

**REGIONAL DISTRICT OF NANAIMO  
COMMITTEE OF THE WHOLE  
AGENDA**

**Tuesday, September 12, 2017  
Immediately following the Special Board meeting  
RDN Board Chambers**

*This meeting will be recorded*

**Pages**

- 1. CALL TO ORDER**
- 2. APPROVAL OF THE AGENDA**
- 3. ADOPTION OF MINUTES**

That the following minutes be adopted:

  - 3.1 Regular Committee of the Whole Meeting - July 11, 2017** 4
- 4. DELEGATIONS**
  - 4.1 Gloria Hatfield, Gabriola Chamber of Commerce, re Economic Development Plan Recommendation for Electoral Area 'B'** 8
  - 4.2 Lisa Griffith, Gabriola Historical and Museum Society, re Annual Review of Activities and financial records to fulfill obligations associated with \$12,000 annual contribution from RDN** 10
  - 4.3 Richard Strachan, Gabriola Island Community Hall Association, re Petition to the RDN to to raise \$40,000 annually for the Gabriola Community Hall general revenue fund** 11
  - 4.4 Deanna Breuker, re Living Moments Dementia Day Program in Qualicum Beach** 13
- 5. COMMITTEE MINUTES**

That the following minutes be received for information:

  - 5.1 Minutes of the Agricultural Advisory Committee Meeting - July 21, 2017** 17

**6. FINANCE**

**6.1 Bylaw No. 1764 Alberni-Clayoquot Regional District 2018 Permissive Tax Exemption 19**

1. That "Property Tax Exemption (Alberni-Clayoquot Mt. Arrowsmith Regional Park) Bylaw No. 1764, 2017" be introduced and read three times.

2. That "Property Tax Exemption (Alberni-Clayoquot Mt. Arrowsmith Regional Park) Bylaw No. 1764, 2017" be adopted.

**6.2 2018 to 2022 Financial Plan Schedule and Preliminary 2018 Budget Information 23**

That the preliminary 2018 budget information provided be received and that the proposed schedule of meetings to review and approve the 2018 to 2022 Financial Plan be approved as presented.

**6.3 Quarterly Financial Report - Second Quarter - 2017 30**

That the financial report for the period January 1, 2017 to June 30, 2017 be received for information.

**7. CORPORATE SERVICES**

**7.1 Board Procedure Amendment Bylaw No. 1754.01 40**

1. That "Regional District of Nanaimo Board Procedure Amendment Bylaw No. 1754.01, 2017" be introduced and read three times.

2. That "Regional District of Nanaimo Board Procedure Amendment Bylaw No. 1754.01, 2017" be adopted.

3. That staff be directed to draft a resolution for consideration by the Board and submission to the Association of Vancouver Island and Coastal Communities, recommending legislative changes to notice requirements for Directors.

4. That the Minister of Municipal Affairs & Housing be requested to review the legislation to modernize the notice requirements for Directors.

**8. STRATEGIC AND COMMUNITY DEVELOPMENT**

**8.1 Service Agreement with Gabriola Island Chamber of Commerce to provide Economic Development For Electoral Area B 43**

1. That the Gabriola Island Economic Development Plan be received.
2. That the Regional District of Nanaimo enter into an agreement with the Gabriola Island Chamber of Commerce to provide economic development services for Electoral Area 'B' for 2017 to 2020 (three years).
3. That the agreement include the following requirements:
  - a. The GICC submit an annual work plan including expenses to the RDN in support of their funding request.
  - b. That regular reporting on the Key Performance Indicators as outlined in the Gabriola Island Economic Development Plan be a requirement for continued funding.
4. That the RDN provide funding to GICC in the amount of \$29,925 for economic development services for the period ending March 31, 2018 and then \$65,000 per year thereafter in accordance with the agreement.

**8.2 2017 Operational Plan Update and 2017 – 2021 Operational Report and Forecast 76**

1. That the Board endorse the Regional District of Nanaimo 2017 Operational Plan Update.
2. That the Board endorse the Regional District of Nanaimo 2017 – 2021 Operational Report and Forecast.

**9. REGIONAL AND COMMUNITY UTILITIES**

**9.1 September 2017 Drinking Water and Watershed Protection Program Update 211**

That the Board endorse the September 2017 update on the Drinking Water and Watershed Protection program.

**10. BUSINESS ARISING FROM DELEGATIONS**

**11. NEW BUSINESS**

**11.1 Directors' Roundtable**

**12. ADJOURNMENT**

**REGIONAL DISTRICT OF NANAIMO**

**MINUTES OF THE REGULAR COMMITTEE OF THE WHOLE MEETING**

**Tuesday, July 11, 2017**

**7:00 P.M.**

**RDN Board Chambers**

In Attendance:	Director I. Thorpe	Chair
	Director A. McPherson	Electoral Area A
	Director H. Houle	Electoral Area B
	Director M. Young	Electoral Area C
	Director B. Rogers	Electoral Area E
	Director J. Fell	Electoral Area F
	Director J. Stanhope	Electoral Area G
	Alternate	
	Director M. Recalma	Electoral Area H
	Director B. McKay	City of Nanaimo
	Director B. Bestwick	City of Nanaimo
	Director G. Fuller	City of Nanaimo
	Director J. Hong	City of Nanaimo
	Director J. Kipp	City of Nanaimo
	Director B. Yoachim	City of Nanaimo
	Director M. Lefebvre	City of Parksville
	Director B. Colclough	District of Lantzville
	Director T. Westbroek	Town of Qualicum Beach
Regrets:	Director W. Veenhof	Electoral Area H
Also in Attendance:	P. Carlyle	Chief Administrative Officer
	R. Alexander	Gen. Mgr. Regional & Community Utilities
	G. Garbutt	Gen. Mgr. Strategic & Community Development
	W. Marshall	A/Gen. Mgr. Recreation & Parks
	D. Trudeau	Gen. Mgr. Transportation & Emergency Planning Services
	J. Hill	A/Director of Corporate Services
	W. Idema	Director of Finance
	D. Banman	Mgr. Recreation Services
	C. Golding	Recording Secretary

**CALL TO ORDER**

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

The Chair welcomed Alternate Director Chief Recalma to the meeting.

**APPROVAL OF THE AGENDA**

It was moved and seconded that the agenda be approved as presented.

CARRIED UNANIMOUSLY

**ADOPTION OF MINUTES**

**Regular Committee of the Whole Meeting - June 13, 2017**

It was moved and seconded that the minutes of the Regular Committee of the Whole meeting held June 13, 2017, be adopted.

CARRIED UNANIMOUSLY

**COMMITTEE MINUTES**

**Liquid Waste Management Plan Monitoring Committee Meeting - June 12, 2017**

It was moved and seconded that the minutes of the Liquid Waste Management Plan Monitoring Committee meeting held June 12, 2017, be received for information.

CARRIED UNANIMOUSLY

**FINANCE**

**Southern Community Sewer Secondary Treatment Capital Improvements – Security Issuing Bylaw 1762 and Interim Financing Bylaw 1763**

It was moved and seconded that “Southern Community Sewer Local Service Secondary Treatment Capital Improvements Security Issuing Bylaw No. 1762, 2017” be introduced and read three times.

CARRIED UNANIMOUSLY

It was moved and seconded that “Southern Community Sewer Local Service Secondary Treatment Capital Improvements Interim Financing Bylaw No. 1763, 2017” be introduced and read three times.

CARRIED UNANIMOUSLY

**RECREATION AND PARKS**

**Draft State of Recreation in District 69 (Oceanside) Research Report**

Brian Johnston and Stephen Slawuta, RC Strategies + PERC, provided an overview of research and engagement key findings from residents, stakeholders and community groups and discussed the next steps in the completion of the draft Recreation Services Master Plan for District 69.

It was moved and seconded that the Draft State of Recreation in District 69 (Oceanside) Research Report be presented to the District 69 Recreation Commission and the Recreation Services Master Plan Advisory Committee for information and comment prior to inclusion in the Master Plan as a reference document.

CARRIED UNANIMOUSLY

## **REGIONAL AND COMMUNITY UTILITIES**

### **July 2017 Asset Management Update**

It was moved and seconded that the Board endorse the July 2017 Asset Management Update.

CARRIED UNANIMOUSLY

## **NEW BUSINESS**

Director Recalma left the meeting at 7:51 pm citing a conflict of interest with the next agenda item.

### **Community Grants - Tribal Journeys 2017**

It was moved and seconded that:

Whereas on May 23, 2017 after consideration of a staff report on Tribal Journeys 2017 the Board resolved that "...Directors and staff be informed of any volunteer opportunities that may arise from the event."

Therefore be it resolved that the Regional District of Nanaimo's First Nations liaison budget be utilized to provide the following community grants to contribute towards the costs of Tribal Journeys 2017.

1. Qualicum First Nation \$1200
2. Snuneymuxw First Nation \$1200
3. Snaw-Naw-As \$1200

CARRIED UNANIMOUSLY

Director Recalma returned to the meeting at 7:55 pm.

### **Directors' Roundtable**

Directors provided updates to the Board.

Director Lefebvre presented Qualicum First Nation Chief Recalma with a framed copy of the City of Parksville's Proclamation recognizing the culture, heritage and diversity of indigenous people in Canada and the City's friendship with Qualicum First Nation.

**IN CAMERA**

It was moved and seconded that pursuant to Sections 90 (1) (g) and (m) of the *Community Charter* the Committee proceed to an In Camera meeting for discussions related to litigation and intergovernmental relations.

CARRIED UNANIMOUSLY

TIME: 8:06 PM

**ADJOURNMENT**

It was moved and seconded that this meeting be adjourned.

CARRIED UNANIMOUSLY

TIME: 8:20 PM

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CHAIR

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CORPORATE OFFICER

**Delegation:** **Gloria Hatfield, Gabriola Chamber of Commerce, re Economic Development Plan Recommendation for Electoral Area ‘B’.**

**Summary:** As outlined in the Southern Community Economic Development Service Strategic Planning Agreement for Electoral Area B, the Gabriola Island Chamber of Commerce has been contracted to:

7.1 (d) Compile findings to create a realistic and achievable 3-year Strategic Plan outlining priorities, key activities, ownership of assets and resource allocations. The Gabriola Chamber of Commerce, in consultation with the community and in collaboration with the key strategic stakeholders, has created an Economic Development Plan.

As a result of the discussions with the community regarding the organizational structure required to achieve the goals set out in the Plan, the stakeholders recommend that the Regional District of Nanaimo and the Gabriola Island Chamber of Commerce enter in to an annually reviewed long-term (10 year) service agreement effective April 1, 2018 to:

- Create and maintain an Economic Development Advisory Group representative of Electoral Area B, reporting through the Gabriola Island Chamber of Commerce, to the Regional District of Nanaimo. The Economic Development Advisory Group will be accountable for the oversight required for the implementation of the Economic Development Plan, in particular the responsibilities as laid out in Pillar #1 Governance, with the following Vision and Mission:
  - Vision – “We are a Gabriola organization with the resources and skills to focus and elevate the Island to be economically robust and demographically diverse. We are reflective of and responsible to the residents of Electoral Area B.”
  - Mission – “Our mission is to develop a robust Island economy that thrives within the culture Gabriolans cherish. We will provide tools and resources to create a community working in concert to improve our entrepreneurial capacity.

In consideration for this service, it has been recommended through the Strategic Planning process that the Regional District pay the Chamber a service fee of \$65,000 per year. The Strategic Plan outlines the requirement for the development of Key Performance Indicators which will be used as part of the annual renewing process.

**Action Requested:** Recommendations that:

1. The Gabriola Island Chamber of Commerce be contracted to implement the Interim Plan to 2017 Fiscal Year End as presented, and



2. The Regional District of Nanaimo and the Gabriola Island Chamber of Commerce enter into an annually reviewed long-term (10 year) service agreement effective April 1, 2018 to:
  - Create and maintain an Economic Development Advisory Group representative of Electoral Area B, reporting through the Gabriola Island Chamber of Commerce, to the Regional District of Nanaimo.
  - Hire and/or contract an individual responsible for the work required to achieve the goals and objectives set out by the community in the Gabriola Island/Electoral Area B Economic Development Plan.

In consideration for this service, it has been recommended through the Strategic Planning process that the Regional District pay the Chamber a service fee of \$65,000 per year.

**Delegation:** Lisa Griffith, Gabriola Historical and Museum Society, re Annual Review of Activities and financial records to fulfill obligations associated with \$12,000 annual contribution from RDN

**Summary:** The Gabriola Historical and Museum Society has had a busy and successful year in 2017. In addition to mounting a new exhibit, "Gabriola Inspired! Isle of Many Arts", the Museum sponsored a contest for a Gabriola Flag, initiated a summer program of Children's Activities, and hosted weekly summer readings of Historical Stories. The Museum was awarded several grants, and won recognition for two Japanese-Canadian Historic sites on Gabriola. A self-guiding book "Traveling through Time: A Guide to the Historic Sites of Gabriola Island " was published in August, and companion permanent historic site plaques are planned within the next year. We continue to offer our popular GabriolansTalk series, and Gertie Bus Historical Tours.

The Museum 2016 year end Income Statement shows total revenues of \$45,231, and total expenses of \$43, 249 for a net income of \$1,982. The Balance Sheet records total assets of \$115,324. against Total Liabilities of -\$407.

Thank you for your continuing support.

**Action Requested:** No action is required if the RDN Board is satisfied with the Review as presented by a member of the Gabriola Historical and Museum Society Board.

This review is in accordance with the terms of the agreement that requests that the RDN agree to transfer funds (\$12,000) received from the Province of British Columbia collected under the authority of "Electoral Area 'B' Cultural Centre Contribution Amendment Bylaw No. 1319.01, 2011" to the Museum.

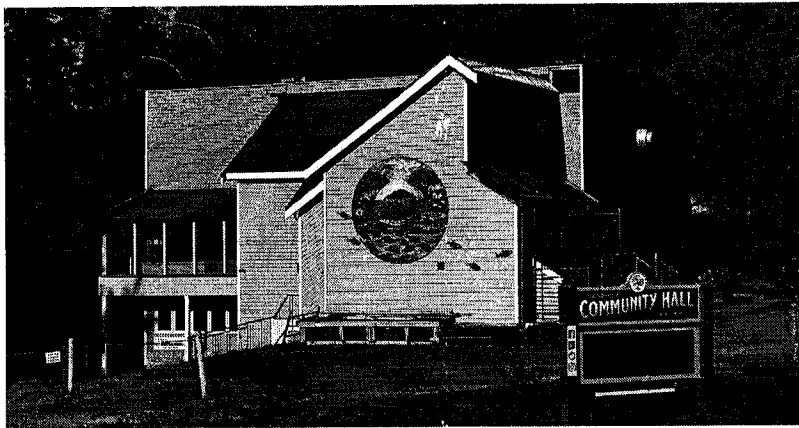
The Museum is in the third renewable 3 year term of this agreement.

**Delegation:** Richard Strachan, Gabriola Island Community Hall Association, re Petition to the RDN to increase Gabriola property tax by \$3.50 per \$100,000 value to raise \$40,000 annually for the Gabriola Community Hall general revenue fund.

**Summary:** We would like to present our petition with about 1,100 signatures (sample page attached) that were collected on Gabriola between August 8th and 21st this year. We also would like to give a short Powerpoint talk to inform the Board:

- A brief history of Gabriela Community Hall
- An explanation of its role in our community
- An outline of the Hall's financial status
- What brought us to this petition
- How the signatures were collected
- What the funds would be used for
- Process for determining use of funds

**Action Requested:** We request that the Board accept our petition and help implement a property tax increase of \$3.50 per \$100,000 value to raise \$40,000 annually for the Gabriola Community Hall general revenue fund.



## GABRIOLA COMMUNITY HALL

### PETITION TO THE RDN

“I support a tax increase of \$3.50 per \$100,000 value of Gabriola properties to raise \$40,000 annually for the Gabriola Community Hall general revenue fund.”

The average property on Gabriola is \$333,000  
 $\$3.50 \times \$3.33 = \$11.66$  per year (avg increase)

#### Who can sign:

- 18 years of age or older
- A Canadian citizen & resident of British Columbia for at least six months
- Have lived on Gabriola and/or been the owner of property on Gabriola for at least 30 days.
- Not be disqualified to vote in a local election.

NAME	GABRIOLA ADDRESS	VOR 1X	SIGNATURE	EMAIL (Optional) For Hall news only

**Delegation:** **Deanna Breuker, re Living Moments Dementia Day Program in Qualicum Beach**

**Summary:** Purple Angel Dementia Awareness was adapted in February, 2016 from Norman McNamara of the United Kingdom. I was honoured when inducted as a Purple Angel Ambassador after the Purple Angel of the UK, noted my dementia efforts here in the Qualicum Beach area, which also host the largest elder living population of Canada.

It is estimated that 1 in 5 people currently or will suffer with dementia at some point in their life time. Here in the mid island area Nanoose Bay to Bowser there are virtually no dementia support services. The one local program that offers an Adult Day Program is in Parksville that specifically deals with dementia. Over the last 2 years I've seen first hand the lack of supports, continual weekly referrals, sometimes 3 -4 a week, the demand is far out weighing services. The perspective clients name sit in a file for weeks, depending on how many maybe discharged before they even get accepted into the program. Once they meet requirements they go onto the casual call in list, which is usually call in a seniority bases. Some can wait weeks or months before they even get to attend just once. This is severally detrimental to the person requiring supports, their cognitive function can rapidly deteriorate along with their physical, social and psychological wellness. These types of impairments then take a strain on their relationships especially when the spouse is the caregiver, they can become resentful, angry, stressed and that will have a negative impact on their mental even physical status. In these cases we end seeing the couple both burning out and ended up in a care facility.

Purple Angel Society of British Columbia will host a dementia day program, will be referred as "Living Moments Day Program", we would be able to obtain some of this overflow and get services to the dementia clients by 2018. If persons can acquire day program services and intervene early after a dementia diagnoses, they will have a greater chance of retaining their cognitively, physically, socially, spiritually and psychologically functions, slowing this debilitating disease and will show a benefit to all those who are directly involved with this individual. This has a positive outcome with the client feeling accepted, socially interactive and engaged with the community they reside. Caregiver's have away time to take pleasure in life with things that will recharge, decrease stress. The outcome is far more adequate, having 2 people who will feel more self fulfilled, live more harmoniously within their own home environment. We all prefer to stay at home, then in a care facility.

The goal and objective to the Purple Angel Society of British Columbia is to provide unique community services. Not only is it to educate business and community awareness by becoming Dementia Aware, the Purple Angel movement provides stickers located on the main door and at their till/customer service counter along with their certificate stating they have learned the tools and will provide better customer service to those they can identify with the skills they learned from the workshop.

When someone becomes aware of themselves or a loved one being diagnosed it can be extremely frightening and by having all these dementia services offered under one roof at 181 Sunningdale Road in the town of Qualicum Beach, will help ease the transition and tools to learn of the unknown and supports to assist in the journey.

Along with the utilizing space of Living Moments Day Program already operating in half the main floor of the building in approximately 9 months the goal would be develop a 2 respite beds with qualified 24 hour staffing, using a person centered holistic care approach, in the left side of the main floor residential area, hosting a living room, dining, room, kitchen, laundry. We would require to put in a chair lift to the second floor if client couldn't negotiate stairs. Upstairs would use the larger front bedroom for longer term placements of more than a week, the smaller bedroom used for weekends and up to 1 week stay, sharing the main washroom facility. In the large master we would convert half the space to add a staff washroom/office/bedroom for the 24 hour staff, no licensing is required up to a 2 bedroom facility. Eventually developing the basement to accommodate a resource library, education/ training sessions, counselling/ meeting room and small refreshment kitchen to host snacks for participants. This location would be booked by related support groups for a nominal fee.

Forming a non-profit [program is not yet a registered non-profit], allows to apply for government grants and funding. We are approaching several services clubs, have had a couple private financial contributions. Several persons are willing to supply their professional personal time to do renovations, community business wanting to assist with providing materials. It's obvious from the support this vision is something that people want to help and see it as a sustainable need to this community and people who live in it.

The building location at 181 Sunningdale Road in Qualicum Beach, is an ideal location for "Living Moments Day Program", implementing the Eden Alternative and Seniors Montessori approach, much different then government authority healthcare. This location it was determined it has all the necessary makings for offering a successful day program also the potential to build sustainable community resources, services and programs relating to dementia, we owe this to our seniors now and those in years to come. First the downtown location, easily accessible for families to access services, participants can walk to various town locations; coffee shops, restaurants, parks, pool, museum even the beach or golf course. Ample parking, including handicap for pick up and drop offs and bus parking for future use. It has a gated secure yard to prevent exit seeking that will protect our vulnerable participants from leaving. The big secured yard will allow us to host several programs including horticulture, horseshoe pits, visits with children( best thing is seeing the smiles and the interaction of those ages) host community engagements such as service clubs, bbq's, summer entertainment and special events ( Canada Day celebrations, Father's Day, Family Day etc.)

The Living Moments Day program offered here at Purple Angel Society of BC, will work collaboratively with participants, caregivers, families, service clubs and community volunteers. It's creating a positive experience for all involved especially the person with dementia. The Values: Innovate, Empowerment, Community and Passion.

Our Vision: Eliminate Isolation, Boredom and Promote Sense of Self Worth and you are valued.

It's imperative that caregiver's and families understand the participants do not have the coping skills such as we to function 8 hours day, 5 days a week. This is crucial that people understand and participation must be kept to 2 days at 6 hours and not be consecutively booked. These practices are put into place for health and safety purposes of the participants, staff and volunteers.

Until we are enrolling persons and start establishing a client base, then we will work on how to accommodate participants and caregivers, so families can benefit from the services of Living Moments Day Program. We will commence operations starting with Mon - Friday 9am-3pm. Upon need and request start introducing evenings and Saturdays which again will make us different from other day programs

Unfortunately with diverse dietary needs we can not host meals. We ask that 2 snacks and lunch be brought from home and will provide a refrigerator and microwave for those who wish for a hot lunch. Also, because we do not provide transportation these two things will assist in minimizing the daily cost that is paid to attend this dynamic day program here in Qualicum Beach.

Day programs that are wait listing most probably as the fee is \$10 a day the reality its being subsidized \$120-\$140 through the province. People that have a confirmed medical diagnosis of dementia are entitled to claim the disability credit, eligible dependent, tax benefit for caregivers, medical expenses for care for social programming. Any veteran can apply to Veteran's affairs as they pay them to attend day programs, amount unknown at this time. Again this would be a part of the benefits of having a resource center onsite so we would be able to assist those who may not know they have these tax savings and even assist in helping them apply.

**Action Requested:**

I am asking for your assistance to come aboard by providing space to accommodate Living Moments Dementia Day Program. It is my personal experience that Qualicum Beach is a caring, compassionate and genuine concern of our residence, especially when it comes to our elders. I am in hopes of utilizing a space that can provide a basic room to provide activities such as Coffee/Current Events, Mental and Physical aerobics, Arts& Crafts, Interactive Games, Bingo and have a washroom. Also, a kitchen area for heating lunches or provide baking programs would be great, yet not essential. If you or know of a

place please contact my email, we can discuss more in depth with days, times etc.

My main request is to accommodate the building location at 181 Sunningdale Road West in Qualicum Beach. We did an expression of interest with the town back in 2015. This location is an exceptional building and offers much beneficial factors to support a dementia day program, provide support services to those needing assistance and provide 2 respite beds for families or caregivers needing a break. I have much more to share why 181 Sunningdale would be a prime location for dementia supports and services, Qualicum Beach hosts the largest elder population in Canada. By 2023 1:5 people will be affected by this incurable debilitating disease. Thanks and if you require anything please don't hesitate to contact me.

Thank you so much for taking the time and consideration. Hopefully this information gives a better understanding of the need and benefits of a dementia day program. This is the first step on making Qualicum Beach Dementia Aware.



**REGIONAL DISTRICT OF NANAIMO****MINUTES OF THE AGRICULTURAL ADVISORY COMMITTEE MEETING****Friday, July 21, 2017****2:00 P.M.****RDN Board Chambers**

In Attendance:	Director Houle	Chair
	Director Fell	Electoral Area 'F'
	Director Westbroek	Town of Qualicum Beach
	M. Ryn	Regional Agricultural Organization
	K. Wilson	Representative District 68
	G. Laird	Representative District 68
	R. Thompson	Representative District 69
Regrets:	J. Thony	Regional Agricultural Organization
	K. Reid	Shellfish Aquaculture Organizations
	C. Watson	Representative District 69
Also in Attendance:	Director Veenhof	Electoral Area 'H'
	P. Thompson	Manager, Long Range Planning
	C. Simpson	Senior Planner, Long Range Planning
	B. Farkas	Recording Secretary

**CALL TO ORDER**

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

**APPROVAL OF THE AGENDA**

It was moved and seconded that the agenda be approved as presented.

CARRIED UNANIMOUSLY

**ADOPTION OF MINUTES****Agricultural Advisory Committee Meeting - May 26, 2017**

It was moved and seconded that the minutes of the Agricultural Advisory Committee meeting held May 26, 2017, be adopted.

CARRIED UNANIMOUSLY

**REPORTS**

**Draft Official Community Plan Policies for Electoral Area 'H' Relating to Agriculture**

It was moved and seconded that the Agricultural Advisory Committee provide comment on the draft Electoral Area 'H' Official Community Plan sections 3.1 Agriculture and Aquaculture and 5.2 Resource.

CARRIED UNANIMOUSLY

C. Simpson provided an overview of the Draft Official Community Plan policies for Electoral Area 'H' highlighting the sections relating to agriculture. Section 3.1 Agriculture and Aquaculture, Section 5.2 Resource, and Development Permit Area 5 - Farmland Protection were discussed and staff recorded the comments provided by the Committee.

**ADJOURNMENT**

It was moved and seconded that the meeting be adjourned.

CARRIED UNANIMOUSLY

TIME 3:10 pm

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CHAIR

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**TO:** Committee of the Whole  
**FROM:** Tiffany Moore  
Manager, Accounting Services  
**MEETING:** September 12, 2017  
**FILE:** 1970-04  
**SUBJECT:** Bylaw No. 1764 Alberni-Clayoquot Regional District 2018 Permissive Tax Exemption

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### **RECOMMENDATIONS**

1. That “Property Tax Exemption (Alberni-Clayoquot Mt. Arrowsmith Regional Park) Bylaw No. 1764, 2017” be introduced and read three times
2. That “Property Tax Exemption (Alberni-Clayoquot Mt. Arrowsmith Regional Park) Bylaw No. 1764, 2017” be adopted.

### **SUMMARY**

This report recommends adoption of “Property Tax Exemption (Alberni-Clayoquot Mt. Arrowsmith Regional Park) Bylaw No. 1764, 2017”.

