

VERSION 2018.1.01

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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

Status (Shaded items are Complete)

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		
	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

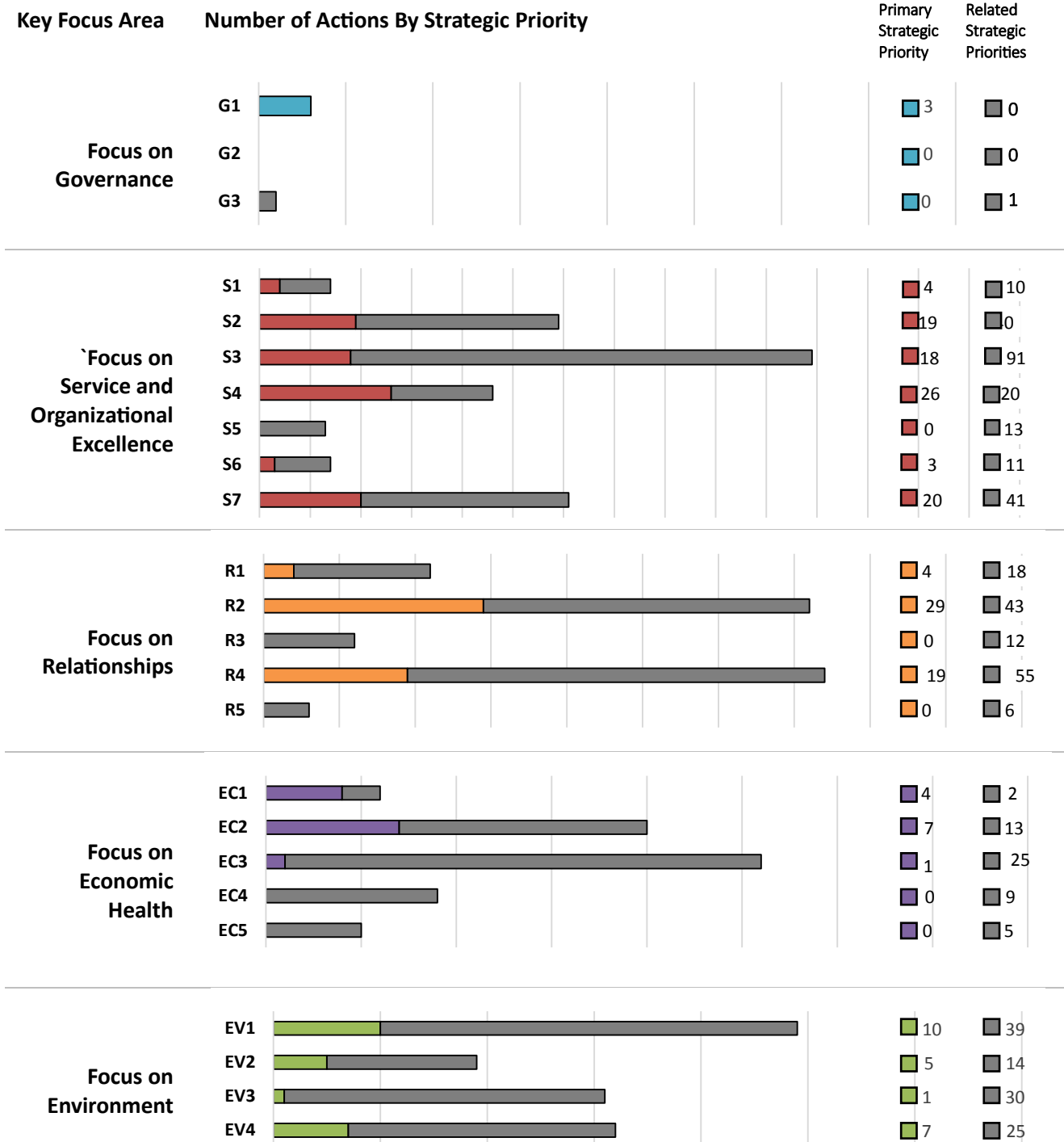
The RDN recognizes that a healthy environment is key to economic development and a healthy community

- 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

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

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	<input checked="" type="checkbox"/> 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	<input checked="" type="checkbox"/> 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	<input checked="" type="checkbox"/> 158
TEP-R4-2.4	Three transit exchanges in Nanaimo - Work with BC Transit to secure grant infrastructure funding to build/expand	Complete	<input checked="" type="checkbox"/> 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	<input checked="" type="checkbox"/> 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	<ol style="list-style-type: none"> 1. Curbside outreach 2. Solid Waste Newsletter (residential curbside) 3. Solid Waste Newsletter (SWMP) 	Status
		<p>Complete</p> <p>In Progress</p> <p>In Progress</p>
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		Status
1. Identify and review projects for funding		Complete
2. RDN staff and community partners meeting to review and decide on next steps.		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
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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.

EV3-1: We will access the best available information to prevent future impacts of climate change.

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.

EV4-1: Encourage innovation in the development sector.

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

EV4-2: Set ambitious targets to conserve resources and reduce waste

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		Status
1. Develop project scope		Complete
2. Issue RFP and engage consultants		Complete
3. Data compilation and analysis		Complete
4. Final Report		In Progress
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

1. Scope of work determined and mechanical engineering consulting services secured

Status

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.