENT				
Action:	Complete a Biosolids Site Lifetime Assessment for the TimberWest forest fertilization lands	RCU- EV1-3.2		
Strategic Priority:	We will have a strong focus on protection and enhancing our environment in all decisions.	EV1		
	We will seek out the best available information to support evidence-based decision-making.	EV1-3		
Origin:	Wastewater Services 2018 Business Plans			
Tasks	Status			
1. Complete a Biosolids Site Lifetime Assessment	In Progress			
Accountable Department	Water and Wastewater Services Regional and Community Utilities			
Related Strategic Priorities:	S2	S3	R4	EV3

FOCUS ON ENVIRONMENT		
Action:	Complete comprehensive trend analysis on surface water quality data from the Community Watershed Monitoring network, to inform land-use planning, targeted outreach, further monitoring and watershed protection decisions	RCU- EV1-3.3
Strategic Priority:	We will have a strong focus on protection and enhancing our environment in all decisions.	EV1
	We will seek out the best available information to support evidence-based decision-making.	EV1-3
Origin:	Drinking Water Watershed Protection 2018 Business Plans	
Tasks	<ol style="list-style-type: none"> 1. Develop project scope 2. Issue RFP and engage consultants 3. Data compilation and analysis 4. Final Report 	Status
		<p>Complete</p> <p>Complete</p> <p>Complete</p> <p>In Progress</p>
Accountable Department	Water and Utility Services Regional and Community Utilities	
Related Strategic Priorities:	S3 R3 EV3	

FOCUS ON ENVIRONMENT		
Action:	Complete Energy Upgrades and Air Handler Replacements at Ravensong Aquatic Centre	PR-EV2-1.1
Strategic Priority:	We will evaluate air quality and climate impacts as factors in our infrastructure and services planning.	EV2
	Reduce GHG emissions from corporate operations.	EV2-1
Origin:	Ravensong Aquatic Centre 2018 Business Plan	
Tasks	Status	
1. Scope of work determined and mechanical engineering consulting services secured	Complete	
2. Complete Energy Upgrades and Air Handler Replacements	In Progress	
Accountable Department	Recreation Services Recreation and Parks Services	
Related Strategic Priorities:	S3 S4	

FOCUS ON ENVIRONMENT		
Action:	Monitor and report on corporate energy use and emissions	SCD- EV2-1.2
Strategic Priority:	We will evaluate air quality and climate impacts as factors in our infrastructure and services planning.	EV2
	Reduce GHG emissions from corporate operations.	EV2-1
Origin:	Energy and Sustainability 2018 Business Plan	
Tasks	Status	
1. Gather Energy Use data for all departments	Complete	
2. Convert energy use data to emissions using Provincial guidebooks	Complete	
3. Report energy use and emissions to the Province	Complete	
Accountable Department	Long Range Planning and Energy & Sustainability Strategic and Community Development	
Related Strategic Priorities:	S2 R4 EV3	

FOCUS ON ENVIRONMENT				
Action:	Ensure that private and non-profit waste management and recycling facilities licensed under Bylaw No. 1386 are operating in compliance with approved site operating plans			RCU- EV2-2.1
Strategic Priority:	We will evaluate air quality and climate impacts as factors in our infrastructure and services planning.			EV2
	Ensure private and non-government organizations comply with applicable environmental regulations			EV2-2
Origin:	Solid Waste 2018 Business Plan			
Tasks	Status			
1. Ensure reporting is compliant with license	In Progress			
2. Inspection of Facilities	In Progress			
Accountable Department	Solid Waste Services Regional and Community Utilities			
Related Strategic Priorities:	S3	S7	R4	EV3