### **BACKGROUND**

Regional Districts that own property outside of their boundaries are not automatically exempt from property taxes. The Alberni-Clayoquot Regional District is the owner of the Alberni-Clayoquot Mt. Arrowsmith Regional Park, which is located within Electoral Area ‘C’ of the Regional District of Nanaimo as shown on Attachment 2. The Board has adopted bylaws annually since 2004 to provide a permissive tax exemption for this property. Permissive tax exemption bylaws must be adopted annually or, with the assent of the electors, may cover a period not exceeding 10 years. Nanaimo and Alberni-Clayoquot Regional District staff have agreed that it is administratively easier to adopt a permissive tax exemption bylaw annually, and Bylaw 1764 covering the 2018 tax year is presented with this report.

### **ALTERNATIVES**

1. Introduce and adopt “Property Tax Exemption (Alberni-Clayoquot Mt. Arrowsmith Regional Park) Bylaw No. 1764, 2017” for the 2018 taxation year as presented.
2. Do not grant a permissive tax exemption for the 2018 taxation year for the Alberni-Clayoquot Regional District Mt. Arrowsmith Regional Park properties.

## FINANCIAL IMPLICATIONS

The 2017 assessed values for the two properties in question (folios 768 002268.420 and 768 002268.416) total \$1,836,000. The properties would have been assessed Regional District taxes of approximately \$2,201 if the exemption was not in place for the 2017 taxation year. However, if the properties were no longer to be exempted by the Board, the assessment value could increase and the property taxes payable would also be higher. Despite this implication, there is an intent and expectation that local governments will be exempt on any land they own directly. These properties represent the only permissive tax exemption provided by the Regional District of Nanaimo.

## STRATEGIC PLAN IMPLICATIONS

Adopting the property tax exemption for Alberni-Clayoquot Mt. Arrowsmith Regional Park is consistent with the Regional District of Nanaimo Strategic Plan under Focus on Relationships – we look for opportunities to partner with other government to advance our region.



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Tiffany Moore  
tmoore@rdn.bc.ca  
August 18, 2017

### Reviewed by:

- W. Idema, Director of Finance
- P. Carlyle, Chief Administrative Officer

### Attachments:

1. Bylaw No. 1764
2. Map showing ACRD Mt. Arrowsmith Regional Park

**REGIONAL DISTRICT OF NANAIMO**

**BYLAW NO. 1764**

**A BYLAW TO AUTHORIZE A PROPERTY  
TAX EXEMPTION FOR THE YEAR 2018**

WHEREAS a Board may, by bylaw adopted by at least 2/3 of the votes cast, exempt property from property taxes under Section 391(3), in accordance with Section 391(4) of the *Local Government Act*;

AND WHEREAS the Alberni-Clayoquot Regional District is the owner of properties located within the boundaries of the Regional District of Nanaimo and the properties are used as a public park;

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

1. The properties described as:

- a) District Lot 2000, Cameron Land District
- b) Lot 1, Block 1324, Plan 28909, Cameron Land District

which are owned by the Alberni-Clayoquot Regional District and are used for public park purposes, are authorized to be exempt from property taxes in accordance with Section 391(4)(g) of the *Local Government Act* for the year 2018.

2. This bylaw may be cited as the "Property Tax Exemption (Alberni-Clayoquot Mt. Arrowsmith Regional Park) Bylaw No. 1764, 2017".

Introduced and read three times this \_\_th day of \_\_\_\_\_, 2017.

Adopted this \_\_th day of \_\_\_\_\_, 2017.

\_\_\_\_\_  
CHAIRPERSON

\_\_\_\_\_  
CORPORATE OFFICER

ELECTORAL AREA F

Cameron Lake

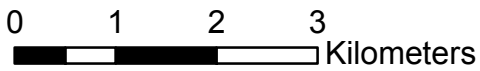
**MOUNT ARROWSMITH  
REGIONAL PARK (ACRD):  
Lot 1, Block 1324,  
Cameron District, Plan 28909  
and District Lot 2000,  
Cameron District**

Mount Arrowsmith  
Regional Park  
(ACRD)

Mount Arrowsmith Massif  
Regional Park (RDN)

ALBERNI -  
CLAYOQUOT  
REGIONAL  
DISTRICT

ELECTORAL AREA C



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**TO:** Committee of the Whole                                      **MEETING:** September 12, 2017  
**FROM:** Wendy Idema, Director of Finance                                      **FILE:** 1700-05

**SUBJECT:** 2018 to 2022 Financial Plan Schedule and Preliminary 2018 Budget Information

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**RECOMMENDATION**

1. That the preliminary 2018 budget information provided be received and that the proposed schedule of meetings to review and approve the 2018 to 2022 Financial Plan be approved as presented.

**SUMMARY**

Local governments are required to establish a public process for the review and approval of the five year financial plan. As in prior years, budget documents will be placed on the Regional District’s website commencing November 15 and all meetings will be advertised to provide the community an opportunity to provide input either through attending meetings or via the website. The preliminary budget will be based on the 2018 amounts included in the 2017 to 2021 Financial Plan approved under Bylaw No. 1755 (Attachment 1) and updated to reflect new work plans and capital project changes.

**BACKGROUND**

Local governments are required to establish a public process for the review and approval of the five year financial plan. This report is intended to provide preliminary information regarding the 2018 budget and to identify the times and places the 2018 to 2022 Financial Plan will be reviewed and approved by the Regional Board. This year’s process will include the use of the interactive web based “Bang the Table” tool to allow for feedback by the public outside of the formal meeting process.

The 2018 budget and business plans for each service area will be presented for approval by the Board in November/December, and the 2018 to 2022 financial plan will be completed for bylaw approval in February when 2018 assessments are available and final 2017 year end results/carry forwards are known. The meeting dates are published in local newspapers and on the website in advance of each open Board meeting (November 28, December 12, February 13 & 27). The opportunity to make a presentation and ask questions is provided at those meetings.

The proposed meeting schedule for the 2018 to 2022 Financial Plan is as follows:

September 19, 2017	Board Strategic Planning session
November 15, 2017	2018 Proposed Budget available on RDN website

November 28, 2017	Special Committee of the Whole re: 2018 budget & business plans
December 12, 2017	Report on 2018 Proposed Budget to Board Meeting Agenda for approval
February 13, 2018	Special Committee of the Whole for 2018 to 2022 Financial Plan
February 27, 2017	Report & Bylaw for 2018 to 2022 Financial Plan to Board Meeting Agenda for first 3 readings
March 27, 2017	Adopt Financial Plan Bylaw

The 2018 budget is based on the 2017 to 2021 Financial Plan approved under Bylaw No. 1755 (Attachment 1) and updated to reflect new work plans and capital project changes. Forecasted residential tax rates based on 2017 assessments and on the 2017 to 2021 Financial Plan are shown in Attachment 2. Specific impacts to the multiple jurisdictions in the RDN will vary depending on assessment growth and which services a community participates in. However, there continues to be strong construction development in all communities which will have somewhat of an offsetting effect on tax rates.

While it is difficult to predict how the BC, Vancouver Island and RDN area economy will fare in 2018, at this time, all areas continue to show growth. This is indicated by increases in housing prices for the area and an unemployment rate of 5.1% at July 2017 down from 5.8% at December 2016. The impacts of the North American Free Trade Agreement negotiations, the change in the provincial government, potential interest rate increases and the significant forest fire costs incurred in 2017 by the Province are yet to be fully determined; however, at this time, sources such as RBC Provincial Outlook (June 2017) continue to predict growth at 1.8% for the BC Real GDP for 2018.

**ALTERNATIVES**

1. Receive the preliminary 2018 budget information provided and approve the proposed schedule of meetings to review and approve the 2018 to 2022 Financial Plan.
2. Provide alternate direction to staff regarding the review and approval process of the 2018 to 2022 Financial Plan.

**FINANCIAL IMPLICATIONS**

The 2017 to 2021 Financial Plan Bylaw predicted a \$3.2 million overall increase to total property taxes (includes specific local services such as water/fire) in 2018 and is used as the basis for the next five year plan. Some of the largest components of this increase are in the areas listed below and are largely related to major capital and service level increases. As well, 2017 included two large decreases in the budget for the return of the Island Corridor Foundation project grant requisition and the reversal of the Ravensong Aquatic Centre debt servicing requisition. These were one-time impacts that do not carry forward to 2018.



**2017 to 2022 Financial Plan – 2018 Projected Changes**

Wastewater - Southern	\$1,124,000	Increases related to secondary treatment costs pending results of grant applications
Transit – Southern Community	\$529,400	Projected service expansion for fall, 2018
Fire Services	\$234,500	Cumulative total for 12 fire service areas to maintain capital plans and impacts of increased operating costs
Wastewater – Northern	\$204,300	Planned upgrade & expansion capital, debt servicing and additional operating costs
Solid Waste Management	\$144,500	Plan implemented in 2015 as a result of tipping fee reductions to maintain capital/reserve program
Other jurisdictions service impacts	\$115,300	Includes VURL, 911 Services, Northern Community Recreation Sportsfields & Southern Community Recreation
Transit – Northern Community	\$98,400	Impacts of 2017, 5000 hour expansion
Nanoose Bulk Water	\$71,500	Englishman River Water System Joint Venture treatment and expansion related costs
Community Parks Operations	\$69,900	Cumulative total for 8 community park services
Nanoose Peninsula Water	\$45,000	Capital program costs
Electoral Areas	\$36,000	2018 Election impacts
Multiple other services	\$552,700	Includes changes for water/ wastewater/ street lighting utilities, recreation services, legislative services
<b>Total</b>	<b>\$3,225,500</b>	

Over the October/November period, staff will provide 2018 budget information to the Board including changes resulting from the September 19 Strategic Planning review, the Bowser Sewer Service establishment, the revised Community Grants application process, the Regional Parks Service Review, the Solid Waste Management Plan Review, results of BC Transit AOA adjustments, 2017 year end results, and any other direction received.

Costs for the financial planning process estimated at \$8,000 excluding staff wages are included in the annual budget. These are costs for newspaper advertising and graphic design to produce summary budget documents to be placed on the website and included in property tax notices to electoral area property owners.

## STRATEGIC PLAN IMPLICATIONS

Although there are areas of the financial plan where provincial and federal regulations for services such as solid waste, water and wastewater have a significant impact on plans and requisitions, the financial planning process provides opportunity for the Board to review business plans and allocate resources to the key priority areas of the strategic plan.



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Wendy Idema    widema@rdn.bc.ca  
August 28, 2017

### Reviewed by:

- P. Carlyle, Chief Administrative Officer

### Attachments

1. Bylaw 1755, 2017 to 2021 Financial Plan
2. Forecast of Residential Tax Rates 2017 to 2021 Financial Plan

REGIONAL DISTRICT OF NANAIMO

BYLAW NO. 1755

A BYLAW TO ADOPT THE 2017 TO 2021 FINANCIAL PLAN

WHEREAS the Regional District of Nanaimo shall, in accordance with the the *Local Government Act*, adopt by bylaw a five year financial plan;

AND WHEREAS an expenditure not provided for in the financial plan or the financial plan as amended, is not lawful unless for an emergency that was not contemplated;

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

**1. Definitions**

“**Emergency**” means a present or imminent event that:

- a) is caused by accident, fire explosion or technical failure or by the forces of nature; and
- b) requires prompt coordination of action or special regulation of persons or property to protect the health, safety or welfare of people or to limit damage to property.

**2. Financial Plan**

Schedule ‘A’ attached to this bylaw is hereby adopted as the Financial Plan for the Regional District of Nanaimo for the period January 1, 2017 to December 31, 2021.

**3. Financial Plan Amendments**

- a) Funds may be reallocated in accordance with the Regional District of Nanaimo’s purchasing policy for new projects.
- b) The officer responsible for financial administration may transfer unexpended appropriations to Reserve Funds and accounts for future expenditures.
- c) The Board may authorize amendments to the plan for Emergencies as defined herein.

**4. Citation**


This bylaw may be cited as “Regional District of Nanaimo Financial Plan 2017 to 2021 Bylaw No. 1755, 2017”.

Introduced and read three times this 28th day of February, 2017.

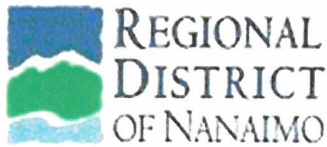
Third reading rescinded this 28th day of March, 2017

Read a third time, as amended, this 28th day of March, 2017.

Adopted this 28th day of March, 2017.

  
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CHAIRPERSON

  
\_\_\_\_\_  
CORPORATE OFFICER



**CONSOLIDATED FINANCIAL PLAN  
2017 to 2021**

Schedule 'A' to accompany "Regional District of  
Nanaimo 2017 to 2021 Financial Plan Bylaw No.  
1755, 2017

Chairperson

Corporate Officer

	2016 Budget	2017 Proposed	2018	2019	2020	2021	Total
<b>Operating Revenues</b>		5.5%	6.4%	5.2%	3.8%	2.8%	
Property taxes	(42,652,979)	<b>(44,980,223)</b>	(47,961,163)	(50,557,217)	(52,509,826)	(54,027,302)	(250,035,731)
Parcel taxes	(4,514,950)	<b>(4,763,907)</b>	(4,990,193)	(5,142,837)	(5,281,174)	(5,394,264)	(25,572,375)
Municipal agreements	(321,202)	<b>(350,645)</b>	(368,917)	(382,407)	(396,055)	(397,867)	(1,895,891)
	<b>(47,489,131)</b>	<b>(50,094,775)</b>	(53,320,273)	(56,082,461)	(58,187,055)	(59,819,433)	(277,503,997)
Operations	(3,133,785)	<b>(3,566,245)</b>	(3,538,541)	(3,571,246)	(3,616,318)	(3,647,360)	(17,939,710)
Interest income	(150,000)	<b>(150,000)</b>	(150,000)	(150,000)	(150,000)	(150,000)	(750,000)
Transit fares	(4,401,562)	<b>(4,486,982)</b>	(4,642,438)	(4,688,862)	(4,824,415)	(4,872,658)	(23,515,355)
Landfill tipping fees	(7,741,024)	<b>(7,600,000)</b>	(7,600,000)	(7,676,000)	(7,676,000)	(7,752,760)	(38,304,760)
Recreation fees	(590,740)	<b>(608,156)</b>	(620,710)	(633,847)	(647,003)	(660,475)	(3,170,191)
Recreation facility rentals	(549,505)	<b>(541,795)</b>	(558,049)	(574,791)	(592,034)	(609,795)	(2,876,464)
Recreation vending sales	(4,500)	<b>(4,500)</b>	(4,500)	(4,500)	(4,500)	(4,500)	(22,500)
Recreation concession	(3,000)	<b>(5,000)</b>	(5,000)	(5,000)	(5,000)	(5,000)	(25,000)
Recreation other	(411,785)	<b>(453,415)</b>	(467,018)	(481,028)	(495,459)	(510,322)	(2,407,242)
Utility user fees	(4,629,751)	<b>(4,830,285)</b>	(4,927,726)	(5,026,607)	(5,127,511)	(5,230,484)	(25,142,613)
Operating grants	(6,449,033)	<b>(6,216,146)</b>	(6,566,780)	(6,592,775)	(6,913,786)	(6,981,254)	(33,270,741)
Planning grants	(272,260)	<b>(301,898)</b>	(86,386)	(7,100)	(7,100)	(7,100)	(409,584)
Grants in lieu of taxes	(149,645)	<b>(149,290)</b>	(149,290)	(149,290)	(149,290)	(149,290)	(746,450)
Interdepartmental recoveries	(6,913,798)	<b>(6,346,161)</b>	(6,531,335)	(6,721,742)	(6,835,582)	(6,912,789)	(33,347,609)
Miscellaneous	(7,337,473)	<b>(8,652,686)</b>	(7,756,260)	(8,194,627)	(8,855,562)	(8,438,719)	(41,897,854)
<b>Total Operating Revenues</b>	<b>(90,226,992)</b>	<b>(94,007,334)</b>	(96,924,306)	(100,559,876)	(104,086,615)	(105,751,939)	(501,330,070)
<b>Operating Expenditures</b>							
Administration	4,387,180	<b>4,521,662</b>	4,591,557	4,639,393	4,687,519	4,737,195	23,177,326
Community grants	56,528	<b>787,758</b>	36,596	36,596	36,596	36,596	934,142
Legislative	498,394	<b>511,635</b>	608,288	542,041	536,132	541,478	2,739,574
Professional fees	2,522,668	<b>2,464,845</b>	1,927,938	1,689,352	1,736,742	1,761,525	9,580,402
Building ops	3,232,608	<b>3,286,717</b>	3,344,304	3,402,000	3,461,463	3,526,305	17,020,789
Veh & Equip ops	7,868,665	<b>7,722,123</b>	7,857,800	8,012,640	8,165,512	8,322,166	40,080,241
Operating costs	16,849,605	<b>17,341,000</b>	18,873,565	20,135,522	21,512,486	21,927,640	99,790,213
Program costs	946,870	<b>1,109,238</b>	1,103,651	1,114,423	1,125,371	1,129,487	5,582,170
Wages & benefits	30,319,473	<b>32,313,526</b>	33,233,791	33,954,468	34,633,541	34,979,887	169,115,213
Transfer to other gov/org	7,244,413	<b>6,917,002</b>	6,977,443	7,080,650	7,226,446	7,375,801	35,577,342
Contributions to reserve funds	8,456,997	<b>8,369,629</b>	6,756,599	5,820,543	6,312,620	6,229,528	33,488,919
Debt interest	4,513,284	<b>4,533,834</b>	4,498,566	4,155,790	4,088,872	3,923,956	21,201,018
<b>Total Operating Expenditures</b>	<b>86,896,685</b>	<b>89,878,969</b>	89,810,098	90,583,418	93,523,300	94,491,564	458,287,349
<b>Operating (surplus)/deficit</b>	<b>(3,330,307)</b>	<b>(4,128,365)</b>	(7,114,208)	(9,976,458)	(10,563,315)	(11,260,375)	(43,042,721)
<b>Capital Asset Expenditures</b>							
Capital expenditures	44,814,373	<b>65,901,871</b>	64,103,495	29,864,532	7,540,099	7,564,532	174,974,529
Transfer from reserves	(20,070,177)	<b>(36,654,987)</b>	(20,425,674)	(10,736,675)	(3,883,500)	(2,536,080)	(74,236,916)
Grants and other	(6,426,060)	<b>(5,973,767)</b>	(2,171,480)	(611,000)		(778,320)	(9,534,567)
New borrowing	(14,974,713)	<b>(19,144,870)</b>	(39,031,526)	(16,618,796)	(2,150,000)	(2,100,000)	(79,045,192)
<b>Net Capital Assets funded from Operations</b>	<b>3,343,423</b>	<b>4,128,247</b>	2,474,815	1,898,061	1,506,599	2,150,132	12,157,854
<b>Capital Financing Charges</b>							
Existing debt (principal)	4,787,627	<b>4,371,769</b>	4,294,515	4,178,865	4,175,930	3,892,090	20,913,169
New debt (principal & interest)	150,885	<b>191,448</b>	1,772,874	4,562,594	5,701,138	5,866,652	18,094,706
<b>Total Capital Financing Charges</b>	<b>4,938,512</b>	<b>4,563,217</b>	6,067,389	8,741,459	9,877,068	9,758,742	39,007,875
<b>Net (surplus)/deficit for the year</b>	<b>4,951,628</b>	<b>4,563,099</b>	1,427,996	663,062	820,352	648,499	8,123,008
Add: Prior year (surplus) / deficit	(11,482,486)	<b>(12,163,067)</b>	(7,599,968)	(6,171,972)	(5,508,910)	(4,688,558)	(36,132,475)
<b>(Surplus) applied to future years*</b>	<b>(6,530,858)</b>	<b>(7,599,968)</b>	(6,171,972)	(5,508,910)	(4,688,558)	(4,040,059)	(28,009,467)

\*Surplus Appropriation (BC Transit Reserve)

873,810

FORECAST OF RESIDENTIAL  
TAX RATES 2017 TO 2021  
COST FOR FIRST \$100,000 ASSESSMENT INCLUDING PARCEL TAXES  
BASED ON 2017 ASSESSMENTS

JURISDICTION	2017	2018	2019	2020	2021
City of Nanaimo	\$114	\$124	\$131	\$136	\$139
Dollar Change	(\$5)	\$10	\$7	\$5	\$3
% change	-4%	9%	6%	4%	2%
District of Lantzville	\$111	\$117	\$119	\$122	\$122
Change	(\$8)	\$6	\$2	\$3	\$0
% change	-7%	5%	2%	3%	0%
City of Parksville	\$195	\$196	\$200	\$203	\$204
Change	(\$12)	\$1	\$4	\$3	\$1
% change	-6%	1%	2%	2%	0%
Town of Qualicum Beach	\$166	\$165	\$168	\$170	\$171
Change	(\$15)	(\$1)	\$3	\$2	\$1
% change	-8%	-1%	2%	1%	1%
Electoral Area A	\$167	\$174	\$176	\$179	\$180
Change	(\$11)	\$7	\$2	\$3	\$1
% change	-6%	4%	1%	2%	1%
Electoral Area B	\$123	\$128	\$130	\$132	\$133
Change	\$2	\$5	\$2	\$2	\$1
% change	2%	4%	2%	2%	1%
Electoral Area C	\$147	\$152	\$154	\$156	\$158
Change	(\$17)	\$5	\$2	\$2	\$2
% change	-10%	3%	1%	1%	1%
Electoral Area E	\$135	\$135	\$137	\$140	\$141
Change	(\$2)	\$0	\$2	\$3	\$1
% change	-1%	0%	1%	2%	1%
Electoral Area F	\$167	\$168	\$171	\$173	\$175
Change	(\$12)	\$1	\$3	\$2	\$2
% change	-7%	1%	2%	1%	1%
Electoral Area G	\$167	\$168	\$171	\$174	\$176
Change	(\$10)	\$1	\$3	\$3	\$2
% change	-6%	1%	2%	2%	1%
Electoral Area H	\$159	\$156	\$159	\$161	\$162
Change	(\$12)	(\$3)	\$3	\$2	\$1
% change	-7%	-2%	2%	1%	1%

**TO:** Committee of the Whole **MEETING:** September 12, 2017

**FROM:** Manvir Manhas **FILE:** 1870-01  
Manager, Capital Accounting & Financial  
Reporting

**SUBJECT: Quarterly Financial Report – Second Quarter - 2017**

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**RECOMMENDATION**

1. That the financial report for the period January 1, 2017 to June 30, 2017 be received for information.

**SUMMARY**

Overall, all services are within budget or under budget and this trend is expected to continue through 2017. Total operating revenues are close to the 50% benchmark across all services. Building Inspection operating revenues are at 77% of the budget due to higher than expected building activity in the region. Operating revenues in Regional and Community Utilities (65%) reflect the first utility services billing completed at the end of May which includes full year revenue for garbage and recycling . The majority of variances are due to timing differences in recording revenues and expenses.

Consolidated total revenues (includes transfers from reserves and Development Cost Charges) are at 39% of budgeted revenues and consolidated total expenditures (includes capital expenditures) are at 26% of budgeted expenses. The timing of capital projects is impacting the consolidated total revenues and expenses due to summer time commencement for many capital projects and the drawdown accounting approach where transfers from reserves and Development Cost Charge revenues are recorded only when project expenses are incurred.

**BACKGROUND**

The Regional Board is provided with quarterly financial progress statements in order to review both positive and negative budget trends. Other than taxation revenue which is accrued evenly through the year and shows at 50% of budget, revenues and expenses are incurred as projects are completed and expenses such as transfers to reserve and to other governments are completed in August. Variances are explained below at an organizational level and specific service variations are explained in Attachment 1.

**Overall Summary by Division (Attachment 2)**

The Overall Summary by Division provides an overview of the year-to-date results at a divisional level.

**Capital Accounts**

Capital spending is at 6% of budget due to the timing of capital projects, in particular the \$45 million allocated for 2017 to the secondary treatment project at the Greater Nanaimo Pollution Control Centre for which the construction is currently underway. Actual 2017 spending for the project is expected to be \$20 million with the remainder carried forward to 2018. The timing of capital projects also impacts professional fees (22%). Capital projects use a drawdown accounting approach where grant revenues and transfers from reserves and Development Cost Charge revenues are recorded when project expenses are incurred which in turn impact Grant revenues (33%), Other Revenues (15%) and Total Revenues (39%). Other major capital works underway or planned for the year are the Nanoose Bulk Water Joint Venture project, the Regional Parks Coombs to Parksville Rail Trail project, design work for the French Creek Pollution Control Centre, San Pareil Water Treatment upgrades and the Huxley Park sport court and playground upgrades.

**Operating Accounts**

Overall operating revenues are at 61% and are close to or over the 50% benchmark across all services with Building Inspection operating revenues at 77% of the budget. Regional & Community Utilities revenues (65%) reflect the first utility services billing completed at the end of May.

Operating expenditure accounts are at 40% or more of budget other than Professional Fees (22% impacted by capital as noted above) and program costs (27%). Program costs reflect the Drinking Water/Watershed Protection rebate programs in Regional & Community Utilities (26%) and the Green Buildings rebate programs in Strategic & Community Development (19%) which are currently underway and will be fully allocated through the fall and winter. Recreation and Parks program costs (31%) are impacted by the timing differences in recording expenses for summer community and youth grant programs.

Community Grants (84%) reflect the transfer to the City of Parksville for the social services facility.

Transfers to Reserve (0%) approved in the annual budget are completed and recorded in August.

On a consolidated basis total expenditures including capital are \$42 million or 26% of budget which reflects the items discussed above and those in Attachment 1. Year-end projections will be completed in September. At this time, it is expected that 2017 will see positive variances from budget across most services both as a result of capital and other projects being carried forward to 2018 and as a result of operational savings.

**Summary of Operating Results by Department (Attachment 3)**

The Summary of Operating Results by Department lists the total year-to-date revenues and expenditures for services within each organizational division at June 30. The majority of the variances are due to the timing of capital and operating projects and the related revenue accruals.

**ALTERNATIVES**

1. Receive the quarterly financial report for the period January 1, 2017 to June 30, 2017 for information.
2. Provide alternate direction to staff.

## FINANCIAL IMPLICATIONS

There are no significant variances impacting the overall budget for the period ending June 30, 2017. Capital projects are ongoing and all RDN services are forecast to be within budget for 2017.

## STRATEGIC PLAN IMPLICATIONS

Quarterly financial progress statements provide information to identify both positive and negative budget trends and to allow for improved financial planning. This directly supports the Board governing principles to “Be Transparent and Accountable” and to “Show Fiscal Restraint” through prudent use of tax dollars and to deliver the services expected by residents of the Region as cost effectively and economically as possible.



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Manvir Manhas

[mmanhas@rdn.bc.ca](mailto:mmanhas@rdn.bc.ca)

August 9, 2017

### Reviewed by:

- W. Idema, Director of Finance
- P. Carlyle, Chief Administrative Officer

### Attachments

1. List of variances for June 30, 2017 quarterly reporting
2. Overall Summary by Division
3. Summary of Operating Results by Service



Services with variances as at June 30, 2017 are as follows:

Services	Revenues	Expenditures	Explanation of variance
<b>CORPORATE SERVICES</b>			
Grants in Aid	99% revenues	81% expenditures	Revenues include transfer from reserve for return of ICF requisition. Expenditures include transfer to Parksville for land acquisition for the social services housing facility.
District 68 Community Justice	50% revenues	0% expenditures	Transfers to victim services and restorative justice organizations occur in August.
District 69 Community Justice	50% revenues	0% expenditures	Transfers to community policing, victim services and restorative justice organizations occur in August.
<b>STRATEGIC &amp; COMMUNITY DEVELOPMENT</b>			
EA Community Planning	58% revenues	39% expenditures	2016 carry forward surplus creates positive variance for revenues. Expenditures are impacted by staff vacancies and timing of transfer to reserves and Bylaw 500 review project.
Regional Growth Strategy	64% revenues	32% expenditures	2016 carry forward surplus creates positive variance for revenues. Expenditures are impacted by staff vacancies and timing of transfer to reserves. Green Building rebate program costs will be fully allocated by the end of fall.
Building Inspection	84% revenues	42% expenditures	Higher than expected building permit revenues and positive variance impact of 2016 carry forward surplus.
Hazardous Properties	7% revenues	4% expenditures	Cassidy property cleanup costs and related recovery invoice to property owner delayed pending completion of work.
<b>REGIONAL &amp; COMMUNITY UTILITIES</b>			
Liquid Waste Management Planning	84% revenues	63% expenditures	Grant revenues and professional fees are impacted by additional funds allocated from Community Works Funds for the Bowser Sewer project.
Southern Community Wastewater	13% revenues	8% expenditures	Timing of major capital projects impacts capital expenditures and recognition of reserve/DCC revenues. GNPCC Secondary Treatment project will incur significant costs through the fall which will increase both revenues and expense.
Northern Community Wastewater	55% revenues	20% expenditures	Expenditures are impacted by timing of capital work and transfer to reserves which occurs in August.
Drinking Water/Watershed Protection	63% revenues	30% expenditures	Impact of larger 2016 carry forward surplus with \$46,000 appropriated for projects brought forward from 2016. Rebate programs are currently underway and will be fully allocated during the summer and fall.
Nanoose Bay Bulk Water	10% revenues	3% expenditures	Transfer to Parksville for RDN share of ERWS joint venture occurs later in the year which impacts revenues transferred in from reserve as well as expenses.
Water Services	15%-63% revenues	12%-50% expenditures	Revenues reflect the first water billing that is completed in May. The second billing occurs in September and includes the normally projected higher use summer season. Timing of capital projects and transfers to reserves (occurs in August) impacts the expenditures.

## Services with variances as at June 30, 2017 are as follows:

Services	Revenues	Expenditures	Explanation of variance
Sewer Fairwinds/Wastewater Nanoose	70% revenues	25% expenditures	Annual utility billing completed in May and 2016 carry forward surplus impacts positive variance for revenues. Surplus includes \$100,000 appropriated for projects brought forward from 2016. Timing of projects impacts capital expenditures and professional fees.
Solid Waste Management	57% revenues	39% expenditures	Revenues reflect tipping fee revenues at 60% of budget. Expenditures are impacted by capital project timing.
Solid Waste Collection & Recycling	75% revenues	43% expenditures	Revenues reflect annual utility billing completed in May each year generating significant revenues at that time. Expenditures are impacted by delays in billing from haulers.
<b>RECREATION &amp; PARKS SERVICES</b>			
Regional Parks	32% revenues	13% expenditures	Delays for capital projects impacts expenditures as well as related reserve transfer revenues.
Community Parks	32%-69% revenues	24%-36% expenditures	2016 carry forward surplus generates higher revenues and includes \$207,000 appropriated for projects brought forward from 2016. Timing of capital and development projects impacts expenses.
Area A Recreation & Culture	74% revenues	8% expenditures	Impact of 2016 carry forward surplus which includes \$55,000 appropriated for projects brought forward from 2016. Timing of projects and transfer to reserves impact expenses.
Southern Community Recreation & Culture	51% revenues	2% expenditures	Transfer to City of Nanaimo for facilities and sportsfields per agreement will be completed in August.
<b>TRANSIT &amp; EMERGENCY SERVICES</b>			
Fire - Errington	34% revenues	32% expenditures	Timing of engine truck purchases impacts expenditures and related reserve transfer revenues.
Fire - Nanoose Bay	53% revenues	26% expenditures	Timing of transfers to reserves and allowance paid to volunteers at year end impacts expenditures.
Fire - French Creek, Wellington and Parksville Local	52%-73% revenues	2%-4% expenditures	2016 carry forward surplus generates positive variance for revenues. Expenditures reflect fire service contracts with Parksville, Qualicum and Nanaimo where funds are transferred in August.
Fire - Bow Horn Bay	19% revenues	24% expenditures	Delay in receipt of crown land tenure from province for satellite hall construction impacts expenditures and related reserve transfer revenues.
D69 E911	54% revenues	99% expenditures	Timing of transfer to North Island 911 corporation completed in June.




**GENERAL REVENUE FUND**  
As of June 30, 2017

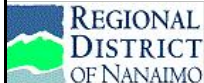
	<b>CORPORATE</b>	<b>SERVICES</b>		<b>STRATEGIC &amp;</b>	<b>COMMUNITY</b>	<b>DEVELOPMENT</b>	<b>REGIONAL &amp;</b>	<b>COMMUNITY</b>	<b>UTILITIES</b>
	<b>Actual</b>	<b>Budget</b>	<b>%</b>	<b>Actual</b>	<b>Budget</b>	<b>%</b>	<b>Actual</b>	<b>Budget</b>	<b>%</b>
	<b>2017</b>	<b>2017</b>	<b>Var</b>	<b>2017</b>	<b>2017</b>	<b>Var</b>	<b>2017</b>	<b>2017</b>	<b>Var</b>
<b>REVENUES</b>									
TAX REQUISITION	2,039,134	4,078,268	50%	1,260,327	2,520,650	50%	8,989,468	17,978,926	50%
GRANTS	424,809	140,935	301%	76,958	201,528	38%	221,195	3,717,200	6%
OPERATING REVENUE	12,591	21,876	58%	926,803	1,341,711	69%	9,343,551	14,393,684	65%
OTHER REVENUE	5,867,834	12,487,579	47%	181,695	530,475	34%	3,356,911	51,838,594	6%
PRIOR YEARS SURPLUS (DEFICIT)	1,368,957	1,368,957	100%	1,313,645	1,313,645	100%	4,510,066	4,510,066	100%
<b>TOTAL REVENUES</b>	<b>9,713,325</b>	<b>18,097,615</b>	<b>54%</b>	<b>3,759,428</b>	<b>5,908,009</b>	<b>64%</b>	<b>26,421,191</b>	<b>92,438,470</b>	<b>29%</b>
<b>EXPENSES</b>									
OFFICE OPERATING	68,661	199,854	34%	180,090	399,203	45%	872,048	1,803,988	48%
COMMUNITY GRANTS	659,368	787,764	84%	0	0	0%	0	0	0%
LEGISLATIVE	234,459	510,135	46%	0	0	0%	0	0	0%
PROFESSIONAL FEES	81,923	447,280	18%	26,142	375,600	7%	329,797	1,143,615	29%
BUILDING - OPER & MAINT	270,462	336,890	80%	18,657	41,313	45%	705,953	1,652,401	43%
VEH & EQUIP - OPER & MAINT	112,931	195,005	58%	53,833	76,593	70%	852,900	1,756,208	49%
OTHER OPERATING COSTS	297,354	779,909	38%	302,044	667,267	45%	4,253,169	10,812,632	39%
WAGES & BENEFITS	2,091,936	4,296,083	49%	1,202,435	2,713,800	44%	3,869,960	8,511,337	45%
PROGRAM COSTS	0	0	0%	49,210	263,661	19%	55,524	210,050	26%
CAPITAL EXPENDITURES	43,923	638,500	7%	11,307	108,000	10%	3,340,684	56,763,792	6%
DEBT - FINANCING - INTEREST	1,505,281	3,422,558	44%	0	0	0%	194,858	724,959	27%
DEBT - FINANCING - PRINCIPAL	1,279,485	3,187,018	40%	0	0	0%	288,437	599,380	48%
TRSF TO RESERVE FUND	597	214,105	0%	3,000	121,875	2%	0	5,637,006	0%
TRSF TO OTHER GOV'T/AGENCIES	1,262,197	2,272,168	56%	18,000	304,278	6%	0	0	0%
<b>TOTAL EXPENDITURES</b>	<b>7,908,577</b>	<b>17,287,269</b>	<b>46%</b>	<b>1,864,718</b>	<b>5,071,590</b>	<b>37%</b>	<b>14,763,330</b>	<b>89,615,368</b>	<b>16%</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>1,804,748</b>	<b>810,346</b>		<b>1,894,710</b>	<b>836,419</b>		<b>11,657,861</b>	<b>2,823,102</b>	




**GENERAL REVENUE FUND**  
As of June 30, 2017

	RECREATION & Actual 2017	PARKS SERVICES Budget 2017	% Var	TRANSIT & Actual 2017	EMERGENCY SERVICES Budget 2017	% Var	TOTAL Actual 2017	REVENUE Budget 2017	FUND %
<b>REVENUES</b>									
TAX REQUISITION	5,234,904	10,469,799	50%	7,523,566	15,047,132	50%	25,047,399	50,094,775	50%
GRANTS	326,484	2,155,653	15%	3,091,335	6,425,785	48%	4,140,781	12,641,101	33%
OPERATING REVENUE	800,190	1,661,151	48%	2,311,371	4,677,956	49%	13,394,506	22,096,378	61%
OTHER REVENUE	28,146	2,092,930	1%	1,100,237	4,383,049	25%	10,534,823	71,332,627	15%
PRIOR YEARS SURPLUS (DEFICIT)	1,725,785	1,725,785	100%	3,244,614	3,244,614	100%	12,163,067	12,163,067	100%
<b>TOTAL REVENUES</b>	<b>8,115,509</b>	<b>18,105,318</b>	<b>45%</b>	<b>17,271,123</b>	<b>33,778,536</b>	<b>51%</b>	<b>65,280,576</b>	<b>168,327,948</b>	<b>39%</b>
<b>EXPENSES</b>									
OFFICE OPERATING	316,749	656,703	48%	713,070	1,463,914	49%	2,150,618	4,523,662	48%
COMMUNITY GRANTS	0	0	0%	0	0	0%	659,368	787,764	84%
LEGISLATIVE	10	1,500	1%	0	0	0%	234,469	511,635	46%
PROFESSIONAL FEES	72,627	361,800	20%	22,872	136,550	17%	533,361	2,464,845	22%
BUILDING - OPER & MAINT	373,708	741,528	50%	257,593	514,585	50%	1,626,373	3,286,717	49%
VEH & EQUIP - OPER & MAINT	64,647	195,035	33%	2,574,654	5,510,282	47%	3,658,965	7,733,123	47%
OTHER OPERATING COSTS	388,269	1,300,132	30%	1,658,779	3,794,410	44%	6,899,615	17,354,350	40%
WAGES & BENEFITS	2,277,823	4,602,844	49%	5,939,217	12,542,035	47%	15,381,371	32,666,099	47%
PROGRAM COSTS	198,885	635,527	31%	0	0	0%	303,619	1,109,238	27%
CAPITAL EXPENDITURES	152,976	4,585,279	3%	314,607	3,811,300	8%	3,863,497	65,906,871	6%
DEBT - FINANCING - INTEREST	203,359	407,498	50%	84,034	170,267	49%	1,987,532	4,725,282	42%
DEBT - FINANCING - PRINCIPAL	236,465	413,967	57%	85,696	171,404	50%	1,890,083	4,371,769	43%
TRSF TO RESERVE FUND	0	1,612,030	0%	11,313	784,613	1%	14,910	8,369,629	0%
TRSF TO OTHER GOV'T/AGENCIES	344,348	1,754,447	20%	1,594,003	2,586,103	62%	3,218,548	6,916,996	47%
<b>TOTAL EXPENDITURES</b>	<b>4,629,866</b>	<b>17,268,290</b>	<b>27%</b>	<b>13,255,838</b>	<b>31,485,463</b>	<b>42%</b>	<b>42,422,329</b>	<b>160,727,980</b>	<b>26%</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>3,485,643</b>	<b>837,028</b>		<b>4,015,285</b>	<b>2,293,073</b>		<b>22,858,247</b>	<b>7,599,968</b>	

	 <b>SUMMARY OF OPERATING RESULTS</b> For period ending June 30, 2017							
	Revenues	Revenues	Variance	Expenditures	Expenditures	Variance	Surplus	Surplus
	2017	2017		2017	2017		2017	2017
	Actuals	Budget		Actuals	Budget		Actuals	Budget
<b>CORPORATE SERVICES</b>								
Administration								
Corporate Administration Summary	4,170,902	7,517,770	55%	2,831,253	6,883,127	41%	1,339,649	634,643
Grants in Aid	811,906	821,812	99%	665,686	821,812	81%	146,220	0
Community Works Fund Projects - Corporate Services	229,176	0	0%	229,176	0	0%	0	0
Community Justice								
D68 Community Justice	8,000	16,000	50%	0	16,000	0%	8,000	0
D69 Community Justice	61,780	123,560	50%	0	123,560	0%	61,780	0
Electoral Area Administration	583,185	886,657	66%	349,859	710,952	49%	233,326	175,705
Regional Library	1,330,123	3,009,633	44%	1,330,123	3,009,633	44%	0	0
Feasibility Studies	18,480	31,980	58%	2,710	31,980	8%	15,770	0
Municipal Debt Transfers	2,489,022	5,668,703	44%	2,489,022	5,668,703	44%	0	0
House Numbering	10,750	21,500	50%	10,750	21,500	50%	0	0
<b>TOTAL</b>	<b>9,713,324</b>	<b>18,097,615</b>	<b>54%</b>	<b>7,908,579</b>	<b>17,287,267</b>	<b>46%</b>	<b>1,804,745</b>	<b>810,348</b>
<b>STRATEGIC &amp; COMMUNITY DEVELOPMENT</b>								
EA Community Planning	1,285,922	2,201,843	58%	771,390	1,975,022	39%	514,532	226,821
Economic Development South	95,000	190,000	50%	8,425	190,000	4%	86,575	0
Economic Development North	29,261	54,261	54%	29,550	54,261	54%	(289)	0
VIHA Community Wellness Grant	0	54,583	0%	0	54,583	0%	0	0
VIHA Health Network Funding	13,412	44,695	30%	13,412	44,695	30%	0	0
Regional Growth Strategy	455,220	711,112	64%	211,718	671,321	32%	243,502	39,791
Building Inspection	1,545,312	1,839,345	84%	547,453	1,294,430	42%	997,859	544,915
Bylaw Enforcement								
Bylaw Enforcement	149,925	302,036	50%	149,925	302,036	50%	0	0
Animal Control EA A,B,C,LANTZ	42,311	76,727	55%	31,403	72,486	43%	10,908	4,241
Animal Control E,G & H	55,846	100,580	56%	44,795	95,272	47%	11,051	5,308
Animal Control EA F	21,530	32,421	66%	8,255	25,075	33%	13,275	7,346
Unsightly Premises	5,988	61,807	10%	4,966	61,707	8%	1,022	100
Hazardous Properties	6,858	95,821	7%	3,768	95,695	4%	3,090	126
Noise Control	32,092	52,778	61%	18,910	45,005	42%	13,182	7,773
Community Works Fund Projects - Strategic & Community Dev	20,749	90,000	23%	20,749	90,000	23%	0	0
<b>TOTAL</b>	<b>3,759,426</b>	<b>5,908,009</b>	<b>64%</b>	<b>1,864,719</b>	<b>5,071,588</b>	<b>37%</b>	<b>1,894,707</b>	<b>836,421</b>
<b>REGIONAL &amp; COMMUNITY UTILITIES</b>								
RCU - Administration	183,861	383,923	48%	183,861	383,923	48%	0	0
Wastewater Management								
Liquid Waste Management Planning	400,999	476,847	84%	198,161	314,065	63%	202,838	162,782
Wastewater Southern Community	6,891,984	53,244,303	13%	4,283,940	52,868,554	8%	2,608,044	375,749
Wastewater Northern Community	4,033,250	7,359,053	55%	1,331,642	6,510,022	20%	2,701,608	849,031
Wastewater Duke Point	309,524	445,006	70%	121,593	307,395	40%	187,931	137,611
Water Supply								
Water - Surfside	10,968	36,319	30%	9,680	34,988	28%	1,288	1,331
Water - French Creek	81,365	190,482	43%	61,843	182,916	34%	19,522	7,566
Water - Whiskey Creek	70,995	177,034	40%	35,096	172,950	20%	35,899	4,084

	 <b>SUMMARY OF OPERATING RESULTS</b> <b>For period ending June 30, 2017</b>							
	Revenues		Variance	Expenditures		Variance	Surplus	
	2017	2017		2017	2017		2017	2017
	Actuals	Budget		Actuals	Budget		Actuals	Budget
Water - Decourcey	7,605	12,634	60%	2,511	10,062	25%	5,094	2,572
Water - San Pareil	155,391	1,064,583	15%	128,076	1,056,631	12%	27,315	7,952
Water - Driftwood	2,730	5,458	50%	2,729	5,458	50%	1	0
Water - Englishman River	68,381	129,774	53%	40,120	115,856	35%	28,261	13,918
Water - Melrose Place	27,973	44,298	63%	13,263	37,437	35%	14,710	6,861
Water - Nanoose Peninsula	1,019,979	2,225,438	46%	645,029	2,124,859	30%	374,950	100,579
Water - Bulk Water Nanoose Bay	591,081	5,717,748	10%	141,876	5,613,257	3%	449,205	104,491
Water - Bulk Water French Creek	26,214	69,507	38%	26,214	69,721	38%	0	(214)
Water - San Pareil Fire	37,106	74,212	50%	37,106	74,212	50%	0	0
Water - Westurne Heights	28,787	62,229	46%	24,961	61,191	41%	3,826	1,038
Drinking Water/Watershed Protection	471,652	744,444	63%	184,807	618,540	30%	286,845	125,904
Streetlighting	55,359	116,985	47%	39,308	108,811	36%	16,051	8,174
Sewer Collection								
Sewer - French Creek	696,874	1,136,277	61%	518,383	1,131,808	46%	178,491	4,469
7551 / 2851 SewerFairwinds / Wastewater Nanoose	675,449	959,853	70%	183,983	727,235	25%	491,466	232,618
Sewer - Pacific Shores	46,474	81,392	57%	32,200	76,743	42%	14,274	4,649
Sewer - Surfside	27,875	37,751	74%	9,736	28,472	34%	18,139	9,279
Sewer - Cedar	183,025	237,779	77%	77,161	198,993	39%	105,864	38,786
Sewer - Barclay	175,138	252,547	69%	107,305	234,804	46%	67,833	17,743
Sewer - Reid Road Debt	1,811	3,624	50%	1,812	3,624	50%	(1)	0
Sewer - Hawthorne Rise Debt	4,970	9,941	50%	4,970	9,941	50%	0	0
Englishman River Stormwater	8,606	11,163	77%	674	6,348	11%	7,932	4,815
Cedar Estates Stormwater	8,941	11,304	79%	674	7,348	9%	8,267	3,956
Pump & Haul	1,000	2,000	50%	1,000	2,000	50%	0	0
Solid Waste								
Solid Waste Management	6,483,296	11,459,648	57%	4,305,719	11,037,483	39%	2,177,577	422,165
Solid Waste Collection & Recycling	3,613,903	4,798,023	75%	1,989,275	4,622,836	43%	1,624,628	175,187
Community Works Fund Projects - Regional & Community Utili	18,618	856,891	2%	18,618	856,891	2%	0	0
<b>TOTAL</b>	<b>26,421,184</b>	<b>92,438,470</b>	<b>29%</b>	<b>14,763,326</b>	<b>89,615,374</b>	<b>16%</b>	<b>11,657,858</b>	<b>2,823,096</b>
<b>RECREATION &amp; PARKS SERVICES</b>								
Regional Parks	1,976,070	6,090,815	32%	774,391	5,830,198	13%	1,201,679	260,617
Community Parks								
Community Parks - Area A	153,590	252,835	61%	82,826	249,963	33%	70,764	2,872
Community Parks - Area B	184,114	572,175	32%	143,157	564,144	25%	40,957	8,031
Community Parks - Area C (Extension)	74,959	109,363	69%	27,439	82,576	33%	47,520	26,787
Community Parks - Area C (East Wellington)	90,807	135,646	67%	32,865	111,050	30%	57,942	24,596
Community Parks - Area E	113,632	283,189	40%	65,759	269,058	24%	47,873	14,131
Community Parks - Area F	125,411	203,531	62%	60,636	188,886	32%	64,775	14,645
Community Parks - Area G	90,052	209,916	43%	66,184	208,316	32%	23,868	1,600
Community Parks - Area H	151,629	273,914	55%	92,513	253,561	36%	59,116	20,353
Area A Recreation & Culture	287,646	387,054	74%	24,375	300,380	8%	263,271	86,674
Northern Community Recreation	870,420	1,896,264	46%	732,062	1,826,486	40%	138,358	69,778
Oceanside Place	1,503,293	2,802,485	54%	1,158,261	2,643,913	44%	345,032	158,572
Ravensong Aquatic Centre	1,606,534	2,874,354	56%	1,094,263	2,736,577	40%	512,271	137,777

	 <b>SUMMARY OF OPERATING RESULTS</b> For period ending June 30, 2017							
	Revenues			Expenditures			Surplus	
	2017	2017	Variance	2017	2017	Variance	2017	2017
	Actuals	Budget		Actuals	Budget		Actuals	Budget
Gabriola Island Recreation	69,483	127,037	55%	86,393	116,438	74%	(16,910)	10,599
Southern Community Recreation & Culture	649,467	1,272,683	51%	20,349	1,272,683	2%	629,118	0
Community Works Fund Projects - Parks & Recreation Services	168,397	614,057	27%	168,397	614,057	27%	0	0
<b>TOTAL</b>	<b>8,115,504</b>	<b>18,105,318</b>	<b>45%</b>	<b>4,629,870</b>	<b>17,268,286</b>	<b>27%</b>	<b>3,485,634</b>	<b>837,032</b>
<b>TRANSIT &amp; EMERGENCY SERVICES</b>								
Transit								
Transit Southern Community	12,523,408	24,027,143	52%	9,682,279	22,298,404	43%	2,841,129	1,728,739
Transit - Gabriola Transit Contribution	68,000	136,000	50%	133,100	136,000	98%	(65,100)	0
Transit - Gabriola Island Taxi Saver	8,056	7,994	101%	220	7,994	3%	7,836	0
Transit Northern Community	1,446,216	2,481,570	58%	877,570	2,072,782	42%	568,646	408,788
Gabriola Island Emergency Wharf	3,783	7,264	52%	638	7,264	9%	3,145	0
Community Works Fund Projects - Transit	4,386	0	0%	4,386	0	0%	0	0
Fire Protection								
Fire - Administration	72,029	144,058	50%	56,504	144,058	39%	15,525	0
Fire - Meadowood	69,678	139,357	50%	69,679	139,357	50%	(1)	0
Fire - Nanaimo River	9,010	17,906	50%	818	17,906	5%	8,192	0
Fire - Coombs Hilliers	294,598	546,606	54%	193,947	546,606	35%	100,651	0
Fire - Errington	419,315	1,233,600	34%	400,466	1,233,600	32%	18,849	0
Fire - French Creek	300,701	545,190	55%	12,715	533,865	2%	287,986	11,325
Fire - Nanoose Bay	393,890	746,742	53%	196,306	746,742	26%	197,584	0
Fire - Wellington	43,027	83,255	52%	2,561	83,255	3%	40,466	0
Fire - Cassidy Waterloo	116,880	199,137	59%	50,526	199,137	25%	66,354	0
Fire - Dashwood	338,568	663,209	51%	397,479	663,209	60%	(58,911)	0
Fire - Extension	122,543	205,947	60%	53,582	205,947	26%	68,961	0
Fire - Parksville Local	133,335	181,842	73%	4,269	99,051	4%	129,066	82,791
Fire - Bow Horn Bay	180,935	966,741	19%	231,276	966,741	24%	(50,341)	0
Emergency Planning	224,534	519,498	43%	143,889	509,334	28%	80,645	10,164
D68 Search & Rescue	27,501	51,369	54%	14,250	48,300	30%	13,251	3,069
D69 Marine Search & Rescue	2,500	5,000	50%	0	5,000	0%	2,500	0
D69 Land Search & Rescue	5,100	10,200	50%	100	10,200	1%	5,000	0
D68 E911	95,347	173,257	55%	81,036	154,470	52%	14,311	18,787
D69 E911	367,783	685,651	54%	648,241	656,241	99%	(280,458)	29,410
<b>TOTAL</b>	<b>17,271,123</b>	<b>33,778,536</b>	<b>51%</b>	<b>13,255,837</b>	<b>31,485,463</b>	<b>42%</b>	<b>4,015,286</b>	<b>2,293,073</b>
<b>TOTAL ALL SERVICES</b>	<b>65,280,561</b>	<b>168,327,948</b>	<b>39%</b>	<b>42,422,331</b>	<b>160,727,978</b>	<b>26%</b>	<b>22,858,230</b>	<b>7,599,970</b>

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**TO:** Regional District of Nanaimo Board                   **MEETING:** August 22, 2017  
**FROM:** Joan Harrison   **FILE:** 0570-00  
Director, Corporate Services  
**SUBJECT:** Board Procedure Amendment Bylaw No. 1754.01

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**RECOMMENDATIONS**

1. That “Regional District of Nanaimo Board Procedure Amendment Bylaw No. 1754.01, 2017” be introduced and read three times.
2. That “Regional District of Nanaimo Board Procedure Amendment Bylaw No. 1754.01, 2017” be adopted.
3. That staff be directed to draft a resolution for consideration by the Board and submission to the Association of Vancouver Island and Coastal Communities, recommending legislative changes to notice requirements for Directors.
4. That the Minister of Municipal Affairs & Housing be requested to review the legislation to modernize the notice requirements for Directors.

**SUMMARY**

An amendment to “Regional District of Nanaimo Board Procedure Bylaw No. 1754, 2017” is proposed to reflect recent decisions of the Board with regard to the RDN Committee structure and meeting length. An additional amendment to improve the process for calling special Board meetings is also proposed.