FOCUS ON ENVIRONMENT			
Action:	Landfill - Operate cogeneration facility to utilize 75% of the biogas produced from the site by 2019		RCU-EV2-3.1
Strategic Priority:	We will evaluate air quality and climate impacts as factors in our infrastructure and services planning.		EV2
	Encourage community wide GHG emissions reductions.		EV2-3
Origin:	Southern Community Wastewater Services 2018 Business Plan		
Tasks		Status	
1. Ensure timely responses to operational issues.		Ongoing	
2. Identify and carry inventory of critical components/part on site to reduce down time		Ongoing	
Accountable Department	Water and Wastewater Services Regional and Community Utilities		
Related Strategic Priorities:	S2	S3	EV4

FOCUS ON ENVIRONMENT			
Action:	Neighbourhood air quality monitoring – Assist VIU		SCD- EV2-3.2
Strategic Priority:	We will evaluate air quality and climate impacts as factors in our infrastructure and services planning.		EV2
	Encourage community wide GHG emissions reductions.		EV2-3
Origin:	Energy and Sustainability 2018 Business Plan		
Tasks		Status	
1. Work with VIU to determine areas to monitor for air quality		In Progress	
2. Review air quality test results		October 2018	
3. Use results to inform programming including outreach and incentives.		2019	
Accountable Department	Long Range Planning and Energy & Sustainability Strategic and Community Development		
Related Strategic Priorities:	S3	R4	EV3

FOCUS ON ENVIRONMENT				
Action:	Flood plain mapping assessment			SCD- EV3-1.1
Strategic Priority:	We will prepare for and mitigate the impact of environmental events.			EV3
	We will access the best available information to prevent future impacts of climate change			EV3-1
Origin:	Community Planning 2018 Business Plan			
Tasks			Status	
1. Issue RFP for project consultant			Complete	
2. Review draft floodplain mapping and determine areas where sea level rise will most impact RDN communities			In Progress	
Accountable Department	Long Range Planning and Energy & Sustainability Strategic and Community Development			
Related Strategic Priorities:	S1	R1	R4	EV2

FOCUS ON ENVIRONMENT				
Action:	Drinking Water Watershed protection program – Refine regional strategy to manage rainwater			RCU- EV4-1.1
Strategic Priority:	We will include conservation of resources as a planning factor.			EV4
	Encourage innovation in the development sector.			EV4-1
Origin:	Drinking Water Watershed Protection 2018 Business Plan			
Tasks		Status		
1. Use DWWP comprehensive trend analysis on surface water quality based on data from the Community Watershed Monitoring Network to develop recommendations for rainwater management and watershed protection		Ongoing		
Accountable Department	Water and Utility Services Regional and Community Utilities			
Related Strategic Priorities:	S3	R1	EC2	EV3

FOCUS ON ENVIRONMENT				
Action:	Stone Drive - Carry out planning for Natural Playground			PR-EV4-1.2
Strategic Priority:	We will include conservation of resources as a planning factor.			EV4
	Encourage innovation in the development sector.			EV4-1
Origin:	Parks Services 2018 Business Plan			
Tasks			Status	
1. Hold meeting with neighbours			Complete	
2. Review site and alternatives based on community feedback.			Complete	
3. Develop concept plan			November 2018	
Accountable Department	Parks Services Recreation and Parks Services			
Related Strategic Priorities:	S2	S4	S5	R2

FOCUS ON ENVIRONMENT		
Action:	Green Building Guidebook series development	SCD-EV4-1.3
Strategic Priority:	We will include conservation of resources as a planning factor.	EV4
	Encourage innovation in the development sector.	EV4-1
Origin:	Energy and Sustainability 2018 Business Plan	
Tasks	Status	
1. Review draft and finalize final publication	In Progress	
Accountable Department	Long Range Planning and Energy & Sustainability Strategic and Community Development	
Related Strategic Priorities:	S7 EC3	

FOCUS ON ENVIRONMENT			
Action:	Green Building Incentive Program for Electoral Areas and Lantzville	SCD- EV4-1.4	
Strategic Priority:	We will include conservation of resources as a planning factor.	EV4	
	Encourage innovation in the development sector.	EV4-1	
Origin:	Energy and Sustainability 2018 Business Plan		
Tasks		Status	
1. Manage rebate program		Ongoing	
Accountable Department	Long Range Planning and Energy & Sustainability Strategic and Community Development		
Related Strategic Priorities:	S3	S7	R2 EC3