**BACKGROUND**

Regional District of Nanaimo Board Procedure Bylaw No. 1754, 2017 was adopted by the Board on March 28, 2017. Since the adoption of the bylaw, the Board has adopted the following motions which necessitate amendments to Bylaw No. 1754:

- 17-346 That the Sustainability Select Committee be dissolved and such matters be considered by the Committee of the Whole.
- 17-348 That the Emergency Management Select Committee be dissolved and such matters be considered by the Electoral Area Services Committee.
- 17-352 That the Board Procedure Bylaw be amended to include provision that in the event that the Committee of the Whole or the Board meeting exceeds four hours in length that a motion to extend the meeting would be required.



17-388 That the Terms of Reference for the Community Grants Committee be approved.

17-390 That the Grants-in-Aid Advisory Committee be dissolved.

In addition to the above, Section 9 – Special Meetings requires amending. The current bylaw requires a unanimous vote of all Members to waive the notice period of 5 clear days for a special meeting and this requirement has caused delay in addressing emerging events. The proposed amendment is that the 5 day notice period of the special meeting can be waived by the unanimous vote of those Members in attendance.

The legislative requirements for timing and process to provide notice can be onerous and not in keeping with current technology. For example, a notice must be sent by mail 5 clear days before a meeting to all Directors if there is a report on the meeting agenda that proposes to amend the Procedure Bylaw. Staff recommend that a resolution in this regard be drafted for Board consideration and submission to AVICC.

A housekeeping amendment is also recommended to update Oceanside Tourism Association to the current name of Parksville Qualicum Beach Tourism Association.

A draft amendment bylaw has been provided as Attachment 1 to this report.

#### **ALTERNATIVES**

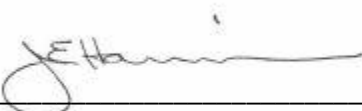
1. That the Board give three readings to, and adopt Regional District of Nanaimo Board Procedure Amendment Bylaw No. 1754.01, 2017.
2. That the Board provide alternate direction.

#### **FINANCIAL IMPLICATIONS**

There are no financial implications of the bylaw amendment.

#### **STRATEGIC PLAN IMPLICATIONS**

The recommended changes to the Board Procedure Bylaw support the Strategic Priority – Focus on Governance.



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J. E. Harrison  
jharrison@rdn.bc.ca  
August 10, 2017

Reviewed by:

- P. Carlyle, Chief Administrative Officer

Attachments

1. Regional District of Nanaimo Board Procedure Amendment Bylaw No. 1754.01, 2017

**REGIONAL DISTRICT OF NANAIMO**

**BYLAW NO. 1754.01**

**A BYLAW TO AMEND REGIONAL DISTRICT OF NANAIMO  
BOARD PROCEDURE BYLAW NO. 1754, 2017**

WHEREAS the Regional District of Nanaimo Board wishes to amend “Regional District of Nanaimo Board Procedure Bylaw No. 1754, 2017”;

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

**1. Citation**

This bylaw may be cited for all purposes as “Regional District of Nanaimo Board Procedure Amendment Bylaw No. 1754.01, 2017”.

**2. Amendment**

“Regional District of Nanaimo Board Procedure Bylaw No. 1754, 2017” is amended as follows:

(a) By adding Section 7(4) as follows:

(4) Board and Committee of the Whole meetings exceeding four hours in length will require a motion to extend the meeting.

(b) By amending Section 9(2) to read as follows:

(2) Notice of a special meeting is to be provided in accordance with the *Local Government Act*. The notice of a special meeting may be waived by a unanimous vote of those Members in attendance.

(c) By amending Schedule “A” to delete “Emergency Management Select Committee”, “Sustainability Select Committee” and “Grants-in-Aid Committee” and adding, under 2. Select Committees, “Community Grants Committee”.

(d) By amending Schedule ‘B’ to delete “Oceanside Tourism Association” and replacing it with “Parksville Qualicum Beach Tourism Association”.

Introduced and read three times this    day of                    , 2017.

Adopted this    day of                    , 2017.

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CHAIR

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CORPORATE OFFICER

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**TO:** Regional District of Nanaimo  
Committee of the Whole

**MEETING:** September 12, 2017

**FROM:** Paul Thompson  
Manager of Long Range Planning

**FILE:** 6750.01

**SUBJECT:** Service Agreement with Gabriola Island Chamber of Commerce to provide Economic Development For Electoral Area B

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**RECOMMENDATIONS**

1. That the Gabriola Island Economic Development Plan be received.
2. That the Regional District of Nanaimo enter into an agreement with the Gabriola Island Chamber of Commerce to provide economic development services for Electoral Area 'B' for 2017 to 2020 (three years).
3. That the agreement include the following requirements:
  - a. The GICC submit an annual work plan including expenses to the RDN in support of their funding request.
  - b. That regular reporting on the Key Performance Indicators as outlined in the Gabriola Island Economic Development Plan be a requirement for continued funding.
4. That the RDN provide funding to GICC in the amount of \$29,925 for economic development services for the period ending March 31, 2018 and then \$65,000 per year thereafter in accordance with the agreement.

**SUMMARY**

The Gabriola Island Chamber of Commerce has proposed that the RDN provide funding through the Southern Communities Economic Development (SCED) service for delivery of economic development and tourism marketing for Gabriola Island for a ten year period starting in 2017. (See Attachment 2: Letter dated July 17<sup>th</sup> 2017 re 2017 Fiscal Year End; and Attachment 3: Letter dated July 17<sup>th</sup> 2017 re Service Agreement). The details of the service delivery will be outlined in an agreement between the RDN and GICC.

Given the current review and restructuring of economic development delivery models and the implications for the SCED service by a ten year funding arrangement, staff are recommending a three year agreement with a service review upon completion of the second year. This would permit a review of the effectiveness of the Gabriola Chamber approach, review the opportunities to integrate and coordinate economic development initiatives and give the participating electoral areas in the SCED function the ability to consider the long term future of economic development in the region. This is especially relevant as the RDN is participating in a City of Nanaimo process to develop a new economic

development service which will likely have implications for the surrounding electoral areas and the broader region.

Delivery of the service for the first three years will be in accordance with the Gabriola Island Economic Development Plan. The Plan identifies the cost of delivering the service and the portion of the total cost that will be funded through the RDN's SCED service. For 2017, a total of \$34,525 has already been provided to undertake the development of a strategic plan and tourism marketing. The GICC is requesting an additional \$29,925 for economic development in 2017 and \$65,000 per year for 2018 and 2019 for a total of \$194,450 to deliver economic development and tourism marketing for Gabriola Island over the period April 1, 2017 to March 31, 2020. Should this approach continue following the review of the service, the GICC is also requesting \$65,000 per year over the remainder of the ten year period.

To ensure that the GICC provides the service and that the service they provide is producing results, the agreement will require that GICC submit an annual work plan that must be supported by the Service members and approved by the Board. As well, the agreement will include provisions for regular reporting that must show that the GICC is undertaking the actions identified in the work plan and that Key Performance Indicators are used to measure the success of the actions.

## **BACKGROUND**

With the dissolution of the Nanaimo Economic Development Commission and Tourism Nanaimo at the beginning of 2017, the GICC expressed an interest to provide tourism marketing and economic development for Gabriola Island. The GICC submitted their original request to the RDN in February of 2017 to provide them with funding through the Southern Community Economic Development service.

The original proposal by GICC to provide interim tourism marketing was approved by the Board at \$1,000 per month for six months for a total of \$6,000. Additional funding of \$18,525 to provide tourism marketing was approved in June of this year. The GICC was also provided with a grant of \$10,000 to develop an economic development strategic plan for Gabriola Island. A primary purpose of the strategic plan was for it to serve as a basis for a long-term funding agreement. The strategic plan was to outline how the GICC would provide economic development for Gabriola Island that would be funded through the SCED service.

## **ECONOMIC DEVELOPMENT STRATEGIC PLAN**

The Gabriola Island Economic Development Plan for 2017-2019 (GIEDP) is provided in Attachment 1. This plan outlines the priorities, key activities, leaders and resource allocations based on identified economic priorities. The plan also includes a three year operational plan and budget and a set of performance indicators. The funding provided by the RDN will primarily be used to hire a person who will be responsible for the work to achieve the goals that are outlined in the GIEDP.

## **GOVERNANCE**

The GICC is proposing to establish an Economic Development Advisory Group comprised of people with a range of interests and experience. This group will be responsible for oversight of the implementation of the GIEDP. A Terms of Reference for this group will be developed prior to the RDN entering into an agreement with the GICC

The proposed reporting structure is for this advisory group to report and provide recommendations to the GICC. The GICC would then report to the RDN in accordance with the GIEDP on a monthly, quarterly and annual basis. The reporting must show that progress is being made on implementation and provide a measure of the success of the actions. Funding for the following year will be based on showing that progress is being made and the actions are successful.

## REPORTING

To ensure that the RDN is kept apprised of the activities and progress on implementation of the strategic plan, there will be three levels of reporting: GICC staff will report on progress and outcomes of the programs and initiatives on a monthly basis, the Key Performance Indicators (KPIs) will be updated and provided on a quarterly basis, and a yearly review of the strategic plan will be provided in an annual report. The yearly review must include an assessment showing how the actions have resulted in tangible results. The aim is to show how the actions are leading to economic benefits for Gabriola Island.

In addition to the GIEDP, there will also be:

- a Human Resource Plan to identify the human capital to execute the GIEDP;
- a Financial Plan to identify financial resources and funding sources; and
- a Communications Plan to provide the communication to the community, stakeholders, funders and the media.

All of these plans will contribute to a clear and transparent reporting structure.

The KPIs are a set of performance measurement indicators to gauge progress and success. These indicators are intended to provide measurable outcomes that relate to the funds invested by the RDN. A list of the Key Performance Indicators is provided in Attachment 5.

Ensuring that there is a return on the RDN's investment and that implementation of the GIEDP is leading to a heightened economy depends on a robust reporting system which will be comprised of the following:

- Submit Annual Work/Operations Plan prior to approval of annual funding;
- Progress and Outcomes reported on a monthly basis;
- KPIs linked to actions reported on a quarterly basis;
- Annual Report must show link between actions and benefits;
- Annual Report must show how RDN funding has resulted in funding from other sources, and,
- GICC advisory group must include broad representation.

## ALTERNATIVES

1. Enter into an agreement with the GICC to provide economic development on Gabriola Island for the years 2017-2020 in accordance with the Gabriola Island Economic Development Plan.
2. Enter into an agreement with the GICC to provide economic development on Gabriola Island for the years 2017-2020 for an amount that is different than that outlined in the Gabriola Island Economic Development Plan.

3. Do not enter into an agreement with the GICC to provide economic development on Gabriola Island.

### **FINANCIAL IMPLICATIONS**

The SCED service bylaw allows for a total of \$191,000 to be collected on an annual basis to provide this service for Electoral Areas A, B and C. Approximately \$65,000 of that amount is collected from property owners in Electoral Area B. A total of \$34,525 has been approved for distribution to the GICC in 2017. The GICC is requesting a further \$29,950 for the period ending March 31, 2018 (see Attachment 4: Draft Plan to Fiscal Year End) and then \$65,000 plus 3% per year for nine years.

The GICC has requested that the funding provided to deliver the service be increased by about 3% each year. This makes the total requested over a 10 year period approximately \$745,160 to provide an economic development service for Gabriola Island. By year 10 the annual contribution from the RDN would be approximately \$84,811. The requisition for the SCED service would have to be increased which requires an amendment to the SCED bylaw. Under the existing bylaw there is no provision to increase the requisition.

The Gabriola Island Economic Development Plan contains a timeline and budget for the years 2017, 2018 and 2019. The budget is divided into three broad categories of Governance, Marketing/ Promotions/ Branding and Economic Development. The annual budget varies each year and identifies a number of sources with the RDN's SCED service contributing about \$65,000 for each of the three years. This amount is roughly equal to the amount requisitioned from property owners in Electoral Area B. The primary use of the funding from the RDN is to hire a staff person who would be responsible for undertaking many of the actions outlined in the GIEDP.

Alternative 1 – The amount of \$65,000 identified in the GIEDP to be provided by the RDN is within the amount requisitioned by property owners in Electoral Area B. To provide more than \$65,000 per year will either mean having property owners from Electoral Areas A and C contributing or amending the bylaw to increase the requisition from Electoral Area B property owners. Staff recommend that the bylaw not be amended at this time and that the funding for GICC be maintained at \$65,000 or if the actual amount collected from Electoral Area B property owners is greater then that amount could be provided.

One implication of providing all of the requisition from the Electoral Area B contribution to the SCED service to the GIEDP is that there are no other funds to contribute to other economic development initiatives or other partnerships. The future of the SCED service is still to be determined and future decisions about the service may have implications for the limited focus on economic development solely for Gabriola Island.

As the Board is aware, the City of Nanaimo is currently developing an Economic Development Strategy and will be considering the structure and resources for the new service. Through the Board appointed representative, Director McPherson, the RDN is participating in this service review and consultation process. Upon completion, it is anticipated that if there is a desire by the City and the Electoral Areas, to take a regional approach to economic development there will be implications for the SCED service. The RDN, through its appointed representative will continue to be part of the City's process to develop a new economic development service and will report back on the outcome of this review.

Given the current review and restructuring of economic development delivery models and the implications for the SCED service by a ten year funding arrangement, staff are recommending a three year agreement with a service review upon completion of the second year. This would permit a review the effectiveness of the approach and give the participating electoral areas in the SCED function the ability to consider the long term future of economic development in the region.

Alternative 2 – A different amount would have to be determined based on discussions between the GICC and the RDN. A lesser amount of funding could be based on the GICC only providing a select number of specific activities. The Gabriola Island Economic Development Plan includes a detailed timeline and actions which could be used to form the basis of a revised service agreement.

Alternative 3 – No funds would be provided at this time. Further discussions would be needed to determine if an agreement could be reached to use SCED funds to support the economic development activities of the GICC.

### **STRATEGIC PLAN IMPLICATIONS**

A focus on Economic Health is one of the strategic priorities in the RDN Strategic Plan 2016 - 2020. In particular, the strategic plan directs that the RDN will foster economic development and support traditional industries including tourism. The GICC has provided a strategic plan to undertake economic development and tourism promotion on Gabriola Island for the period of 2017 to 2019.

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Paul Thompson  
pthompson@rdn.bc.ca  
August 15, 2017

Reviewed by:

- G. Garbutt, General Manager, Strategic and Community Development
- W. Idema, Director of Finance
- P. Carlyle, Chief Administrative Officer

Attachments

1. Gabriola Island's Economic Development Plan for 2017-2019
2. Letter dated July 17<sup>th</sup> 2017 re 2017 Fiscal Year End
3. Letter dated July 17<sup>th</sup> 2017 re service agreement
4. Draft Plan to Fiscal Year End
5. Key Performance Indicators



## A Home-grown Strategy for Economic Prosperity on Gabriola

**Gabriola Island's  
Economic Development Plan for 2017-2020**



# ECONOMIC DEVELOPMENT PLAN

## INTRODUCTION

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### BACKGROUND:

In 2012 the Regional District of Nanaimo (RDN) signed a 10-year agreement (The Regional District Southern Community Economic Development Service Agreement) with the City of Nanaimo which outlined the Nanaimo Economic Development Corporation (NEDC) as the provider of economic development and tourism marketing services to Electoral Area B (Gabriola Island).

With the removal of tourism marketing from the mandate of NEDC in the fall of 2016, and subsequent dissolution of the NEDC, the City of Nanaimo is no longer able to fulfill its commitment to Gabriola.

As a result, Gabriola must take independent ownership of its economic future. The Gabriola Island Chamber of Commerce (GICC) took a leadership role and fostered the development of an economic development strategy and action plan for the community.

The goals of this process were to:

1. Within the framework of our new independent state, engage the entrepreneurial community and seek input to confirm the tourism and economic key priorities of the Island in the context of the recommendations of the \*Gabriola Economic Readiness Project Report; March 2016.
2. To direct resources in initiatives that foster positive outcomes for the island's economy within the agreed upon priorities.
3. Create a realistic and implementable 3-year plan outlining priorities, key activities, ownership, and resource allocations.
4. Alleviate potential or perceived conflicts of interest (member versus non-member) the GICC will, as part of this strategic consultative planning process, create an Economic Development Steering Committee within the organizational structure, comprised of broad group of key stakeholders with clear accountability and mandate.
5. With the development of the three-year strategic plan and subsequently a three-year operational plan and budget, that the GICC will receive a formal commitment from the RDN to support a longer-term agreement (The Regional District Gabriola Economic Development Service Agreement).

**NOTE:** Tourism is a sector within economic development and key industry for Gabriola. The term economic development is understood to be inclusive of tourism throughout this plan.

\*The Gabriola Economic Readiness Project Report process (completed spring 2016) included asset mapping, data analysis and community consultation with over 600 Gabriola business people. The Report provides invaluable information and economic data for future benchmarking.

# ECONOMIC DEVELOPMENT PLAN

Gabriola Chamber of Commerce (GICC) consulted with Community Futures Central Island (Community Futures) in January of 2017 to create a strategic plan, independent of the NEDC for Gabriola. Together with Community Futures, the GICC put forward a plan and application to both the Regional District of Nanaimo and Island Coastal Economic Trust for funding to create a community driven strategy for economic development on the island.

The process undertaken to complete this economic development plan is outlined below:

## Phase I – Stakeholder Buy-in and Feedback to Future Direction

- Facilitate two, half-day sessions with operators to share the current status of tourism and economic development on Gabriola, refresh operators on the findings of the Gabriola Economic Readiness Report, summarize the recommendations/activities implemented to date and solicit feedback as to report findings, current relevance, future opportunities and priorities.
  - Orientation
  - State of tourism and economic development on Gabriola
  - Refresh on the findings of the Economic Readiness Report
  - Feedback on report findings
  - Summary of recommendations/activities implemented to date
  - Group Feedback as to report findings, current relevance, future opportunities and priorities
  - Creative Thinking
    - Opportunities/Delivery
    - What does Tourism and Economic Development look like for Gabriola?
  - Mission and Vision for Gabriola
  - Goal Setting and Top Priorities for Economic Development on Gabriola

## Phase II – Strategic Planning developed from Phase I

- Facilitate a 1-day session that begins with the status of tourism and economic development for Gabriola based on the feedback from key partners.
- Facilitators will report out on feedback, recommendations and priorities that were captured in the two, ½ day Stakeholder sessions.
  - Feedback from Partners on Stakeholder session findings
- Specific outcomes of Phase II will include:
  - Themed Strategic Pillars and Strategic Areas
  - Confirmation of Key Priorities/Actions
  - Determine Measures of Success / Key Performance Indicators
  - Complete Implementation Plan/Timeline
  - Mission and Vision

# ECONOMIC DEVELOPMENT PLAN

## Phase III

- Draft Strategic Plan to be completed by facilitators and submitted to Foundational Partners\* for review and recommended changes
- Draft Operational Plan and Budget
- Final Copy of Strategic Plan delivered to Foundational Partners
- Presentation of Strategic Plan to Regional District of Nanaimo by Foundational Partners

The implementation of this engagement process was intended to be completed over a six-week period beginning in early April with a mid-May check-in and a final report to be delivered by July 1, 2017. The intended deliverables will be:

1. A realistic, implementable three-year strategic plan outlining priorities, key activities, ownership/lead and resource allocations based on the identified economic priorities determined by the key stakeholder workshops.
2. Based on the strategic plan the development of a three-year operational plan and budget to assist in securing ongoing operational funding from the RDN.
3. A set of performance measurement indicators to gauge progress and success.
4. A strategy that incorporates the values and economic goals of Gabriola made by Gabriola stakeholders to solidify the success of this initiative.

### \*Foundational Partners:

Gloria Hatfield – GICC Board President, Accommodation

John Peirce – GICC Board, Treasurer, Farmer

Carly McMahon – GICC Board, Realtor

Derek Kilbourne – Sounder

Chris Hock – Land Developer of Mad Rona Mall

Naomi Melnyk – Haven – Education and one of top employers

Tawny Capon – Gabriola Arts Council, Vice President

Chloe Straw – Wave Consulting, Homebased Business; member at large

Darcy Boulton – Physio, Health; member at large

Sibyl Frei – Community Representative; member at large

Howard Houle – Ex-officio; Regional District of Nanaimo

# ECONOMIC DEVELOPMENT PLAN

## WHERE ARE WE NOW?

Information was gleaned from the 2011 and 2016 Canada Census and Vancouver Island Real Estate Board. Below are relevant high level statistical comparisons for Gabriola Island.

### Key Statistics and Community Profile Summary

List the most relevant/high level stats

- Actual Census Canada Statistics as provided (rounded as per their calculations)
- 2016 population decreased by .03% since 2011 (4045 to 4033)

	2011	2016	Change	Age	2011	2016	Change
<b>0-19</b>	525	413	-112	50-54	390	265	-125
<b>20-49</b>	900	760	-145	55-59	540	440	-100
<b>50-64</b>	1540	1350	-195	60-64	615	645	+30
<b>65+</b>	1080	1510	+425	65-69	425	615	+190
<b>Total Pop.</b>	4045	4033	-12	70-74	300	415	+115
<b>Median Age</b>	57.3	62.3		75-79	170	250	+80
<b>% pop over 15</b>	90.5	92.6		80-84	105	140	+35
<b>Total Private Dwellings</b>	2968	2987	+19	85+	85	95	+10
<b>Not usual residence</b>	893	844	-49				

- Lots of population loss in what looks like families.
- Large increase in over 65 retirees
- 19 houses built over the past 5 years that are private dwellings
- 49 less homes as summer homes, etc. People moving into those residences and living opposed to empty or a rental.
- Shift in population cohorts 2006 to 2011 (0-19 static, 20-49 10% decrease, 50+ 10% increase) new stats released May 2016
- 2011 = 1-19 years old 650, 20-49 = 900, 50+ = 2500
- Population from 16 to 19 = 115, 20-30 = 165
- March 2017- Nanaimo real estate up 23% from same time last year
  - March 2017 = 452,900
  - March 2016 = 366, 900
- Median price paid today for a home in Nanaimo \$479,900
- Average price paid today for a home in Nanaimo \$502,696

# ECONOMIC DEVELOPMENT PLAN

## Assets

- Natural setting
- Marine tourism industry
- Arts Community
- The Haven
- Commons
- Gabriola Lands and Trails Trust (GaLLT)
- Golf Course
- Museum
- BC Ferries

## Alignment with other plans

Other plans and documents were reviewed during the research phase of this project. This plan has taken into consideration such documents as the Gabriola Official Community Plan (Island’s Trust), the Gabriola Economic Readiness Project, Village Visioning studies/reports, and the Commercial Demand survey which is underway and has when appropriate worked in concert.

## History of economic development work and previous activities and accomplishments in area

- Visitor Centre/Chamber office relocation to village core
- Gabriola Economic Readiness Project to better understand the needs/challenges of our community of businesses and to engage them in the process
- Priorities of Chamber fine tuned to align with needs identified
- Innovation fund project to increase exposure/service at ferry terminal
- Village Visioning partnership
- Involvement in/with Ferry Advisory Committee, Gabriola Arts Council, Gabriola Health Care Foundation, Parent Advisory Committee, GERTIE
- Play advisory role to IslandsTrust on key priorities to the businesses such as Attainable Housing
- Building business community pride through engagement in this work, development of Achievement Recognition award, 20 under 40 nomination, etc.

# ECONOMIC DEVELOPMENT PLAN

**Strategic assessment highlights** (Full SPOT Matrix in Appendices)

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Close proximity to Nanaimo, Vancouver, Victoria</li> <li>• Substantial support for sustainable practises in both lifestyle and local commerce</li> <li>• Here by choice – ‘different’ not elitists</li> <li>• Talented population base</li> <li>• Ferry filter – safety</li> <li>• Diverse community with a variety of businesses, organizations and community assets</li> <li>• Relatively low housing and commercial costs</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Village Vision</li> <li>• Commercial Demand Survey</li> <li>• Trail Management</li> <li>• Environmental Tourism</li> <li>• Island packages to extend season</li> <li>• A Gabriola Portal – website</li> <li>• Brand Gabriola</li> <li>• Strong US dollar</li> <li>• Professional Services (“bring your customers with you” types of businesses; freelancers, teleworkers)</li> </ul>
<p><b>Problems</b></p> <ul style="list-style-type: none"> <li>• Lack of attainable/affordable housing for staff (particularly for rent)</li> <li>• Accessibility/Internet</li> <li>• Youth and young family retention</li> <li>• Aging demographic</li> <li>• Insufficient skilled labour pool</li> <li>• Compressed Services/Hours</li> <li>• Condition or Lack thereof Roads and Sidewalks</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Water / Climate related weather change</li> <li>• School District #68</li> <li>• Increase in minimum wage</li> <li>• Disruptive economy (Air bnb, VROB, Trip Advisor)</li> <li>• Islands Trust – Uncertainty / restrictive OCP</li> <li>• BC Ferries</li> <li>• Competition for the ever scarcer young worker</li> </ul>

# ECONOMIC DEVELOPMENT PLAN

## WHERE DO WE WANT TO GO

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Participants from the two community engagement sessions were asked what they considered the mission of the economic development initiative to be and what guiding principles and values would they consider intrinsic to its being. Those key messages were then crafted into a vision and mission statement by the key stakeholder group during the day long strategic planning session held May 17<sup>th</sup>, 2017. This group will be called the Economic Development Advisory Group herein.

### Economic Development Advisory Group Vision

“We are a Gabriola organization with the resources and skills to focus and elevate the Island to be economically robust and demographically diverse. We are reflective of and responsible to the residents of Electoral Area B.”

### Economic Development Advisory Group Mission

“Our mission is to develop a robust Island economy that thrives within the culture Gabriolans cherish. We will provide tools and resources to create a community working in concert to improve our entrepreneurial capacity.”

### Economic Development Advisory Group Strategic Pillars

During the two half day community engagement sessions, each participant was asked to provide their number one priority for economic development on Gabriola. When asked to rank the groups’ top five priorities, two themes became evident;

#### **1) Marketing & Promotion, Brand**

#### **2) Economic Development Activities related to Business and Tourism**

When reviewing the SPOT analysis, it was clear those who moved to Gabriola had made a conscious lifestyle choice. The opportunities posed all built off the current assets that the community owned or could be bolstered by attracting new residents that made their livelihood from either external opportunities or by engaging in businesses activities that were complementary and supplemental to current business offerings. The group coined the term “bring your own job” as an opportunity for sustained employment on Gabriola.

#### **3) Governance**

The final pillar was determined by the facilitators to be Governance. At this point, there is no formalized delivery agency or model for the economic development strategy. Particular due diligence in the formation and tactical measures required to govern and implement the strategy must be first and foremost to ensure the strategy’s survival. To ensure ongoing success a strong governance foundation is required.

## Strategic Areas per Pillar

### Pillar #1: Governance

#### Strategic Area:

##### 1. Oversight

- Establish the Gabriola Economic Development Advisory Group representative of Electoral Area B, reporting through the Gabriola Island Chamber of Commerce.

##### 2. Strategy Development

- Development of a broad operational strategy and plan to include the following key areas;
  - a. Human Resource Plan: will identify the human capital required to execute this plan and forward the economic development efforts for Gabriola.
  - b. Financial Plan: will include identification of financial resources and funding sources to facilitate the activities of the group.
  - c. Evaluation/Key Performance Indicators (KPI): will identify expected outcomes and measurements for success by action.
  - d. Communications Plan (both internal and external): will provide clear and transparent communication to the community, stakeholder groups, funders and organizations such as media, journalists, etc.

##### 3. Advocacy

- Create an Advocacy Policy for the economic development advisory group that will outline their stance on public, case and policy advocacy.

Detailed information regarding the Governance Strategy can be found on page 14.



# ECONOMIC DEVELOPMENT PLAN

## Pillar #2: Marketing and Promotion, Brand

### 1. Branding Exercise for Gabriola

- Create a brand that represents the culture and climate of working, living, learning and playing on Gabriola.

### 2. Promotion and Marketing of Gabriola Island

- Provide relevant visitor information and a quality visitor experience in order to increase visitor volume, length of stay and spending for the destination.
- Promote Gabriola in order to encourage people to live, work, learn and play on Gabriola.
- Support the buy-local campaign in order to increase local market visitation and spending.

### 3. Collaborative Marketing

- Identification of strategic partners to promote Gabriola on the Island and beyond i.e. Islands Coastal Economic Trust (ICET).
- Identification of consortium partners in order to access funding through Destination BC.
- Collaborative Marketing with the Gabriola Arts and Culture Community.

### 4. Visitor Services

- To provide a meaningful and positive guest services experience for both local and out of town guests.

### 5. Market Readiness

- Have visitor and market ready experiences.

### 6. Communications Strategy

- To create a comprehensive communications strategy directed to local and external audiences to educate and inform what Gabriola has to offer.

Detailed information regarding the Marketing & Promotions and Brand Strategy can be found on pages 15 - 16.

# ECONOMIC DEVELOPMENT PLAN

## Pillar #3: Economic Development Initiatives

### 1. Economic Development

- To ensure integration of economic development and tourism throughout all marketing/brand initiatives.
- Identification of strategic partners for collaborative marketing & promotion.

### 2. Asset Inventory

- To improve business and tourism opportunities to our business community by enhancing their ability to be accessible to customers by producing a comprehensive tourism and business product and services asset inventory.

### 3. Attract and Retain Young Families

- Create an environment that attracts and supports young families and young people on Gabriola.

### 4. Funding for Enhanced Capacity in Community Economic Development

- Increase the capacity of current events and activities as well as generate new learning and business opportunities.

### 5. Stimulate and Support Small Business, Artisans and Entrepreneurs in Electoral Area B

- Foster the development of small business/enterprise on the island by providing coaching and advice to aspiring entrepreneurs on Gabriola.
- To increase access to working capital for Gabriola-based enterprises.
- Create grants to retain young adults on Gabriola by presenting opportunities / alternatives.
- Support successful business transitions.

Detailed information regarding the Economic Development Strategy can be found on pages 17 - 18.

# ECONOMIC DEVELOPMENT PLAN

## HOW ARE WE GOING TO GET THERE. IMPLEMENTATION PLAN / TIMELINE / BUDGET

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The key stakeholder group was tasked with formulating an implementation plan based on the three strategic pillars and the strategic areas that were determined priorities by the two community engagement groups.

The group formulated an implementation plan with detailed Goals, Actions and Measures of Success. The Measures of Success were determined by the group through an exercise that outlined a list of key performance indicators\* available and which were most meaningful to;

- 1) the group, for the purpose of information to guide the Economic Development Advisory Group,
- 2) the community, as an indicator of success; and
- 3) to funder, as in indicator of measurable outcomes for their return on investment.

The group then charted the above strategic goals and action into a three-year timeline and allocated resources for each initiative – grouping them under the Strategic Pillar each was assigned.

Pages 13 through 20 outline the three Strategic Pillars; Governance, Marketing & Promotion, Brand and Economic Development Initiatives and the goals, actions and measurables determined for each.

Pages 21-23 provide the integrated timeline which outlines the major activities, the months of which they will occur and a budgetary figure for each month per pillar with a grand total overall.

The budget is based on industry experience and stakeholder input. It is reflective of the activities being undertaken and the months in which funds would be expensed. The budget is modest. As this is a brand new initiative, there will be start up costs associated with its creation. No archived materials such as photos, videos, websites were ported from the NEDC and Tourism Nanaimo. There has been a total loss of intellectual property as well as infrastructure. Every measure will be taken to leverage the funds received by the Regional District of Nanaimo through grants, stakeholder contributions from the community and the GICC annual budget.

Year 1: Present to March 31, 2018

Governance/Operations	\$25,525
Marketing and Promotion, Brand	\$67975
<u>Economic Development Initiatives</u>	<u>\$ 0</u>
<b>Total for 2017/18</b>	<b>\$93,500</b>

# ECONOMIC DEVELOPMENT PLAN

Year 2: April 1, 2018 to March 31, 2019

Governance/Operations	\$60,000
Marketing and Promotion, Brand	\$30,075
<u>Economic Development Initiatives</u>	<u>\$21,000</u>
<b>Total for 2018/19</b>	<b>\$111,075</b>

Year 3: April 1, 2019 to March 31, 2020

Governance/Operations	\$60,000
Marketing and Promotion, Brand	\$30,100
<u>Economic Development Initiatives</u>	<u>\$18,000</u>
<b>Total for 2019/20</b>	<b>\$108,100</b>

Sources of Funding	Impact	
Regional District of Nanaimo	COLA annually, adjusted for inflation	\$65,000+ annually
Destination BC Consortium Funding	Submitted by Nov 30 for marketing initiatives April 1 – March 31 the following year	Leveraged dollars
Rural Dividends Fund	Available until March 31, 2019	Leveraged dollars

\*Key Performance Indicators determined by the stakeholder group can be found in the appendices.

# ECONOMIC DEVELOPMENT PLAN

## 1. Governance Pillar

Strategic Area (SA)	Oversight	Operations Plan Development	Communications Strategy	Advocacy
<b>Goals</b>	Create and implement Economic Development Advisory Group, reporting through the Gabriola Island Chamber of Commerce.	Create an operational strategy which includes funding/financial resources, Human Resources, Evaluation(KPIs) and clear Communications	To provide clear and transparent reporting to the stakeholder group.	Create an Advocacy policy for Economic Development Advisory Group.
<b>Actions</b>	Create the organizational structure: - Terms of reference for economic development advisory group - Terms of references for subcommittees - Includes composition/skills, term length, reporting structure. Clear roles and responsibilities for the group.	Develop Operations Plan for 2018/2019	To provide clear and transparent reporting to the stakeholder group.	Identify communication lines with Gabriola Chamber
		Develop HR Plan by Spring 2018 - Identify existing assets/skills - Needs assessment - Create job description, priorities and timeline - Hire/contract by Jan 2018	Development of a strategy and identification of a spokesperson.	
		Develop a Financial Plan including potential funding sources, budget and grant writing by January 2018	Communicate out to neighbouring areas.	
		Structure and report back expectations.	Committee development and education on economic development and governance	Quarterly reports to the group with pre-determined metrics.
			Committee development and education on economic development and governance	
<b>Measures of Success</b>	Ratification of strategic plan/structure by RDN.	Plans created, funded and implemented.	Created by late spring 2018 by the communications subcommittee.	Created by the communications subcommittee.
	Contract between the RDN and Chamber for funds to proceed.		Feedback from stakeholders, funders and the community.	

# ECONOMIC DEVELOPMENT PLAN

## 2. Marketing and Promotion, Brand

Strategic Area (SA)	Branding Exercise for Gabriola Island	Promotion and Marketing of Gabriola Island	Collaborative Marketing
Goal	<p>Create a brand that represents the culture and climate of working, living and playing on Gabriola.</p> <p>Reasons to come</p> <ul style="list-style-type: none"> <li>- Island</li> <li>- Safe</li> <li>- Hiking</li> <li>- Kayaking</li> <li>- Arts</li> <li>- Sunset</li> <li>- Affordable things to do</li> <li>- An Island feel that is vibrant and positive</li> <li>- Education</li> </ul>	<p>To increase visitor volume, the length of stay and visitor spending for the destination by providing relevant visitor information and a quality visitor experience</p>	<p>To identify strategic partners in order to collaboratively market Gabriola on the Island and beyond.</p>
Action	Create catalogue of videos	Development of an interim marketing plan to include target market identification (based on EQ types) (July - Dec 2017) and a two year plan for 2018-2019 to leverage Destination BC	<p>Meet with like minded partners to determine opportunities</p> <p>Determine Packages to Market re: Workshops and Arts Programs</p>
	Create a Gabriola web-portal	Create an asset inventory (2018), update annually	Create community events calendar for 2018
	Community Engagement sessions to build the Gabriola Brand and buy-in within the community.	<p>Visitor &amp; Market Ready workshop(s) to build capacity (Facilitator)</p> <p>Strategy ideas "isle of the..."</p> <p>Create 'Things to do' on Gabriola i.e. in the rain, when the power goes out, with kids etc.</p>	<p>Partners</p> <ul style="list-style-type: none"> <li>- Destination BC</li> <li>- Tourism Vancouver Island (TVI)</li> <li>- Southern Island Coastal Communities (SICC)</li> </ul>
Measures of Success	<ul style="list-style-type: none"> <li>• Create and use the brand</li> <li>• brand recognition</li> <li>• broad community use of the Gabriola brand</li> </ul>	<ul style="list-style-type: none"> <li>• Determine Key Performance Indicators by winter 2017</li> <li>• Increase year-round tourism by 10% by 2020.</li> <li>• Revenue increase by % for business</li> </ul>	<ul style="list-style-type: none"> <li>• 2 product packages to market</li> <li>• Implement marketing by March 2018</li> <li>• Deliver 2 programs by late summer 2018 with 75% registration</li> </ul>

# ECONOMIC DEVELOPMENT PLAN

## Marketing and Promotion, Brand Continued

Strategic Area (SA)	Visitor Services	Market Readiness	Communications Strategy
<b>Goal</b>	<i>To provide a meaningful and positive guest services experience for both local and out of town guests at Visitor Centre + mobile kiosk</i>	<i>To increase the economic opportunities of tourism through visitor and market ready experiences.</i>	<i>To create a comprehensive internal strategy directed to creating effective communications with community stakeholders and with the Gabriola community at large.</i>
<b>Action</b>	<i>Visitor Centre</i>	<i>Asset Inventory (2018) Infrastructure (2018) Booking System – Vacancy group on Facebook (2018) Marketing strategy with investment (2018)</i>	<i>To educate and encourage locals to “Try Gabriola First” rather than buy off island. Exposure of goods and services via buy local campaigns.</i>
	<i>Summer Students Innovation Fund project to further expand visitor services</i>	<i>Brand Deployment (2018)</i>	<i>Things that need to be considered: - e-blasts - newsletter</i>
	<i>Conduct a Visitor Experience Survey in summer 2018</i>	<i>Education – Capacity building (2018 &amp; 2019) - Visitor and Market Readiness workshop (2018) - What meeting planners want (2018) - Site inspection workshop (2018)  Social Media Strategy and Content Plan (2017 – 2018, 2018-2019, 2019-2020).</i>	<i>Link to sign up for e-newsletter on website</i>
<b>Measures of Success</b>	<ul style="list-style-type: none"> <li>• # of visitors</li> <li>• # of enquiries</li> <li>• # of brochure mail outs</li> <li>• # of website visits</li> <li>• Year over Year ferry ridership</li> <li>• Visitor Experience Survey stats</li> </ul>	<ul style="list-style-type: none"> <li>• Number of members’/tourism industry businesses represented in VIC</li> <li>• In-kind services received by the DMO for the VIC</li> <li>• Local industry training sessions conducted by VIC staff                             <ul style="list-style-type: none"> <li>o Number of sessions</li> <li>o Attendance at sessions</li> </ul> </li> <li>• Number of VIC staff site inspections at local tourism industry businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Open rate for e newsletter (40%)</li> <li>• Click through rate (20)</li> <li>• Uptake on groups (50%)</li> <li>• Media Releases (12)</li> </ul>

# ECONOMIC DEVELOPMENT PLAN

## 3. Economic Development Initiatives

Strategic Area (SA)	Economic Development	Asset Inventory	
Goal	To ensure integration of economic development and tourism throughout all marketing/brand initiatives.	To improve business and tourism opportunities to our business community by enhancing their ability to be accessible to customers by producing a comprehensive tourism and business product and services asset inventory.	Collect tourism asset numbers to provide external services.
Action	Collaboration with the Marketing Group.	<p>Economic Development Inventory of all community assets, tourism assets and business assets.</p> <p>Economic Development Inventory of all community assets, tourism assets and business assets. Detailed list of services, activities and locations.</p> <p>Set up an advisory committee</p> <p>Use existing info already gathered</p> <p>Economic readiness</p> <p>Village vision</p> <p>Housing society</p> <p>Repeat annually.</p>	<p># trails      # beaches</p> <ul style="list-style-type: none"> <li>• # parks</li> <li>• # rooms</li> <li>• # B &amp; B s</li> <li>• # restaurants</li> <li>• # kayaking tours</li> <li>• # charters</li> <li>• # marina/marina slips</li> <li>• # pubs</li> <li>• # tour/operators</li> <li>• # hotel/lodges</li> <li>• # artists</li> <li>• # major signature events</li> <li>• Studio tour</li> <li>• Theatre festival</li> <li>• Isle of the arts</li> <li>• # of farmers markets</li> <li>• # yoga teachers</li> <li>• # community based events</li> <li>• Farm to table</li> <li>• Salmon BBQ</li> <li>• Canada Day</li> </ul>
Measures of Success	<ul style="list-style-type: none"> <li>• Visitor Exit Survey</li> <li>• Transportation stats                             <ul style="list-style-type: none"> <li>o Ferry</li> <li>o Shipping</li> <li>o Business</li> </ul> </li> </ul>	<p>Identify gaps/ changes in inventory</p> <ul style="list-style-type: none"> <li>• A completed list</li> <li>• Progress in filling gaps</li> <li>• Business total by category</li> <li>• Rental inventory + other housing stats on rental usage vs uninhabited</li> <li>- Labour: jobs created vs lost</li> <li>- Employment stats</li> </ul>	Having an inventory of business and tourism assets!



# ECONOMIC DEVELOPMENT PLAN

## Economic Development Initiatives Continued

Strategic Area (SA)	<i>Attract &amp; retain young families</i>	<i>Funding for Enhanced Capacity in Economic Development</i>	<i>Grants for Youth Mentorship</i>	<i>Support Small Business</i>
<b>Goal</b>	<i>Create an environment that attracts and supports young families and young people on Gabriola.</i>	<i>Increase the capacity of current events and activities as well as generate new learning and business opportunities.</i>	<i>Retain youth and young adults on Gabriola by presenting opportunities / alternatives.</i>	<i>Foster the development of small businesses on the island by providing coaching and advice to aspiring entrepreneurs on Gabriola i.e. Mobile general business mentor who works with any business on Gabriola. Could be modeled on CF's "Entrepreneur in Residence" program.</i>
<b>Action</b>	<i>Support efforts to improve attainable housing.</i>	<i>Support efforts to increase the number of events on Gabriola and/or increase the number of off-Island event attendees.</i>	<i>Provide small grants to young entrepreneurs- both in dollars and in mentorship – Applicant may apply for more than one grant per year Establish a review panel Create sample plain-language application form including budget Develop a list of business mentors in a variety of fields</i>	<i>To increase access to working capital for Gabriola-based businesses. Asset in inventory Skills inventory Call for interested people to volunteer (honorarium or as a business mentor) Business mentors help to link businesses with resources such as bookkeeping, admin, marketing/digital marketing. Develop partnership with the library about providing support/space for these services.</i>
<b>Measures of Success</b>	<i>Average income – family and personal Employment stats and Census Data</i>	<ul style="list-style-type: none"> <li>• # of applications to the fund</li> <li>• dollars leveraged</li> <li>• increase in #'s in an activity</li> <li>• residents vs non-residents</li> <li>• \$5,000 per year total program</li> </ul>	<ul style="list-style-type: none"> <li>• # of partners</li> <li>• # of grants per year</li> <li>• # of recipients still operating after 2 yrs and after 5 yrs</li> <li>• # Full time vs part time positions</li> <li>• \$5,000 per year total program</li> </ul>	<ul style="list-style-type: none"> <li>• # of people who access the program</li> <li>• # of new businesses</li> <li>• # of businesses that are still in place</li> <li>• # of mentors</li> <li>• # of applications to the fund</li> <li>• Leveraged dollars/ROI to Community</li> </ul>

# ECONOMIC DEVELOPMENT PLAN

## Timeline and Budget for the Years 2017/18, 2018/19 and 2019/20

	Month	2017					Budget			
							Governance /Operations	MPB	Ec Dev	Grand Total
M a j o r  A c t i v i t i e s  T i m e l i n e	April	Stakeholder Engagement Sessions								
	May									
	June	Strategic Plan & Budget presentation/ submission to Chamber (June 1)		Guest Services training/familiarization for volunteers	Tourism Services Agreement Activities as submitted to RDN					
	July	Strategic Plan Planning Agreement submitted to Howard Houle (July 1)	RDN Meeting July 11	Host Familiarization tour (FAM) for VI Visitor Centres			10,000			10,000
	August	Ratification of Strategic Plan by RDN (August 22)	Create Chamber/RDN service agreement contract	RFP for Gabriola Branding (\$1500)				6,000		6,000
	September	Prepare submission for funding request to ICET to match funds with either the quick start implementation grant (15k) and/or the regional collaboration/marketing grant (30k) and Rural Dividend Fund (10k) (1075)	Interim Report to RDN	Attend 3 day TVI Conference, Sydney BC and connect with TVI re: Marketing Committee (1000)	Pending Contract: Marketing Plan (18,525)	Branding exercise for Gabriola based on RFP (14,000) (ICET/RDF)		2,500		2,500
	October			TVI Marketing Committee: Connect with other DMOs re partnership &/or collaboration (bi-monthly) (450)			1075	450		1,525
	November		Consortium submission to Destination BC re: 2018 marketing funds (9k)		Q4 Social Media (3450)			9000		9,000
	December	Quarterly Report to RDN	Develop Operations Plan & Budget for 2018 (2500)	TVI Marketing Committee			2,500	18525		21,025
	January	Create Economic Development Advisory Committee reporting through the Chamber (TOR/Skills Matrix) (2500)	Develop the Human Resource Plan - needs assessment, skills assessment and job descriptions (2500)	Progress report/news to Gabriola Stakeholders		Produce & print collateral - develop website based on branding (14000)	5,000	14,000		19,000
	February	Economic Development Advisory Group Governance Training (1000)	HR Plan implementation (1000)	Set up office infrastructure (7500)	TVI Marketing Committee		9,500			9,500
	March	Create Committee Advocacy Policy	New Ec Dev Officer hired; starts April 1, 2018	Year end Report to RDN	Create 2018-2019 Marketing Plan (2000)		2,000	17,450		19,450
		<b>Annual Grand Total</b>					<b>\$30,075</b>	<b>\$67,925</b>	<b>\$0</b>	<b>\$98,000</b>

	Governance	RDN	\$11,075	\$53,925	\$0	\$65,000
	Governance: In Progress					
	Marketing/Promotions/Branding	ICET/RDF	\$19,000	\$14,000	\$0	\$33,000
	Marketing/Promotions/Branding: In Progress					
	Marketing/Promotions/Branding: Pending Approval	Total	\$30,075	\$67,925	\$0	\$98,000
	Leveraged Funding from ICET and/or Rural Dividend Fund					
	Economic Development					
	Total of all Activities					

# ECONOMIC DEVELOPMENT PLAN

Month	2018											Budget				
												Governance /Operations	MPB	Ec Dev	Grand Total	
April	Tourism and Economic Development Human Resources Staff/Consultants to implement plan @ 1 FTE (\$51,000 per year)	Operational Costs for Office and Implementation (750 per month)	Quarterly Report to RDN	Social Media Strategy Implementation based on plan (\$600 per month)	Monthly Enewsletters to Visitors	Why Gabriola - Media release	Monthly Enewsletters to Stakeholders	Host 'Emergency Readiness for Tourism' workshop \$250			Business attraction & retention survey to Gabriola business	Youth Mentorship Grant (round 1) \$2500	5,000	850	2,500	8,350
May					Monthly Enewsletters to Visitors	Why Gabriola - Media release	Monthly Enewsletters to Stakeholders		TVI Marketing Committee \$25	Business/Tourism Asset Inventory (\$8000)		5,000	625	8,000	13,625	
June					Quarterly Report to RDN	Monthly Enewsletters to Visitors	Why Gabriola - Media release	Monthly Enewsletters to Stakeholders	Host Familiarization tour (FAM) for VI Visitor Centres \$250		Events Attraction and Capacity Building Grant (Round 1) \$2500	5,000	850	2,500	8,350	
July					Monthly Enewsletters to Visitors	Why Gabriola - Media release	Monthly Enewsletters to Stakeholders	Visitor Experience Survey July 1 - August 15	TVI Marketing Committee \$25			5,000	625		5,625	
August					Monthly Enewsletters to Visitors	Why Gabriola - Media release	Monthly Enewsletters to Stakeholders			Youth Mentorship Grant (round 1) \$2500		5,000	7,100	2,500	14,600	
September					Quarterly Report to RDN	Monthly Enewsletters to Visitors	Why Gabriola - Media release	Monthly Enewsletters to Stakeholders	Confirm Attendance at TVI Consumer Tradeshow in Seattle	TVI Marketing Committee \$25		5,000	625		5,625	
October					Monthly Enewsletters to Visitors	Why Gabriola - Media release	Monthly Enewsletters to Stakeholders	Host 'What Meeting Planners want' workshop \$250	Consortium submission to Destination BC 2019-2020 marketing funds		Small Business Support Program (quarterly intakes) \$1250	5,000	850	1,250	7,100	
November					Monthly Enewsletters to Visitors	Why Gabriola - Media release	Monthly Enewsletters to Stakeholders	Consortium submission to Destination BC re: 2018 marketing funds (10K)	TVI Marketing Committee \$25		Buy local campaign in partnership with the Sounder	5,000	10,625	500	16,125	
December					Quarterly Report to RDN	Monthly Enewsletters to Visitors	Why Gabriola - Media release	Monthly Enewsletters to Stakeholders	Create 2018-2019 Marketing Plan			5,000	600		5,600	
January					Develop Operations Plan & Budget for 2019	Monthly Enewsletters to Visitors	Why Gabriola - Media release	Monthly Enewsletters to Stakeholders	Host Visitor & Market Readiness workshop \$250	TVI Marketing Committee \$25	Events Attraction and Capacity Building Grant (Round 2) \$2500	5,000	875	3,750	9,625	
February					Prepare grant request for summer student to assist in Asset Inventory Update	Monthly Enewsletters to Visitors	Why Gabriola - Media release	Monthly Enewsletters to Stakeholders	Consumer Show with TVI \$5000	Host Stakeholder Workshop \$250	Small Business Support Program (quarterly intakes) \$1250	5,000	5,850		10,850	
March					Annual Report to RDN	Monthly Enewsletters to Visitors	Why Gabriola - Media release	Monthly Enewsletters to Stakeholders				5,000	600		5,600	
<b>Annual Grand Total</b>											<b>5,000</b>	<b>600</b>	<b>\$21,000</b>	<b>\$111,075</b>		

	Governance/Operations
	Marketing/Promotions/Branding
	Economic Development
	Total of all Activities

# ECONOMIC DEVELOPMENT PLAN

Month	2019										Budget						
											Governance /Operations	MPB	Ec Dev	Grand Total			
Major Activities Timeline	Tourism and Economic Development Human Resources Staff/Consultants to implement plan @ 1 FTE \$51,000 per year	Operational Costs for Office and Implementation \$750 per month	Quarterly Report to RDN	Social Media Strategy Implementation based on plan \$600 per month	Monthly Newsletter to Visitors	Why Gabriola - Media release	Monthly Newsletter to Stakeholders	Host 'Emergency Readiness for Tourism' workshop \$250			Small Business Support Program (quarterly intakes) \$1250	Business attraction & retention survey to Gabriola business	Youth Mentorship Grant (round 1 - \$2500)	5,000	850	3,750	9,600
					Monthly Newsletter to Visitors	Why Gabriola - Media release	Monthly Newsletter to Stakeholders		TVI Marketing Committee \$25			5,000	625		5,625		
					Monthly Newsletter to Visitors	Why Gabriola - Media release	Monthly Newsletter to Stakeholders	Visitor Experience Survey	Host Familiarization tour (FAM) for VI Visitor Centres \$250		Events Attraction and Capacity Building Grant (Round 1 - \$2500)	5,000	850	2,500	8,350		
					Monthly Newsletter to Visitors	Why Gabriola - Media release	Monthly Newsletter to Stakeholders	July 1 - August 15 \$6500	TVI Marketing Committee \$25	Small Business Support Program (quarterly intakes) \$1250	Business/Tourism Asset Inventory (\$2500)	5,000	625	3,750	9,375		
					Monthly Newsletter to Visitors	Why Gabriola - Media release	Monthly Newsletter to Stakeholders					Youth Mentorship Grant (round 2 - \$2500)	5,000	7,100	2,500	14,600	
					Monthly Newsletter to Visitors	Why Gabriola - Media release	Monthly Newsletter to Stakeholders	Confirm Attendance at TVI Consumer Tradeshow	TVI Marketing Committee \$25			5,000	625		5,625		
					Monthly Newsletter to Visitors	Why Gabriola - Media release	Monthly Newsletter to Stakeholders	Host 'What Meeting Planners want' workshop \$250	Consortium submission to Destination BC 2019-2020 marketing funds	Small Business Support Program (quarterly intakes) \$1250	Buy local campaign in partnership with the Sounder \$500	5,000	850	1,250	7,100		
					Monthly Newsletter to Visitors	Why Gabriola - Media release	Monthly Newsletter to Stakeholders	Consortiums submission to Destination BC re:2019 marketing funds (10K)	TVI Marketing Committee \$25			5,000	10,625	500	16,125		
					Monthly Newsletter to Visitors	Why Gabriola - Media release	Monthly Newsletter to Stakeholders	Create 2018-2019 Marketing Plan				5,000	600		5,600		
					Monthly Newsletter to Visitors	Why Gabriola - Media release	Monthly Newsletter to Stakeholders	Host Visitor & Market Readiness workshop \$250	TVI Marketing Committee \$25	Small Business Support Program (quarterly intakes) \$1250	Events Attraction and Capacity Building Grant (Round 2 - \$2500)	5,000	875	3,750	9,625		
					Monthly Newsletter to Visitors	Why Gabriola - Media release	Monthly Newsletter to Stakeholders	Consumer Show with TVI \$5000	Host Stakeholder Workshop \$250			5,000	5,850		10,850		
					Monthly Newsletter to Visitors	Why Gabriola - Media release	Monthly Newsletter to Stakeholders		TVI Marketing Committee \$25			5,000	625		5,625		
<b>Total Annual Budget</b>													<b>\$60,000</b>	<b>\$30,100</b>	<b>\$18,000</b>	<b>\$108,100</b>	

	Governance/Operations
	Marketing/Promotions/Branding
	Economic Development
	Total of all Activities

# ECONOMIC DEVELOPMENT PLAN

## ARE WE GETTING THERE.

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### Monitoring

Accountability and monitoring are built into this strategy. Staff will be responsible for the day to day monitoring of programs and initiatives and will report progress and outcomes to the Economic Development Advisory Group on a monthly basis. It is also expected that through contribution agreement/funding contracts with organizations such as Destination BC, Rural Dividend Fund, Island Coastal Trust and the Regional District of Nanaimo, additional measures of monitoring and reporting will be required. The Economic Development Advisory Group must regularly review these KPIs to ensure deliverable compliance and remain on budget.