FOCUS ON ENVIRONMENT		
Action:	Solid Waste program – Manage costs while promoting resident participation in the recycling and food waste diversion program	RCU- EV4-2.1
Strategic Priority:	We will include conservation of resources as a planning factor.	EV4
	Set ambitious targets to conserve resources and reduce waste	EV4-2
Origin:	Solid Waste Services 2018 Business Plan	
Tasks	Status	
1. Report on options to replace residential collection service in 2020	Complete	
2. Recommend Preferred Option to replace service	In Progress	
Accountable Department	Solid Waste Services Regional and Community Utilities	
Related Strategic Priorities:	S3 S7 R2	

FOCUS ON ENVIRONMENT				
Action:	Target delivery of education and awareness initiatives based on data in order to achieve water consumption reduction goal of 25% below 2008 levels by 2030			RCU- EV4-2.2
Strategic Priority:	We will include conservation of resources as a planning factor.			EV4
	Set ambitious targets to conserve resources and reduce waste			EV4-2
Origin:	Drinking Water Watershed Protection 2018 Business Plan			
Tasks		Status		
1. Evaluate Irrigation Check-up Program Results 2011-2017 to understand impact.		Complete		
2. Review Water Conservation Plan (2013) progress on meeting targets and current trajectory.		Complete		
3. Bring Water Conservation Plan understanding into education and awareness programs delivered by Team WaterSmart		Ongoing		
Accountable Department	Water and Utility Services Services Regional and Community Utilities			
Related Strategic Priorities:	S3	R2	EC2	EV1

FOCUS ON ENVIRONMENT				
Action:	Complete groundwater assessment requirements policy review and updates that were initiated with Planning in 2017			RCU- EV4-2.3
Strategic Priority:	We will include conservation of resources as a planning factor.			EV4
	Set ambitious targets to conserve resources and reduce waste			EV4-2
Origin:	Drinking Water Watershed Protection 2018 Business Plan			
Tasks		Status		
1. Finish internal review with Planning Department, based on work done in 2017 with TAC subcommittee		Complete		
2. Engage 3 hydrogeologists in expert review of revised policy		Complete		
3. Finalize policy revisions based on hydrog. feedback and bring to Board for approval in July		In Progress		
Accountable Department	Water and Utility Services Regional and Community Utilities			
Related Strategic Priorities:	S7	R2	EC2	EV3

Action Items Beyond 2018

ITEMS FOR FUTURE OPERATIONAL PLANS

The 2018 Operational Plan Update provides status updates on Action Items with Tasks for implementation in the current year. Many of the actions continue from prior years, or extend into future years. Projects that are not completed in 2018 will reappear in the 2019 Operational Plan Update, along with any new projects and programs to be defined in the 2019 annual budget.

As 2018 is a civic election year, one of the key tasks is for the incoming RDN Board of Directors to set the direction for a new term of office, which includes reviewing and revising the Board Strategic Plan. Any changes to the Board's overall strategic direction; as well as reprioritizing of RDN program, services, or projects; or additions and removals of projects will be incorporated into a new 2019 Operational Plan and a 2019 – 2023 Operational Forecast. As the upcoming term of office progresses, future operational updates will highlight year-over-year accomplishments, and serve as an ongoing record of implementation of Board direction.

In each year of the term of office, Directors will have the opportunity to review and reaffirm the Board Strategic Plan, or make changes as necessary. This is part of a continuous improvement process designed to ensure that the RDN, as an organization, is delivering on the Board priorities, and any changes made to the Strategic Plan will be reflected in future Operational Plans, Forecasts and updates.

Taken from the September 18, 2018 Regular Board minutes:

Notice of Motion – Filming Permits

Chair Veenhof provided notice that the following motion will be brought forward to the October 2, 2018 Committee of the Whole agenda:

That staff be directed to report back to the Board on developing filming permits.