### Performance Measurement

Key Performance Indicators have been built into the measures of success and will be captured on an on-going basis to gauge the over performance of each action and ensure progress or realignment of actions will take place. KPIs will be delivered to the Economic Development Advisory Group by staff on a quarterly basis.

### Evaluation

Understanding the importance of evaluation, the Economic Development Advisory Group will conduct a review of the strategic plan at the end of 2018 and the end of 2019 asking the questions:

1. What is the status of this strategic area and activities?
2. What have been some of the benefits so far?
3. Have there been any challenges?
4. What changes, if any, are needed to ensure success?

It is anticipated that the Economic Development Advisory Group will produce an Annual Report which outlines the activities undertaken during the year layered against key performance indicators.

# ECONOMIC DEVELOPMENT PLAN

## APPENDICES

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- Communication Flow Chart
- Key Findings
- Context Map
- SWOT Analysis
- Key Performance Indicators



July 17th, 2017

Howard Houle, Director Area B  
Regional District of Nanaimo  
Via email Howard.Houle@rdn.bc.ca

Dear Howard,

**RE: Recommendation that the Gabriola Island Chamber of Commerce be contracted to implement the *Interim Plan to 2017 Fiscal Year End* as attached.**

As outlined in the Southern Community Economic Development Service Agreement for Electoral Area B (Tourism Related Services), the Gabriola Island Chamber of Commerce has been contracted to:

7.1 (b) Develop a budget and marketing plan for advertising and marketing expenses for enhanced tourism marketing for the 2017 season for consideration by the RDN.

As outlined in the Southern Community Economic Development Service Strategic Planning Agreement for Electoral Area B, the Gabriola Island Chamber of Commerce has been contracted to:

7.1 (d) Compile findings to create a realistic and achievable 3-year Strategic Plan outlining priorities, key activities, ownership of assets and resource allocations.

As a result of discussions at the meeting held June 15<sup>th</sup> with the Steering Committee of the group tasked with spearheading the strategic planning process (as outlined in the Southern Community Economic Development Service Agreement for Electoral Area B (Strategic Plan)), the attached plan is being recommend based on the following:

- The timeline covered by the recommended plan has been extended to align with the fiscal year of the Regional District of Nanaimo. As it is understood that the timeline for implementation of the potential long-term agreement would be April 2018, the plan attached has been extended to include work recommended up to March 31<sup>st</sup>, 2018.
- The attached plan outlines work that the Chamber plans to do that, while not all financed by the RDN, is critical to the overall plan and direction being recommended. We felt it important that the RDN understand the various initiatives being done through other partnerships to achieve the direction the Gabriola business community wishes as determined through the Strategic Planning process directed by the RDN.

Thank you to you and the RDN staff for your time on this. Any questions, please just ask.

Regards,

Gloria Hatfield, President  
Gabriola Island Chamber of Commerce

**Attachment 3: Letter Dated July 17<sup>th</sup> 2017 re Service Agreement**



July 17th, 2017

Howard Houle, Director Area B  
Regional District of Nanaimo  
Via email Howard.Houle@rdn.bc.ca

Dear Howard,

**RE: Recommendation that the Regional District of Nanaimo and the Gabriola Island Chamber of Commerce enter in to a long-term service agreement:**

As outlined in the Southern Community Economic Development Service Strategic Planning Agreement for Electoral Area B, the Gabriola Island Chamber of Commerce has been contracted to:

7.1 (d) Compile findings to create a realistic and achievable 3-year Strategic Plan outlining priorities, key activities, ownership of assets and resource allocations.

Gabriola Chamber of Commerce, in consultation with the community of Gabriola and in collaboration with the key strategic stakeholders, has created an Economic Development Plan which you will find attached.

As a result of the discussions with the community regarding the organizational structure required to achieve the goals set out in the Plan, the stakeholders recommend that:

The Regional District of Nanaimo and the Gabriola Island Chamber of Commerce enter in to a long-term (10 year) service agreement effective April 1, 2018 to:

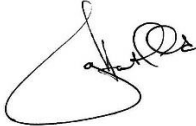
- Create and maintain an Economic Development Advisory Group representative of Electoral Area B, reporting through the Gabriola Island Chamber of Commerce, to the Regional District of Nanaimo. The Economic Development Advisory Group will be accountable for the oversight required for the implementation of the Economic Development Plan, in particular the responsibilities as laid out in Pillar #1 Governance, with the following Vision and Mission:
  - Vision – “We are a Gabriola organization with the resources and skills to focus and elevate the Island to be economically robust and demographically diverse. We are reflective of and responsible to the residents of Electoral Area B.”
  - Mission – “Our mission is to develop a robust Island economy that thrives within the culture Gabriolans cherish. We will provide tools and resources to create a community working in concert to improve our entrepreneurial capacity.
- Hire and/or contract an individual responsible for the work required to achieve the goals and objectives set out by the community in the Gabriola Island Economic Development Plan.



In consideration for this service, it has been recommended through the Strategic Planning process that the Regional District pay the Chamber a service fee of \$65,000 (plus annual adjustment for inflation) per year.

On behalf of all of those involved, whether through surveys, brainstorming sessions, meetings or those invaluable discussions in the grocery store, we would like to thank you for taking the bull by the horns and allowing us the opportunity to work together as a community to develop a Home-grown Strategy for Economic Prosperity.

Regards,

A handwritten signature in black ink, appearing to read 'Gloria Hatfield', written in a cursive style.

Gloria Hatfield, President  
Gabriola Island Chamber of Commerce

Attachment 4: Draft Plan to Fiscal Year End



Draft Plan to Fiscal Year End

Dated July 16, 2017

DIGITAL MARKETING

<b>Social Media Marketing</b>	Continue Social Media Marketing as is currently agreed to under the Service Agreement for Tourism Related Services to end of RDN Fiscal year March 31, 2018. Contract currently goes to September 30, 2017. (6 months at \$575)	\$ 3,450
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COLABORATIVE MARKETING & PROMOTION

<b>Attend Tourism Vancouver Island (TVI) Conference</b>	The mandate of TVI is to increase the economic benefits that flow from tourism in the VI Region. Through the conference TVI facilitates the collaboration of local, regional and provincial agencies, First Nations, Destination Marketing Organizations, tourism operators and other community such as Gabriola, to guide the long-term growth of tourism experiences and revenues. This conference will allow Gabriola the opportunity to begin building partnerships that will allow us to promote Gabriola's economic development in an efficient and targeted manner. (3 day conference, accommodation, travel, and time)	\$ 1,000
<b>Monthly TVI meetings</b>	Collaborate with other DMOs re partnership or collaboration bi-monthly	\$ 450
<b>Apply for Co-op funding</b>	Prepare submissions for funding request to ICET to match funds with either the quick start implementation grant (\$15k) and/or regional collaboration/marketing grant (\$30k) and Rural Dividend Fund (\$10k). Cost to write grant.	\$ 1,025
<b>Apply for Co-op funding</b>	Consortium submission to Destination BC for 2018 marketing funds. \$\$ contributed will be used to leverage funds from partners and build a regional, targeted campaign with similar communities.	\$ 5,000

ORGANIZATIONAL DEVELOPMENT

<b>Branding</b>	Based on feedback from 7 stakeholder sessions and detailed feedback from over 600 members of the Gabriola business community, create a brand that represents the culture and climate of working, living, learning and playing on Gabriola.	
	Step one is the development of the RFP for the branding work required based on the feedback from the Gabriola Readiness Project and the Strategic Planning	\$ 1,000
	Step two - application will be made to ICET to fund branding exercise. <i>NOTE: Chamber to apply for estimated \$15,000 leveraged from ICET.</i>	\$ -
	Step three - develop websites - both Ec Dev site and tourism site based on branding exercise, videos, photoshoots, and instagram work.	\$ 14,000
<b>Governance Structure</b>	Create Economic Development Advisory Group reporting through the Chamber as recommended by the Gabriolan business community through the Strategic Planning process. <i>Note: Chamber to apply to Rural Dividend Fund to secure funding to create Terms of Reference, Skills Matrix and governance training. Costing \$3500</i>	\$ -
	Develop the Human Resource Plan for the staff tasked with driving the implementation of the Strategic Plan. Needs assessment, skills assessment, job description, and job postings, interviews, etc <i>NOTE: Chamber to secure funding through Rural Dividend of \$3500.</i>	\$ -
	Set up office infrastructure <i>Note: \$8000 of which 50% financed through Rural Dividend</i>	\$ 4,000

TOTAL BUDGET: \$ 29,925

## Attachment 5: Key Performance Indicators

Indicate the data source to be used for the indicator. Use the Indicator Library if you need

**A - Importance for accountability/decision making:** the internal need to provide this data to your local leaders/community  
**B - Work involved:** the accessibility or ease of collecting information about a specific indicator

**Evaluating Your Indicators**

1. Complete the "Data Source" column for each indicator.
2. Evaluate each indicator on the three parameters provided (A, B, C)
3. A score for each will be automatically generated. A higher

**Communication Indicators**

Some indicators that are low-scoring may still be beneficial (or necessary) to track as communication indicators. If you plan to track them, set them as "Yes - Communication" to include in workplan. We've provided a separate area in the next tab to keep track of these indicators that are not directly related to your activities.

Indicator	Data source	(A) Importance for accountability and decision-making	A - Score	(B) Work involved in measuring, monitoring and reporting	B - Score	(C) Degree of control related to ec dev work	C - Score	Total Score (A)+(B)+(C)	Include in work-plan?
# of hits on the website	Google Analytics Report generated by contractor	Critical	5	Already Collecting	5	Direct Control	5	15	Yes - Performance
# of likes/shares on social media (Instagram and Facebook)	Report generated by contractor	Critical	5	Already Collecting	5	Direct Control	5	15	Yes - Performance
# of new businesses created	Survey - contractor	Very Important	4	Some Work to Collect	3	Strong Control	4	11	Yes - Performance
Chamber Stats - # of new members	Chamber Staff	Critical	5	Already Collecting	5	Direct Control	5	15	Yes - Communication
Chamber Stats - # of volunteers	Chamber Staff	Critical	5	Already Collecting	5	Direct Control	5	15	Yes - Communication
Chamber Stats - List of Member Businesses	Chamber Staff	Critical	5	Already Collecting	5	Direct Control	5	15	Yes - Communication
Chamber Stats - Social Media # of likes/shares	Chamber Staff	Critical	5	Already Collecting	5	Direct Control	5	15	Yes - Communication
Economic Development - Average Incomes (personal & family)	Primary Data - Contractor	Very Important	4	Some Work to Collect	3	Strong Control	4	11	Yes - Performance
Economic Development - Business Snapshot	Primary Data - Contractor	Very Important	4	Some Work to Collect	3	Direct Control	5	12	Yes - Performance
Economic Development - Business Total by category	Local Government/Wave Survey	Critical	5	Considerable Work to Collect	2	Direct Control	5	12	Yes - Performance
Governance - Financial Transparency (budget/spending/partners)	Quarterly Reporting	Critical	5	Already Collecting	5	Direct Control	5	15	Yes - Performance
Governance - Housing Cost vs Income	Contractor	Very Important	4	Some Work to Collect	3	Moderate Control	3	10	
Governance - Partners	Quarterly Reporting	Very Important	4	Already Collecting	5	Direct Control	5	14	Yes - Communication
Increase in Ferry traffic to Gabriola	BC Provincial Tourism Indicators and Ferry Advisory Council	Moderately Important	3	Easy To Collect	4	Moderate Control	3	10	Yes - Communication
Rental Inventory	Primary Data - Contractor	Moderately Important	3	Some Work to Collect	3	Moderate Control	3	9	Yes - Communication
Tourism - Visitor Exit Survey	Primary Data - Contractor	Critical	5	Easy To Collect	4	Direct Control	5	14	Yes - Performance
Visitor Centre - # in group	Visitor Centre Staff	Critical	5	Already Collecting	5	Direct Control	5	15	Yes - Performance
Visitor Centre - # of busses	Visitor Centre Staff	Critical	5	Already Collecting	5	Direct Control	5	15	Yes - Performance
Visitor Centre - # of nights on Gabriola	Visitor Centre Staff	Critical	5	Already Collecting	5	Direct Control	5	15	Yes - Performance
Visitor Centre - # of visitors - (Info centre + mobile Kiosk)	Visitor Centre Staff	Critical	5	Already Collecting	5	Direct Control	5	15	Yes - Performance
Visitor Centre - type of information requested	Visitor Centre Staff	Critical	5	Already Collecting	5	Direct Control	5	15	Yes - Performance
Visitor Centre - use of washrooms (yes or no)	Visitor Centre Staff	Critical	5	Already Collecting	5	Direct Control	5	15	Yes - Performance
Visitor centre - where are visitors from	Visitor Centre Staff	Critical	5	Already Collecting	5	Direct Control	5	15	Yes - Performance
								0	

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**TO:** Regional District of Nanaimo Committee of the Whole     **MEETING:** September 12, 2017

**FROM:** Tyler Brown  
Intergovernmental Liaison

**SUBJECT:** 2017 Operational Plan Update and 2017 – 2021 Operational Report and Forecast

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**RECOMMENDATIONS**

1. That the Board endorse the Regional District of Nanaimo 2017 Operational Plan Update.
2. That the Board endorse the Regional District of Nanaimo 2017 – 2021 Operational Report and Forecast.

**SUMMARY**

The 2016 – 2020 Board Strategic Plan was developed to be a living document that is reviewed and updated on an annual basis. As part of this review process, a 2017 Operational Plan was developed in March, 2017 with a commitment to provide an update in the Fall of 2017. The 2017 Operational Plan Update (see Attachment 1: Regional District of Nanaimo 2017 Operational Plan Update) captures new high priority work plan items added since March, 2017, as well as status updates on each item. In addition, a 2017 – 2021 Operational Report and Forecast has been created to provide the Board with a high-level overview of anticipated departmental work in the coming years (see Attachment 2: Regional District of Nanaimo 2017 – 2021 Operational Report and Forecast), aligned with the Regional District of Nanaimo (RDN) Five-Year Financial Plan. Taken together, these documents allow the Board of Directors and the public to measure progress advancing the Board’s Strategic Plan and report on Strategic Plan priorities.

**BACKGROUND**

The 2016-2020 Board Strategic Plan is intended to be a living document, developed to follow a continuous improvement model (see Figure 1 below). This means that the Board Strategic Plan is to be reviewed annually following the process outlined below:

- Strategic Plan Review Workshop;
- Actions to Support Plan;
- Measuring Progress on Strategic Plan;
- Reporting on Strategic Plan Priorities; and
- Annual Strategic Plan Review.

**Figure 1: Continuous Improvement Model**

Adapted from *Regional District of Nanaimo 2016-2020 Board Strategic Plan*, p. 6



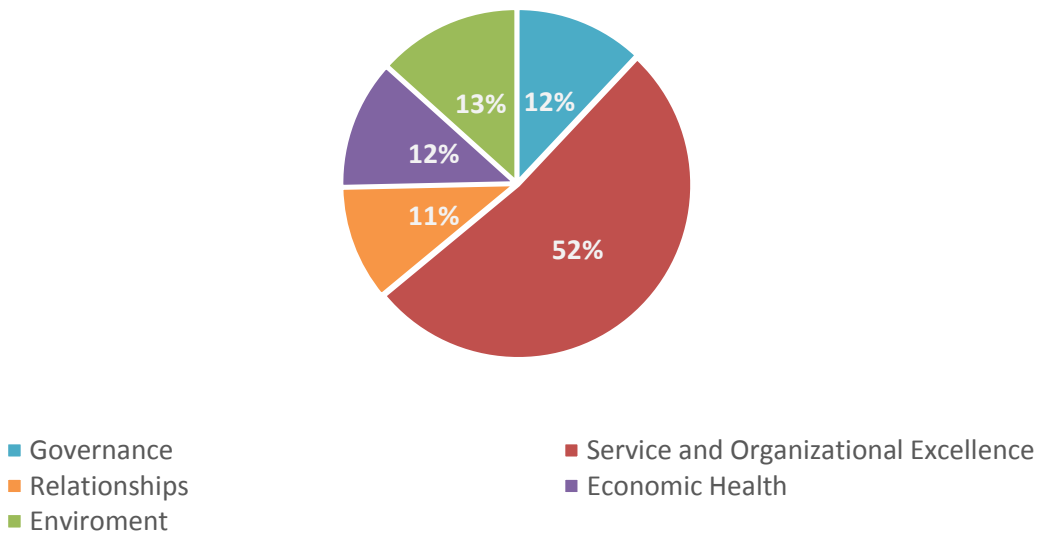
The purpose of the 2017 Operational Plan, first endorsed by the Board at the Regular Board Meeting held March 28, 2017, is to consolidate high priority actions that support Board Strategic Priorities in a single document, and outline key implementation items and activities to ensure each action progresses as planned over 2017. The action items arose from RDN Board resolutions, Board policies and adopted plans, legislative and regulatory requirements; departmental work plans; and internal reviews to improve service delivery. The action items identified in the 2017 Operational Plan are those identified as high priority through strategic planning seminars involving Directors and senior staff and represent a small fraction of all the work plan items necessary to meet 2017 service delivery expectations for the RDN as a whole.

The updated 2017 Operational Plan (Attachment 1) includes status updates on each 2017 action item as well as new action items added to 2017 departmental work plans since March 2017. The status updates inform the Board on the progress of 2017 work items prior to the annual review of the Board's Strategic Plan. New items added since March are appended to the update (2017 Operational Plan Update, p. 104). A commitment made in the 2017 Operational Plan is to provide a forecast of departmental work over a five year period. The takes the form of a 2017 – 2021 Operational Report and Forecast (see Attachment 2), which includes aggregated information on the status of the 2017 Operational Plan action items (see pages 6-7 of Attachment 2) as well as a high-level overview of the departmental work as anticipated in the RDN Five-Year Financial Plan.

The aggregated results of the 2017 action items shows that of the 190 action items included in the 2017 Operational Plan, the RDN is tracking to complete 169 (89%) by the end of 2017. Eighteen items (19%) have been delayed and three (2%) have been cancelled or terminated. Delays are generally due to shift in focus to a higher priority item, a new vision on how a service or program is delivered, or staffing changes. Terminated and cancelled items, while few, all result from finding a more efficient and effective way to complete the item or are pending the outcome of a significant planning process that may provide new direction.

In addition to a summary of 2017 actions, the 2017 – 2021 Operational Report and Forecast also contains a high-level overview of the anticipated departmental work over the five-year period that aligns with the current Financial Plan (see pages 8-14 of Attachment 2). As with the 2017 Operational Plan, the projects and initiatives listed are considered high priority and represent a small fraction of all the work plan items to be completed in the coming years. The projects and initiatives are categorized by department, and further broken down by strategic focus area. Figure 2, below, captures the distribution of projects and initiatives identified over the next five years, categorized by strategic focus area.

**Figure 2: 2017 - 2021 Operational Report and Forecast Items by Strategic Plan Focus Area**



The intent of the 2017 – 2021 Operational Report and Forecast is to enable the Board to examine progress and priorities over a longer period, to observe alignment of RDN activities and the Board Strategic Plan over time, and to ensure that appropriate resources are available for important projects into the future.

The 2017 Operational Plan and the 2017 – 2021 Operational Report and Forecast is the first effort of its kind at the RDN to produce operational plans and forecasts explicitly linked to the Board Strategic Plan. To ensure departmental work plans, the annual budget and the Five-Year Financial Plan remain aligned to the Board’s Strategic Plan, an annual Operational Plan and Operational Forecast will become key deliverables in the cyclical review designed to improve the Board Strategic Plan over time.

## ALTERNATIVES

1. That the Board endorse the Regional District of Nanaimo 2017 Operational Plan Update.
2. That the Board endorse the Regional District of Nanaimo 2017 – 2021 Operational Report and Forecast.
3. That the Board provide alternate direction to staff.

## FINANCIAL IMPLICATIONS

All action items captured in the 2017 Operational Plan Update are accounted for in the approved 2017 Budget while projects and initiatives captured in the 2017 – 2021 Operational Report and Forecast align with the approved 2017 – 2021 Financial Plan. Together, these items provide valuable information for the Board's consideration during the annual Board Strategic Plan review and financial planning sessions.

## STRATEGIC PLAN IMPLICATIONS

Other than the Regional Growth Strategy, the Board Strategic Plan is the highest-level plan for the Regional District of Nanaimo, establishing overall strategic priorities for the organization and guiding the Board's consideration of actions, financial plans and departmental work plans. It is envisioned that the Operational Plan and the Operational Report and Forecast are closely integrated with the RDN Strategic Plan and the Financial Plan. Both will guide the work of RDN staff and ensure it is in line with the Board's strategic direction. Further, the Operational Plan and Operational Report and Forecast are intended to serve as tools to measure organizational progress and report on Strategic Plan priorities.



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Tyler Brown  
[tbrown@rdn.bc.ca](mailto:tbrown@rdn.bc.ca)  
September 1, 2017

### Reviewed by:

- C. Midgley, Manager, Strategic Initiatives
- G. Garbutt, General Manager, Strategic and Community Development
- P. Carlyle, Chief Administrative Officer

### Attachments

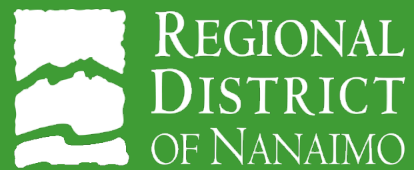
1. Regional District of Nanaimo 2017 Operational Plan Update
2. Regional District of Nanaimo 2017 – 2021 Operational Report and Forecast

**Attachment 1**

**Regional District of Nanaimo 2017 Operational Plan Update**



VERSION 2017.1.05



# 2017 OPERATIONAL PLAN

UPDATED SEPTEMBER 1, 2017

# 2017 OPERATIONAL PLAN

Version 2017.1.05

Updated: September 1, 2017

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## Traditional Territory Acknowledgement

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

## 2016-2020 Strategic Plan Direction

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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

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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 RDN Board resolutions, Board policies and adopted plans; items identified as high priority in strategic planning seminars, legislative and regulatory requirements; Staff identified work plans items; and internal processes 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

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### 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 have been selected by a committee of RDN Staff from a much larger list of work plan items intended for 2017 delivery. Action items included in this Plan are those that are critically important to progressing the Board's vision of a region that is environmentally, socially, and economically healthy; resilient and adaptable to change.

The Plan does not capture the vast amount of day-to-day operational work that contributes to the Regional District of Nanaimo's success. Nor does it preclude all the risks and challenges to the RDN's many projects or initiatives that may emerge in 2017. It does, 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.

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?

## PLAN MONITORING AND PROGRESS UPDATES

An annual Operational Plan will provide focus to ensure efficient processes and project delivery. Staff will update the Board bi-annually 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 will be developed after the Board has reviewed the Strategic Plan and produced a preliminary Financial Plan. Update on the status of 2017 Operational Plan activities to date are included in the plan and new items added since March 14, 2017 to be completed in 2017 are shown in Appendix 1.

### REPORTING CYCLE:

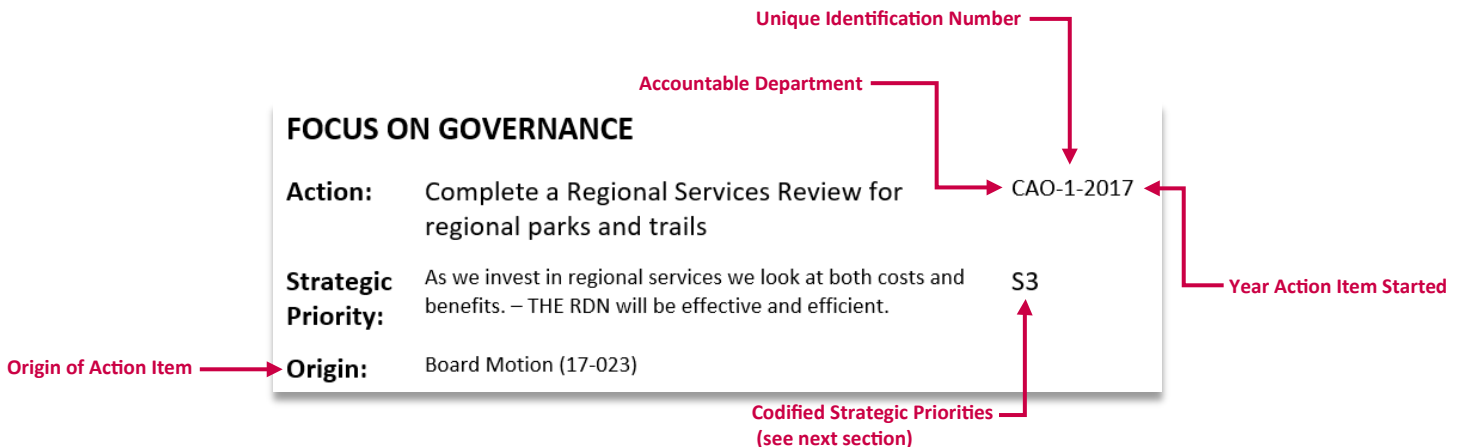
MARCH	SEPTEMBER
Focus: Adopt annual Operational Plan	Focus: Operational Plan update
<ul style="list-style-type: none"> <li>✓ Develop Departmental work plans based on Strategic Plan updates and Financial Plan</li> <li>✓ Consider legal and legislative updates, regulatory requirements</li> <li>✓ Consider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

## Plan Overview

### UNDERSTANDING THE PLAN

The Plan has been developed to follow the five Key Focus Areas of the 2016-2020 Strategic Plan: Governance, Service and Organizational Excellence, Relationships, Economic Health and Environment. Each Operational Plan action item is categorized under a specific Focus Area and has been assigned a primary strategic priority. If applicable, related strategic priorities are also identified. Each action item has a unique signifier that is comprised of the RDN Department responsible for the action, a number for identification and the year the action was started. The origin of each action is also noted so any action item can be easily tracked. For multi-year projects, the plan only contains activities that are to be completed in 2017.

### EXAMPLE:



## STRATEGIC FOCUS AREAS AND PRIORITIES

### 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.
- G2** We will create an electoral area caucus to enhance regional governance.
- G3** We will review our Board composition as our community changes and grows.

### 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.
- S2** We will fund infrastructure in support of our core services employing an asset management focus.
- S3** As we invest in regional services we look at both costs and benefits – The RDN will be effective and efficient.
- S4** We recognize community mobility and recreational amenities as core services.
- S5** We recognize and plan for the impact of our aging population.
- S6** We will advocate for transit improvements and active transportation.
- S7** We will ensure our processes are as easy to work with as possible.

### 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.
- R2** We will focus on improved two-way communication within the Regional District and with our communities.
- R3** We recognize all volunteers as an essential component of service delivery. We will support the recruitment and retention of volunteers.
- R4** We look for opportunities to partner with other branches of government/ community groups to advance our region.
- R5** We will facilitate/ advocate for issues outside of our jurisdiction.

### 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.
- EC2** We recognize the importance of water in supporting our economic and environmental health.
- EC3** We will foster economic development.
- EC4** We see ecotourism as a key economic opportunity in our region.
- EC5** We recognize the importance of agriculture and aquaculture in our region.

## Focus on Environment

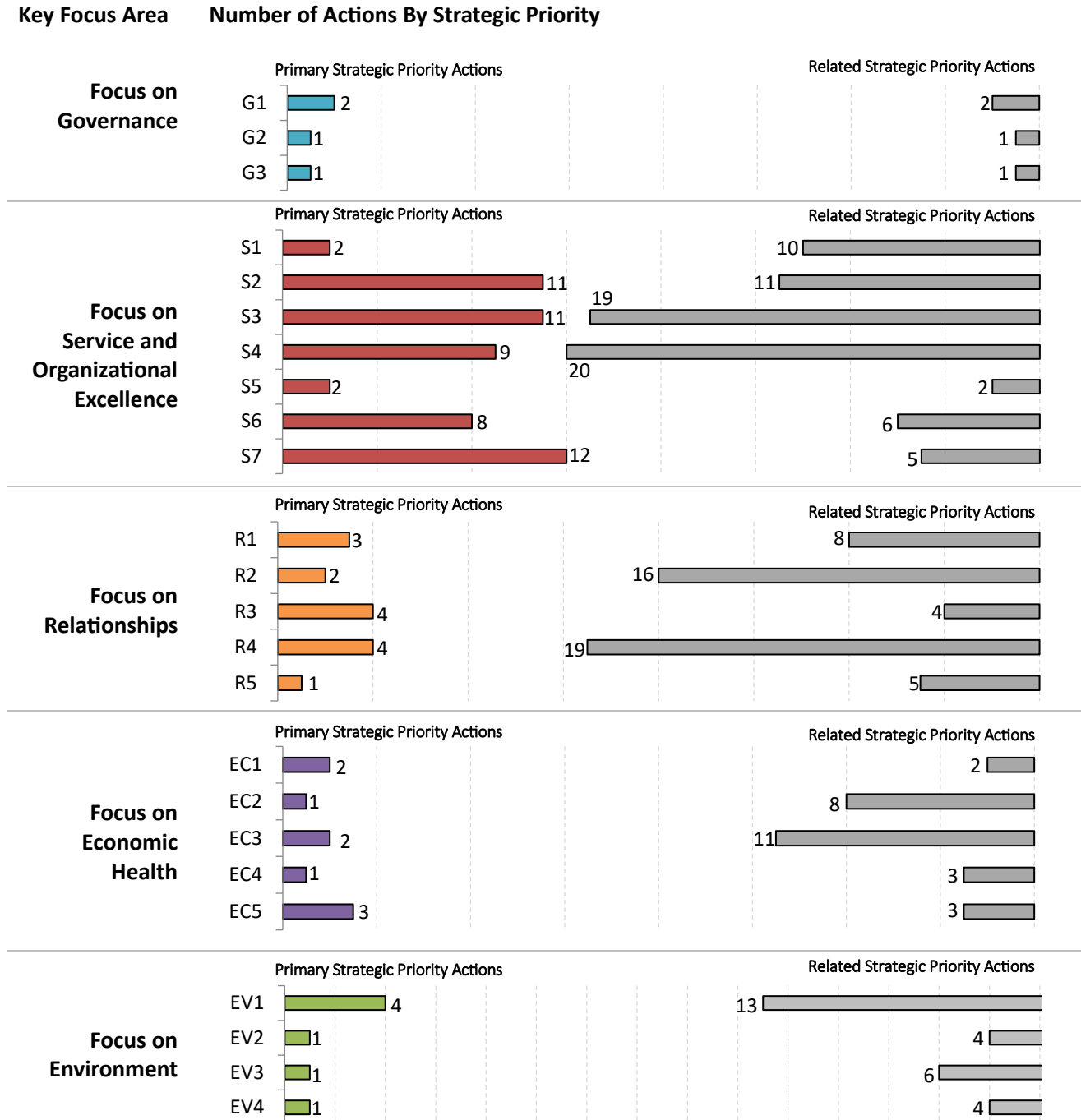
*The RDN recognizes that a healthy environment is key to economic development and a healthy community*

- EV1** We will have a strong focus on protecting and enhancing our environment in all decisions.
- EV2** We will evaluate air quality and climate impacts as factors in our infrastructure and services planning.
- EV3** We will prepare for and mitigate the impact of environmental events.
- EV4** We will include conservation of resources as a planning factor.

### ACTION ITEMS BY STRATEGIC PRIORITY

Table 1 below provides an overview of the number of actions planned for 2017 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 2017 projects are advancing the Board Strategic Plan as a whole.

TABLE 1: TOTAL ACTION ITEMS BY STRATEGIC PRIORITY



## 2017 ACTION ITEMS

### Focus on Governance

#### Section Contents

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

Action #	Action Description	Strategic Priority	Page
CAO-3-2016	Develop a plan/process for ensuring the Strategic Plan is implemented and kept up to date	G1	8
SCD-90A-2016	Review the Boundary between Electoral Area F and G in the vicinity of Church Road	G1	9
CorpSrv-98A-2017	Host Electoral Areas Services Committee Meetings in Electoral Areas	G2	10
CorpSrv-99A-2017	Determine appropriate voting unit in light of 2016 Census figures	G3	11



<b>FOCUS ON GOVERNANCE</b>		
<b>Action:</b>	Develop a plan/process for ensuring the Strategic Plan is implemented and kept up to date	CAO-3-2016
<b>Strategic Priority:</b>	We will develop our governance structure to reflect our unique municipal/ electoral area demographics	G1
<b>Origin:</b>	Board Motion 14-485	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Develop an Operations Plan	1) Organize staff committee to conceptualize operations plan 2) Create Operations Plan 3) Update Operations Plan prior to 2017 Strategic Plan review session	
2) Review Strategic Plan	1) Hold Board seminar to review Strategic Plan prior to 2018 Budget preparation	
3) Make necessary updates to Strategic Plan		
<b>Related Strategic Priorities:</b>	All	

<b>STATUS UPDATE</b>		CAO-3-2016
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Develop an Operational Plan		Operational Plan presented to Board in March 2017.
		Operational Plan update and Operational Forecast to be brought to be presented to the Board in September 2017.
2) Review Strategic Plan		Annual Strategic Plan review scheduled for fall of 2017.
3) Make necessary updates to Strategic Plan		Pending outcome of annual Strategic Plan review.

<b>FOCUS ON GOVERNANCE</b>		
<b>Action:</b>	Review the Boundary between Electoral Area F and G in the vicinity of Church Road	SCD-90A-2017
<b>Strategic Priority:</b>	We will develop our governance structure to reflect our unique municipal/ electoral area demographics	<b>G1</b>
<b>Origin:</b>	Board Motions 16-722; 16-723	
<b>2017 Implementation Items</b>		
		<b>Key Activities</b>
1) Prepare Terms of Reference		
2) Collect background information		1) Prepare Board report
3) Community engagement		
<b>Related Strategic Priorities:</b>	EC3	S3

<b>STATUS UPDATE</b>		SCD-90A-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Prepare Terms of Reference		Proposed start date is October.
2) Collect background information		
3) Community engagement		

<b>FOCUS ON GOVERNANCE</b>	
<b>Action:</b>	Host Electoral Areas Services Committee Meetings in Electoral Areas <span style="float: right;">CorpSrv-98A-2017</span>
<b>Strategic Priority:</b>	We will create an electoral area caucus to enhance regional governance. <span style="float: right;">G2</span>
<b>Origin:</b>	Board Motion 16-530
<b>2017 Implementation Items</b>	<b>Key Activities</b>
1) Schedule two Electoral Areas Services Committee (EASC) Meetings in District 68 and two in District 69 per year.	1) Select appropriate dates to host EASC meetings in District 68. 2) Select appropriate dates to host EASC meetings in District 69. 3) Prepare Board report with proposed schedule of EASC Meetings in Districts 68 and 69. 4) Schedule and host meetings as directed by Board.
<b>Related Strategic Priorities:</b>	G1      S3      S7      R2

<b>STATUS UPDATE</b>		CorpSrv-98A-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Schedule two Electoral Areas Services Committee (EASC) Meetings in District 68 and two in District 69 per year.	Completed March 28, 2017  Motion 17-160 – Moved Director McPherson, Seconded Director Fell, that Electoral Area Services Committee meetings in the Electoral Areas will be by exception and when there is an identified need.	

<b>FOCUS ON GOVERNANCE</b>		
<b>Action:</b>	Determine the appropriate voting unit in light of 2016 Census figures	CorpSrv-99A
<b>Strategic Priority:</b>	We will review our Board composition as our community changes and grows.	G3
<b>Origin:</b>	2016 Census	
<b>2017 Implementation Items</b>		
		<b>Key Activities</b>
1) Review population statistics		1) Contact Ministry to confirm adjusted population figures. 2) Calculate number of Directors and votes based on current and adjusted voting unit numbers.
2) Revise voting unit as necessary		1) Prepare Board report outlining implications of maintaining current voting unit and changing the voting unit. 2) Proceed with request for change to voting unit if such direction is provided by the Board.
<b>Related Strategic Priorities:</b>	R1	R2

<b>STATUS UPDATE</b>		CorpSrv-99A-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Review population statistics		Confirmed adjusted population figures with the Ministry
		Calculated number of Directors and votes based on current and adjusted voting unit numbers
2) Revise voting unit as necessary		Presented Board report outlining implications of maintaining current voting unit and changing the voting unit to April COW, deferred to June COW. Board direction to adjust voting unit to 2,750 received on June 27, 2017
		Letter to Ministry sent

## 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*

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Action #	Action Description	Strategic Priority	Page
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<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Implement an automated mass notification system in the Regional District of Nanaimo	T&ES-84A-2017
<b>Strategic Priority:</b>	We view our emergency services as core elements of community safety.	<b>S1</b>
<b>Origin:</b>	Board Motion 14-799	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Implement mass notification system in the Regional District of Nanaimo	1) Research options and enroll in system 2) Develop terms and policies for system use 3) Develop and launch alert website	
<b>Related Strategic Priorities:</b>	S7	

<b>STATUS UPDATE</b>		T&ES-84A-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Implement mass notification system in the Regional District of Nanaimo		1) Completed. Enrolled in Connect Rocket system.
		2) Develop terms and policies for system use. Initial terms of use developed, policies and terms are targeted for completion 3Q 2017
		3) Completed. Develop and launch alert website. Alert registration launched in May 2017 (1100 user enrolled as of July 12, 2017).



<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Implement the identified Emergency Planning Services priority projects in 2017	T&ES-71-2017
<b>Strategic Priority:</b>	We view our emergency services as core elements of community safety.	S1
<b>Origin:</b>	Board motion 17-055	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Perform gap analysis of Emergency Planning Services	1) Develop priorities list 2) Determine action plan 3) Prepare Board report	
<b>Related Strategic Priorities:</b>		

<b>STATUS UPDATE</b>		T&ES-71-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Perform gap analysis of Emergency Planning Services		1) List of priorities developed.
		2) Action plan developed.
		3) Board Report Completed.

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Review the feasibility of constructing and operating a public barge and boat landing at Flat Fish Road on Mudge Island	T&ES-85A-2017
<b>Strategic Priority:</b>	We will fund infrastructure in support of our core services employing an asset management focus.	S2
<b>Origin:</b>	Board Motion 13-825	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Determine the feasibility of constructing and operating a public barge and boat landing on Mudge Island	1) Site visit Mudge Island to view potential locations 2) Determine potential concept 3) Determine potential costs 4) Bring forward report to the Board	
<b>Related Strategic Priorities:</b>	S4	

<b>STATUS UPDATE</b>		T&ES-85A-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Determine the feasibility of constructing and operating a public barge and boat landing on Mudge Island		Site visit complete for potential locations
		Potential concept complete
		Potential costs obtained
		Present concept to Mudge residents - Meeting scheduled for August
		Report to the Board in the Fall of 2017

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Asset Appraisal RFP for Property Insurance and Asset Management	Finance-87A-2017
<b>Strategic Priority:</b>	We will fund infrastructure in support of our core services employing an asset management focus.	\$2
<b>Origin:</b>	Finance Work Plan	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Property Asset Appraisal	1) Prepare RFP to ensure meets asset management needs 2) Tender 3) Score and make recommendation 4) Prepare Board report for Award	
2) Obtain Consultant Appraisal report	1) Share appraised values with Asset Management and Property Insurance Brokers	
<b>Related Strategic Priorities:</b>		

<b>STATUS UPDATE</b>		Finance-87A-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Prepare Asset Appraisal		Determined Asset Appraisal to be done in conjunction with Asset Management Replacement Cost project and not through previous Asset Appraisal process
2) Obtain Consultant Appraisal report		No Asset Appraisal Consultant report to be obtained

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Little Qualicum Regional Park Bridge Upgrade	R+P-29-2017
<b>Strategic Priority:</b>	We will fund infrastructure in support of our core services employing an asset management focus.	S2
<b>Origin:</b>	Board Motion 15-201	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Hire consultant team	1) Issue RFP 2) Hire consultant	
2) Work with consultants on design	1) Produce design 2) Estimate construction costs	
3) Tender construction contract		
4) Award construction contract	1) Bring report to the Board	
<b>Related Strategic Priorities:</b>	S3	S4

<b>STATUS UPDATE</b>		R+P-29-2017
2017 Implementation Items	Status:	
1) Hire consultant team		Completed.
2) Work with consultants on design		Construction Drawings Completed.
3) Tender construction contract		Board decision was made on July 25, 2017 to remove the bridge and add the design and construction of a new bridge to the Regional 5-year plan.
4) Award construction contract		

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Morden Colliery Detail Design of Bridge and Trail	R+P-27-2015
<b>Strategic Priority:</b>	We will fund infrastructure in support of our core services employing an asset management focus.	S2
<b>Origin:</b>	Board Motions 16-124; 16-478	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Awaiting ALC decision	1) After receipt of ALC Decision, prepare Board report.	
<b>Related Strategic Priorities:</b>	S4	S6

<b>STATUS UPDATE</b>		R+P-27-2015
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Awaiting ALC decision	July 17, 2017 ALC advised application to construct trail in ALC lands denied. August 22, 2017 Regional Board requested ALC Chair direct the Executive Committee of the ALC to reconsider the panel decision in accordance with section 33.1 of the Agricultural Land Commission Act on the basis that the decision may not fulfill the purposes of the ALC as set out in section 6 of the Agricultural Land Commission Act.	

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Plan and carry out studies for facilities at Benson Creek Falls	R+P-33-2017
<b>Strategic Priority:</b>	We will fund infrastructure in support of our core services employing an asset management focus.	S2
<b>Origin:</b>	2017 Regional Parks Business Plan	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Design Weigles Road Parking Lot	1) Survey Area 2) Commission design	
2) Design stairs and bridge	1) Issue tender for studies and design work	
<b>Related Strategic Priorities:</b>	S4	EC5

<b>STATUS UPDATE</b>		R+P-33-2017
2017 Implementation Items	Status:	
1) Design Weigles Road Parking Lot		Meetings held with Woodlot manager to discuss location. Location to be confirmed with manager and the province.
2) Design stairs and bridge		Engineering Firm selected to design infrastructure works (July 2017)

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Carry out Huxley Park Designs and Upgrades	R+P-34-2016
<b>Strategic Priority:</b>	We will fund infrastructure in support of our core services employing an asset management focus.	S2
<b>Origin:</b>	Board Motion 15-369	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Design Skate park	1) Work with retained designer on detailed plan	
	2) Present design to users and EA B POSAC	
	3) Refine design for final costing and approval	
2) Design and Construction of Playground	1) Retain consultant	
	2) Consultants design playground in consultation with POSAC and users	
	3) Issue tender for playground	
	4) Construct playground	
3) Upgrade Sport Courts	1) Develop tender for Sport Court Upgrade.	
	2) Issue tender	
	3) Evaluate and retain contractor.	
	4) Commence construction	
<b>Related Strategic Priorities:</b>	S4	


<b>STATUS UPDATE</b>		R+P-34-2016
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Design Skate Park	Open house held and concept plans being prepared. Open house on the final concept plans will take place in the fall.	
2) Design and Construction of Playground	Tender awarded August 2017	
3) Upgrade Sports Court	Tender awarded August 2017	

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Determine direction for Little Qualicum Hall	R+P-35-2016
<b>Strategic Priority:</b>	We will fund infrastructure in support of our core services employing an asset management focus.	S2
<b>Origin:</b>	Board Motion 16-059	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Determine costs for upgrades/removal	1) Work with contractors and consultants on costing and construction and removal cost	
2) Prepare Report on Options to Upgrade, Replace or Remove Hall	1) Present report to EA G POSAC 2) EA G POSAC makes recommendation to Board 3) Implement Board direction	
<b>Related Strategic Priorities:</b>	S4	



<b>STATUS UPDATE</b>		R+P-35-2016
2017 Implementation Items	Status:	
1) Determine Costs for upgrade/removal		Completed.
2) Prepare Report on Options to Upgrade, Replace or Remove Hall		Completed. Based on community feedback the condition and future roll of the hall are being assessed.



<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Regional Parkland Acquisition – RDN South	R+P-40-2016
<b>Strategic Priority:</b>	We will fund infrastructure in support of our core services employing an asset management focus.	S2
<b>Origin:</b>	Board Motion 16-IC-136	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Carry out as per Board direction	1) Prepare Board report on acquisitions	
<b>Related Strategic Priorities:</b>	S4	S3

<b>STATUS UPDATE</b>		R+P-40-2016
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Carry out as per Board direction	 Underway as per Board direction.	

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Wastewater DCC updates	RCU-61-2017
<b>Strategic Priority:</b>	We will fund infrastructure in support of our core services employing an asset management focus.	S2
<b>Origin:</b>	Wastewater Services Financial Plan	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Update DCC Bylaw	1) Develop draft bylaw 2) Hold public Information meetings	
2) Adopt updated DCC Bylaw	1) Bring forward Board report 2) Bylaw adoption	
<b>Related Strategic Priorities:</b>	S3	

<b>STATUS UPDATE</b>		RCU-61-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Update DCC Bylaw		Completed
2) Adopt updated DCC Bylaw		Completed

## FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE

**Action:** Implement Water System Capital Projects RCU-55-2017

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

**Origin:** Nanoose Water System Capital Upgrade Report and Referendum  
Island Health Operating Permits

### 2017 Implementation Items

- 1) UV Treatment At San Pareil
- 2) Nanoose Water Main Replacements
- 3) Nanoose Bulk Water Transmission Main and Pump Station
- 4) Whiskey Creek Groundwater Source
- 5) French Creek Well Upgrades and Treatment Design

### Key Activities

- 1) UV Equipment Procurement
- 2) Detailed Design
- 3) Construction
- 4) Commissioning
- 1) Marine Drive Water Main Upgrade
- 2) Anchor Way Water Main Upgrade
- 1) Land Acquisition from City of Parksville
- 2) Detailed Design
- 1) Test Wells (timing of Items 2-5 dependent on viable well site)
- 2) Clearing and Road Construction
- 3) Preliminary Design
- 4) Site Approval
- 5) Construction
- 1) Complete Well 1 Upgrades
- 2) Complete Well 2 Upgrade
- 3) Detailed Design of Treatment System

**Related Strategic Priorities:** EC2 S3

<b>STATUS UPDATE</b>		RCU-55-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) UV Treatment At San Pareil		UV Supplier Selected. Design drawings at 50%
2) Nanoose Water Main Replacements		Tender Packages Issued
3) Nanoose Bulk Water Pump Station and Transmission Main		Awaiting Grant Application Notification
4) Whiskey Creek Groundwater Source		Preferred test well site unsuccessful. New test well site located. Island Health notified.
5) French Creek Well Upgrades and Treatment Design		Well upgrades: Fall 2017. Unsuccessful grant for treatment design.

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Organization Wide Asset Management Plans	RCU-57-2017
<b>Strategic Priority:</b>	We will fund infrastructure in support of our core services employing an asset management focus.	S2
<b>Origin:</b>	Asset Management Business Plan Asset Management Resource Plan	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Complete departmental Asset Registries	1) Develop complete asset lists for each department 2) Identify current replacement costs for all listed assets	
2) Complete preliminary asset lifecycle cost analysis	1) Import current replacement cost data into financial modelling tools	
3) Condition assessment planning	1) Establish current state of condition assessment practices 2) Develop RFP for condition assessment framework	
4) Consolidate relevant information into preliminary asset management plans	1) Coordinate and assemble information gathered from prior Implementation Items	
<b>Related Strategic Priorities:</b>		S3

<b>STATUS UPDATE</b>		RCU-57- 2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Complete departmental Asset Registries		Asset registries for most departments complete. Current replacement costs at varying levels of confidence available for all RDN assets.
2) Complete preliminary asset lifecycle cost analysis		Current replacement cost data ready to be compared against planned capital investments for all RDN service areas.
3) Condition assessment planning		RFP issued end of June 2017.
4) Consolidate relevant information into preliminary asset management plans		Assembly of information into Preliminary Asset Management Plans on schedule for completion in Fall 2017.

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Property Insurance brokerage contract required for April 1, 2018	Finance-50-2017
<b>Strategic Priority:</b>	As we invest in regional services we look at both costs and benefits. – The RDN will be effective and efficient.	S3
<b>Origin:</b>	Finance Work Plan	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Review existing Policy coverages and property insurance brokerage options	1) Review Policy Coverages 2) Seek Management Direction	
2) Develop RFP as required	1) Review & Adapt RFP 2) Tender 3) Score and make recommendation 4) Prepare Board report	
3) Implement Board recommendation	1) Notify incumbent/successor broker (Allow time before April 2018 policy renewal)	
<b>Related Strategic Priorities:</b>	S2	

<b>STATUS UPDATE</b>		Finance-50-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Review existing Policy coverages and property insurance brokerage options		In Process
2) Develop RFP as required		If required, RFP for September 2017
3) Implement Board recommendations		Required for January/February 2018

## FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE

**Action:** Implement the Liquid Waste Management Plan as required under Wastewater regulatory authorization RCU-59-2017

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

**Origin:** Liquid Waste Management Plan

### 2017 Implementation Items

- 1) Bowser Sewer Servicing
- 2) Duke Point Wastewater
- 3) SepticSmart workshops/rebate programs
- 4) Implement Liquid Waste Management Programs
- 5) Implement the Trucked Liquid Waste Rates and Regulations Bylaw No. 1732

### Key Activities

- 1) Detailed design collection and treatment, pre-design disposal
- 1) Amend servicing agreement with City of Nanaimo to allow additional properties to connect to the DPPCC
- 1) Offer four SepticSmart workshops
- 2) Provide Septic Maintenance Rebates
- 1) Wastewater and Water Collaborative group
- 2) LWMP Monitoring Committee meetings
- 1) License Septic Haulers

**Related Strategic Priorities:**

EC2

EV4



<b>STATUS UPDATE</b>		RCU-59-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Bowser Sewer Servicing		Wastewater Services is working closely with the Planning department to advance this project. After the May 2017 grant award, Urban Systems was been retained to advise on the process to establish the Service Area and elector approval for borrowing for the construction of the Treatment Plant, Collection System and Outfall. Information meetings for service area residents were held May 29, 2017 and June 26, 2017.
2) Duke Point Wastewater		Ready to present prepared material to City of Nanaimo. On Hold – resources directed to Bowser project.
3) SepticSmart workshops/rebate programs		<ol style="list-style-type: none"> <li>1) In spring 2017, 79 people attended one of two workshops held in Parksville and Extension. Two more workshops are schedule for fall 2017.</li> <li>2) The Septic Maintenance Rebate program was offered for the third year starting in February 2017. As of May 2017, the \$35,000 budget was fully subscribed to rebate preapprovals and a waitlist was started.</li> </ol>
4) Implement Liquid Waste Management Programs		<ol style="list-style-type: none"> <li>1) The Wastewater and Water Collaborative group meets twice a year. The first meeting was held on April 21, 2017. The second meeting is scheduled for September 22, 2017</li> <li>2) The LWMP Monitoring Committee meets two or more times per year. In 2017, this group met on March 17 and June 12. A third meeting is scheduled for November 2.</li> </ol>
5) Implement the Trucked Liquid Waste Rates and Regulations Bylaw No. 1732		Bylaw 1732 License Septic Haulers was adopted January 24, 2017. Under the bylaw, haulers have until July 24, 2017 to apply for a Hauler Discharge License. The licensing process is currently underway.

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Solid Waste Management Plan Amendment	RCU-60-2017
<b>Strategic Priority:</b>	As we invest in regional services we look at both costs and benefits. – The RDN will be effective and efficient.	S3
<b>Origin:</b>	Board Motion 13-240	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Regional Board adoption of Solid Waste Management Plan	1) Consultation on Stage 2 Plan Report 2) Board Approval of Stage 2 Plan Report 3) Complete Draft Plan 4) Consultation on Draft Plan 5) Board Approval of Plan 6) Minister Approval of Solid Waste Management Plan	
<b>Related Strategic Priorities:</b>	EV1	

<b>STATUS UPDATE</b>		RCU-60-2017
2017 Implementation Items	Status:	
1) Regional Board adoption of Solid Waste Management Plan	Board approved Stage 2 Report at June meeting; Stage 3, the Plan, is currently being drafted and consultation being scheduled for late summer and fall.	

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Investigate potential acquisition of the Epcor Water System	RCU-62-2017
<b>Strategic Priority:</b>	As we invest in regional services we look at both costs and benefits. – The RDN will be effective and efficient.	S3
<b>Origin:</b>	Board Motion 16-466	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Complete Financial Valuation of EPCOR Water West	1) Develop and Post RFP 2) Select consultant and initiate valuation project 3) Determine Fair Market Value of Epcor Water West	
2) Determine public support for acquiring utility	1) Initiate public consultation on the purchase of Epcor Water West based on agreed fair market value of the Utility	
<b>Related Strategic Priorities:</b>	S2	EC2

<b>STATUS UPDATE</b>		RCU-62-2017
2017 Implementation Items	Status:	
1) Complete Financial Valuation of EPCOR Water West	Consultant retained for Valuation. Valuation to be completed in August 2017.	
2) Determine public support for acquiring utility	Public support for acquisition with full understanding of cost to be determined in the Fall of 2017.	

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Explore the option of providing transit service to Electoral Area 'F'	T&ES-66-2017
<b>Strategic Priority:</b>	As we invest in regional services we look at both costs and benefits. – The RDN will be effective and efficient.	S3
<b>Origin:</b>	Board Motion 16-696	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Inform the Board regarding feasibility of transit service to Electoral Area 'F'	1) Determine hours and costs 2) Provide a report to the Board	
<b>Related Strategic Priorities:</b>	S4	S6

<b>STATUS UPDATE</b>		T&ES-55-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Inform the Board regarding feasibility of transit service to Electoral Area 'F'		Work with BC Transit to determine options, hours and costs.
		Report to the Board in December 2017.

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Complete a Regional Services Review for Regional Parks and Trails	CAO-1-2017
<b>Strategic Priority:</b>	As we invest in regional services we look at both costs and benefits. – The RDN will be effective and efficient.	S3
<b>Origin:</b>	Board Motion 17-023	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Bring back Board report on options for funding the service in the future	1) Generate potential funding models	
<b>Related Strategic Priorities:</b>	S3	

<b>STATUS UPDATE</b>		CAO-1-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Bring back Board report on options for funding the service in the future		Develop TOR for consultant
		Consultant retained
		Ongoing: work with consultant and stakeholders to develop options.
		Report to Board in November 2017.

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Compensation Review	CAO-6-2017
<b>Strategic Priority:</b>	As we invest in regional services we look at both costs and benefits. – The RDN will be effective and efficient.	S3
<b>Origin:</b>	Board Motion 16-596	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Hire consultant to obtain salary benchmarks from other jurisdictions	1) Present information to Executive Committee	
2) Present information to the Board	2) Bring report to the Board	
<b>Related Strategic Priorities:</b>		

<b>STATUS UPDATE</b>		CAO-6-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Hire consultant to obtain salary benchmarks from other jurisdictions		Report to June 27, 2017 Executive Committee recommending adoption of policy to outline process and to establish comparators and set market parameter
2) Present information to the Board		Will present information to Executive Committee following consultant's review
		Executive Committee recommendations will be presented to the Board

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Development of new Regional Parks and Trails Master Plan	R+P-30-2015
<b>Strategic Priority:</b>	As we invest in regional services we look at both costs and benefits. – The RDN will be effective and efficient.	S3
<b>Origin:</b>	Regional Parks and Trails Master Plan (expired 2015)	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Develop Terms of Reference	1) Draft terms of reference 2) Bring terms of reference forward for Board approval	
2) Tender for consultant	1) Develop RFP 2) Hire consultant	
3) Select Consultant	1) Score proposals and select consultant	
<b>Related Strategic Priorities:</b>	EV1	R1

<b>STATUS UPDATE</b>		R+P-30-2015
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Develop Terms of Reference		Project has been delayed to 2018 due to the Regional Parks Funding Regional Services review and other plans underway.
2) Tender for Consultant		
3) Select Consultant		

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Explore items for future Regional services review	CAO-96A-2017
<b>Strategic Priority:</b>	As we invest in regional services we look at both costs and benefits. – The RDN will be effective and efficient.	S3
<b>Origin:</b>	Board Motion 17-023	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Identify items for Review	1) Meet with member municipalities	
2) Hold Board seminar		
3) Prepare Board report on proposed items for regional services review		
<b>Related Strategic Priorities:</b>		

<b>STATUS UPDATE</b>		CAO-96A-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Meet with Member Municipalities		Completed
2) Present service review options to Board		Will be done in conjunction with Strategic Plan update in September
3) Retain consultant based upon direction from Board		December 2017
4) Work with consultant and stakeholders to develop options		Spring 2018



## FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE

**Action:** Complete Recreation Services Master Plan for the Oceanside Area R+P-26-2016

**Strategic Priority:** We recognize community mobility and recreational amenities as core services. S4

**Origin:** Board Motion 16-462

### 2017 Implementation Items

- 1) Complete user group, staff, external and sub-committee interviews
- 2) Complete residents' survey
- 3) Present preliminary findings to Recreation staff and committees
- 4) Present draft report to Staff, community and external stakeholders
- 5) Present Information to Board

### Key Activities

- 1) Schedule dates and times for sub-committee meeting
- 2) Send invitations and background information to 35 user groups and stakeholders
- 3) Schedule dates and time for staff and subcommittee interviews
- 1) Draft residents' survey and create community awareness
- 2) Compile valid survey data and review
- 1) Schedule date and time for presentation of preliminary findings
- 1) Schedule date and times with Staff
- 2) Communicate with external stakeholders and other communities
- 1) Prepare Board report
- 2) Present report to Board

**Related Strategic Priorities:** S2 R1

**STATUS UPDATE**R+P 26-  
2016**2017 Implementation Items****Status:**

1) Complete user group, staff, external and sub-committee interviews		Completed except for 9 external stakeholder groups.
2) Complete residents' survey		Completed March, 2017
3) Present preliminary findings to Recreation staff and committees		Timeline adjusted to October, 2017
4) Present draft report to staff, community and external stakeholders		Timeline adjusted to October, 2017
5) Present information to Board		Draft to Board October, 2017, final report March, 2018

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	District 69 Recreation Commission review for the potential expansion of the Ravensong Aquatic Centre	R+P-28-2016 / 2017
<b>Strategic Priority:</b>	We recognize community mobility and recreational amenities as core services.	<b>S4</b>
<b>Origin:</b>	Board Motion 16-461	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Prepare report to the D69 Recreation Commission and RDN Board on a timeline, budget and process that includes stakeholder input, public consultation, facility amenity refinements	1) Input from staff (recreation, corporate and financial services) and HCMA	
2) Report submitted to D69 Recreation Commission and RDN Board	1) Staff report included in April D69 Recreation Commission Agenda	
<b>Related Strategic Priorities:</b>	S3	S2

<b>STATUS UPDATE</b>		R+P 28-2016/2017
2017 Implementation Items	Status:	
1) Prepare report to the D69 Recreation Commission and RDN Board		Staff report drafted
2) Report submitted to D69 Recreation Commission and RDN Board		Delayed. To be completed after District 69 Recreation Services Master Plan

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Community Park Acquisition – RDN North	R+P-43-2017
<b>Strategic Priority:</b>	We recognize community mobility and recreational amenities as core services.	S4
<b>Origin:</b>	Board Motion 16-IC-107	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Secure Land Tenure	1) Implement Board direction 2) Report back to Board	
<b>Related Strategic Priorities:</b>	S2	

<b>STATUS UPDATE</b>		R+P-43-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Secure Land Tenure	Completed.	

## FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE

**Action:** Determine the feasibility of a partnership in the development and operation of an outdoor multi-sport complex in District 69. R+P-44-2017

**Strategic Priority:** We recognize community mobility and recreational amenities as core services. S4

**Origin:** Board Motion 16-IC-098

### 2017 Implementation Items

- 1) Review land tenure options
- 2) Review community capacity needs
- 3) Prepare Staff Report

### Key Activities

- 1) Consider size of parcel required and availability within D69
- 1) Discuss directly with user groups, and all stakeholders
- 1) Complete report outlining the capital funding and annual operating considerations of the Regional District of Nanaimo for the construction and operation of an outdoor multi-sport complex on lands identified

**Related Strategic Priorities:**

## STATUS UPDATE

R+P 44-2017

### 2017 Implementation Items

### Status:

1) Review land tenure options		Options are being considered
2) Review community capacity needs		Information collected directly from user groups as well through District 69 Recreation Services Master Plan process
3) Prepare staff report		Pending completion of considered options and District 69 Recreation Services Master Plan

## FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE

**Action:** Horne Lake Regional Planning and Heritage Trail Designation R+P-31-2016

**Strategic Priority:** We recognize community mobility and recreational amenities as core services. S4

**Origin:** Board Motions 16-767; 16-766

### 2017 Implementation Items

1) Form Working Group for Heritage Trail

2) Conduct Geotechnical and Hazard Assessment for area Below Mt. Mark

3) Locate Historic Trail and propose route

4) Secure Trail Use Agreement with Strata

### Key Activities

1) Brief Qualicum First Nation on Project  
 2) Inform Alberni-Clayoquot Regional District (ACRD) and Alberni First Nation Communities of Project  
 3) Initiate Working Group comprised of RDN, Qualicum First Nation, ACRD and Alberni First Nations  
 4) Invite Stakeholders for briefing on Project and grant application results, including Forest Companies, H.L. Strata and neighbours

1) Prepare and Issue RFP  
 2) Select Contractor  
 3) Conduct Assessment

1) Ground truth and GPS route through Strata, HLRP and 1911 Lands to ACRD

1) Develop Agreement  
 2) Strata and Board approve agreement

### Related Strategic Priorities:

R1      S2      R4      EC2

R5


<b>STATUS UPDATE</b>		R+P-31- 2016
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Form Working Group for Heritage Trail		Staff met with Port Alberni and ACRD staff in August, 2017. First Nations meeting planned for the fall.
2) Conduct Geotechnical and Hazard Assessment for area below Mt. Mark		Grant funding received and drafting of RFP is underway for release in July.
3) Locate Historic Trail and propose route		Meeting held with GIS and surveyor. Surveying working to begin in Fall of 2017.
4) Secure Trail Use Agreement with Strata		The strata have agreed to allow trail. Formal agreement to be drafted this fall.

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Issue a Design-Build RFP for the design and construction of a community recreation centre for the Meadowood community	R+P-32-2017
<b>Strategic Priority:</b>	We recognize community mobility and recreational amenities as core services.	S4
<b>Origin:</b>	Board Motion 16-491	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Advise D69 Recreation Commission and RDN Board on project status.	1) Prepare update report to the D69 Recreation Commission and RDN Board (pending outcome of land acquisition process)	
<b>Related Strategic Priorities:</b>	R2	


<b>STATUS UPDATE</b>		R+P 32-2017
2017 Implementation Items	Status:	
1) Advise D69 Recreation Commission and RDN Board on project status.	Complete report outlining the options and considerations for the construction and operation of a community recreation centre on lands identified	



<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Community Park Acquisition – RDN South	R+P-42-2017
<b>Strategic Priority:</b>	We recognize community mobility and recreational amenities as core services.	S4
<b>Origin:</b>	Board Motion 16-IC-105	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Secure Land Tenure	1) Implement Board direction 2) Report back to Board	
<b>Related Strategic Priorities:</b>	R1	S2

<b>STATUS UPDATE</b>		R+P-42-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Secure Land Tenure	 Underway as per Board direction.	

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>				
<b>Action:</b>	Develop an inter-connected system of parks and trails that supports active transportation, recreation and nature appreciation that is accessible to all community residents.			R+P-100A-2014
<b>Strategic Priority:</b>	We recognize and plan for the impact of our aging population.			S5
<b>Origin:</b>	Community Parks and Trails Plan			
<b>2017 Implementation Items</b>	<b>Key Activities</b>			
1) Complete accessible E&N Rail Trail – Parksville to Coombs	1) Complete kiosk and signage on Trail 2) Install pedestrian controlled beacons at Station Rd. and Church Rd. trailheads. 3) Host Official Ceremony celebration.			
<b>Related Strategic Priorities:</b>	S4	S6	R4	EC3
	EC4			

<b>STATUS UPDATE</b>		R+P-100A-2014
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Complete accessible E&N Rail Trail – Parksville to Coombs		Main trail work completed. Pedestrian controlled beacons installed. Amenities such as signs, benches, and toilets to be installed by fall. Opening planned for October.

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Promote healthy seniors' through active living and social engagement.	R+P-101A-2017
<b>Strategic Priority:</b>	We recognize and plan for the impact of our aging population.	S5
<b>Origin:</b>	Northern Community Recreation 2017 Business Plan	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Host Recreation Round Table for Older Adults and Seniors	4) Meet with local community organizations as required to share recreation opportunities in District 69. 5) Promote Active Aging Week in Fall 2017	
2) Deliver the <i>Rx for Health</i> program	1) Coordinate partnerships with the Oceanside Division of Family Practice and family doctors in District 69. 2) Provide coupons for recreation programs prescribed by doctors to older adults and seniors 3) Provide more recreation opportunities for older adults and seniors. 4) Build awareness of recreation programs geared toward older adults and seniors.	
<b>Related Strategic Priorities:</b>	S4	R4

<b>STATUS UPDATE</b>		R+P 101A- 2017
2017 Implementation Items	Status:	
1) Host Recreation Round Table for Older Adults and Seniors		Local Nutritionist contracted in May to visit and consult at adult fitness programs. Working with Diabetes Canada beginning September, 2017 a <i>Walk and Talk</i> fitness program.
2) Deliver the <i>Rx for Health</i> program		Started in March, 2017. Thirty-eight <i>Rx for Health</i> prescriptions have been used.

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Prepare a detailed route analysis to assess the viability of community buses on conventional routes	T&ES-68-2017
<b>Strategic Priority:</b>	We will advocate for transit improvements and active transportation.	S6
<b>Origin:</b>	Board Motion 16-694	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Review the feasibility of using smaller community buses on conventional routes	1) Determine hours and costs 2) Provide a report to the Board	
<b>Related Strategic Priorities:</b>	S4	

<b>STATUS UPDATE</b>		T&ES-68-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Reviewing ridership on all Conventional routes.	Waiting for Automatic Vehicle Location (AVL) project to be complete.	

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Provide information and options for route 7 - Cinnabar/Cedar	T&ES-69-2017
<b>Strategic Priority:</b>	We will advocate for transit improvements and active transportation.	<b>S6</b>
<b>Origin:</b>	Board Motion 16-697	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Inform the Board regarding feasibility for transit to Cinnabar/Cedar (City of Nanaimo)	1) Determine hours and costs 2) Provide a report to the Board	
<b>Related Strategic Priorities:</b>	S4	

<b>STATUS UPDATE</b>		T&ES-69-2017
2017 Implementation Items	Status:	
1) Inform the Board regarding feasibility for transit to Cinnabar/Cedar (City of Nanaimo)		Determine hours and cost – Review options for January 2017 implementation
		Report to the September TSC

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Implement a 5000 annual transit hour expansion in September 2017	T&ES-78A-2017
<b>Strategic Priority:</b>	We will advocate for transit improvements and active transportation.	S6
<b>Origin:</b>	Transit Work Plan 2017	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) 5000 annual transit hour expansion	1) Plan and schedule routes 2) Solicit community feedback 3) Expand service	
<b>Related Strategic Priorities:</b>		

<b>STATUS UPDATE</b>		T&ES-78A-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) 5000 annual transit hour expansion		Plan and schedule routes – Routes, schedules and communication plan complete
		Met with Qualicum Beach residents to establish routes
		Service set to expand on September 3, 2017

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Upgrade the Transit Fleet to 100 percent CNG - Work with BC Transit to ensure smooth transition into service	T&ES-79A-2017
<b>Strategic Priority:</b>	We will advocate for transit improvements and active transportation.	S6
<b>Origin:</b>	Transit Work Plan 2017	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Upgrade transit fleet to 100% CNG.	1) Work with BC Transit to exchange old diesel buses to new CNG buses and integrate into existing fleet 2) Prepare outgoing buses	
<b>Related Strategic Priorities:</b>	EV2	

<b>STATUS UPDATE</b>		T&ES-79A-2017
2017 Implementation Items	Status:	
1) Upgrade transit fleet to 100% CNG.		100% conventional CNG fleet obtained
		All diesel conventional buses have been returned to BC Transit

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Implement GPS bus tracking system	T&ES-80A-2017
<b>Strategic Priority:</b>	We will advocate for transit improvements and active transportation.	S6
<b>Origin:</b>	Transit Work Plan 2017	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Implement GPS tracking system	1) Collaborate with BC Transit	
<b>Related Strategic Priorities:</b>	S4	EC3

<b>STATUS UPDATE</b>		T&ES-80A-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Implement GPS tracking system		RFP issued and candidate selected
		BC Transit and the RDN implanting AVL system in Fall of 2017



<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Review transit fare structure, with a focus on increasing the commuter market	T&ES-81A-2017
<b>Strategic Priority:</b>	We will advocate for transit improvements and active transportation.	S6
<b>Origin:</b>	Transit Work Plan 2017	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Review transit fare structure	1) Develop fare review survey 2) Solicit community feedback 3) Provide information to Transit Select Committee 4) Prepare Board report	
<b>Related Strategic Priorities:</b>	S4	

<b>STATUS UPDATE</b>		T&ES-81A-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Review transit fare structure		Fair review survey complete
		Community consultation complete
		Report and presentation to TSC complete
		Board report complete. Implementing new fare structure on September 1, 2017

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Work with BC Transit to activate on board video surveillance system for RDN Buses	T&ES-82A-2017
<b>Strategic Priority:</b>	We will advocate for transit improvements and active transportation.	S6
<b>Origin:</b>	Transit Work Plan 2017	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Activate on board video surveillance system	1) Work with BC Transit to install software and cameras 2) Organize media event	
<b>Related Strategic Priorities:</b>	S1	

<b>STATUS UPDATE</b>		T&ES-82A-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Activate on board video surveillance system	100% of conventional buses have camera's and software complete	
	Media event complete	

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Develop a cancellation policy to reduce the number of at the door cancellations in Custom Transit (handyDART)	T&ES-83A-2017
<b>Strategic Priority:</b>	We will advocate for transit improvements and active transportation.	S6
<b>Origin:</b>	Transit Work Plan 2017	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Develop a cancellation policy in Custom Transit	1) Review polices of other public transit systems 2) Consult with stakeholders and community 3) Reach other policy options 4) Bring forward report on options to the Board	
<b>Related Strategic Priorities:</b>	S1	

<b>STATUS UPDATE</b>		T&ES-83A-2017
2017 Implementation Items	Status:	
1) Develop a cancellation policy in Custom Transit		Review of other systems policies complete
		Consultation will be done in Fall 2017
		Report to the Board in December 2017

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>				
<b>Action:</b>	Improve efficiency and reduce development approval times through increased delegation of permits to staff			SCD-7-2016
<b>Strategic Priority:</b>	We will ensure our processes are as easy to work with as possible.			S7
<b>Origin:</b>	2017 Community Planning Business Plan			
<b>2017 Implementation Items</b>		<b>Key Activities</b>		
1) Improve Permit Issuance Process		1) Obtain legal advice regarding potential for delegating development permits 2) Prepare draft bylaw 3) Prepare EASC report		
2) Implement delegating select Development Permits to Staff		1) Update policies, procedures and website 2) Inform development community of changes		
<b>Related Strategic Priorities:</b>		R2	S3	EC3 EV1

<b>STATUS UPDATE</b>		SCD-7-2016
2017 Implementation Items	Status:	
1) Improve Permit Issuance Process		Development Permit Delegation Bylaw No. 1759 adopted by the Board June 27, 2017. Permits are being issued under enhanced delegated authority.
2) Implement delegating select Development Permits to Staff		Website updates and communication with development community regarding changes are in progress.

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>				
<b>Action:</b>	Modernize Zoning Bylaw No. 500 through targeted amendments and consolidation	SCD-8-2017		
<b>Strategic Priority:</b>	We will ensure our processes are as easy to work with as possible.	S7		
<b>Origin:</b>	Current Planning Work Plan			
<b>2017 Implementation Items</b>		<b>Key Activities</b>		
1) Identify potential changes to Bylaw No. 500		1) Coordinate Interdepartmental discussions on revisions to Bylaw No. 500 2) Prepare staff report with recommendations for targeted changes		
2) Consultant review of Bylaw		1) Prepare RFP 2) Hire consultant		
3) Community engagement		1) Develop community engagement strategy 2) Bring Report to EASC with community engagement strategy		
4) Bylaw amendment process		1) Draft amendment bylaws 2) Hold public Information meetings and public hearings		
<b>Related Strategic Priorities:</b>		R2	S3	EC3 EV1

<b>STATUS UPDATE</b>		SCD-8-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Identify potential changes to Bylaw No. 500	Bylaw review in progress. Targeted amendment bylaws 500.410 and 500.411 for residential building height and setbacks introduced at July Board. Report on full scope of targeted amendments scheduled for fall 2017.	
2) Consultant review of Bylaw	Commencing fall 2017 subject to Board approved scope of targeted amendments.	
3) Community engagement	Commencing 2018.*	
4) Bylaw amendment process	Commencing 2018.*	

## FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE

<b>Action:</b>	Review the existing Board Procedure Bylaw and develop options for amendments to the Bylaw	CorpSrv-20-2016
<b>Strategic Priority:</b>	We will ensure our processes are as easy to work with as possible.	S7
<b>Origin:</b>	Board Motion 15-361	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Prepare Report and draft bylaw for consideration of the Executive Committee	1) Legal review of bylaw 2) Schedule Executive Committee meeting to review the proposed bylaw amendments	
2) Board consideration of Board Procedure Bylaw	1) Amend Bylaw as directed by Executive Committee 2) Bring forward to Board meeting	
<b>Related Strategic Priorities:</b>		

<b>STATUS UPDATE</b>		CorpSrv-20-2016
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Prepare Report and draft bylaw for consideration of the Executive Committee		Legal review of bylaw completed
		Executive Committee meeting held February 5, 2017
2) Board consideration of Board Procedure Bylaw		Bylaw amended as per Executive Committee direction.
		Board Procedure Bylaw No. 1754 adopted March 28, 2017

## FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE

**Action:** Improve the consistency of the RDN Brand within the website and refresh the website to celebrate the 50th anniversary CorpSrv-21-2017

**Strategic Priority:** We will ensure our processes are as easy to work with as possible. S7

**Origin:** 2017 Administrative Services Work Plan

### 2017 Implementation Items

- 1) Develop RDN branding guidelines
- 2) Work with departments to reduce unnecessary or out dated web content
- 3) Refresh website

### Key Activities

- 1) Work with graphic designer
- 1) Coordinate with departments to remove all out of date content from the web site
- 1) Communicate with website provider (Trinex) to refresh website

**Related Strategic Priorities:** R2

## STATUS UPDATE

CorpSrv-21-17

### 2017 Implementation Items

### Status:

1) Develop RDN branding guidelines		RDN Graphic Standards Guide completed February 2017
2) Work with departments to reduce unnecessary or out dated web content		Updating of website content nearing completion
3) Refresh website		On track for website refresh in August 2017

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Develop a plan for implementing an Electronic Documents Records Management System	CorpSrv-23-2017
<b>Strategic Priority:</b>	We will ensure our processes are as easy to work with as possible.	S7
<b>Origin:</b>	Corporate Services Work Plan	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Issue an RFP for a consultant to access organizational readiness for Electronic Documents Records Management System (EDRMS) and to make recommendations for implementation	1) Research recent RFPs of other jurisdictions 2) Issue RFP 3) Hire Consultant	
<b>Related Strategic Priorities:</b>		

<b>STATUS UPDATE</b>		CorpSrv-23-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Issue an RFP for a consultant to access organizational readiness for Electronic Documents Records Management System (EDRMS) and to make recommendations for implementation	Undertaking reviews of other jurisdictions RFP	



<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Develop an Open Data Portal for GIS related information for Public consumption	CorpSrv-24-2017
<b>Strategic Priority:</b>	We will ensure our processes are as easy to work with as possible.	\$7
<b>Origin:</b>	Information and GIS Services 2017 Business Plan	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Compile useful GIS data and create a repository on the RDN website	1) Compile relevant data 2) Create a repository on website 3) Make data available to the public	
<b>Related Strategic Priorities:</b>		

<b>STATUS UPDATE</b>		CorpSrv-24-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Compile useful GIS data and create a repository on the RDN website		Compilation of relevant data will be completed by July 1 <sup>st</sup>
		Repository on website will be created by July 15 <sup>th</sup>
		On track to go live on RDN website in August 2017

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Improve Purchasing and Procurement Procedures	Finance-45-2017
<b>Strategic Priority:</b>	We will ensure our processes are as easy to work with as possible.	\$7
<b>Origin:</b>	Board Motion 16-361	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Improve and streamline purchasing processes	1) Include Purchasing Manager in 2017-2021 Financial Plan	
	2) Develop Purchasing Manager Job Description	
2) Develop Social Procurement Policy	3) Post and Hire Purchasing Manager	
	1) Investigate Options	
	2) Bring forward Board report	
3) Improve procurement processes	1) Establish RFP/FRQ templates	
	2) Establish prequalified contractors list	
	3) Revise and update purchasing policies	
<b>Related Strategic Priorities:</b>		

<b>STATUS UPDATE</b>		Finance-45-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Improve and streamline purchasing process		Hiring of Purchasing Manager is in process
2) Develop Social Procurement Policy		Proceed under direction of Purchasing Manager as planned
3) Improve procurement processes		Proceed under direction of Purchasing Manager as planned

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Improve process for communicating budget information to the Public	Finance-46-2016
<b>Strategic Priority:</b>	We will ensure our processes are as easy to work with as possible.	\$7
<b>Origin:</b>	2017 Finance Business Plan	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Amend Budget process as identified	1) Implement Feedback received during the course of the budget process 2) Post Cycle review before 2018 process starts in May 2017	
2) Amend Rural Property Tax Guide	1) Determine how and when to distribute Rural Property Tax Guide	
<b>Related Strategic Priorities:</b>		

<b>STATUS UPDATE</b>		Finance-46-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Amend Budget process as identified	Amendments made and ongoing Working with Communications Coordinator on an interactive tool for RDN website	
2) Amend Rural Property Tax Guide	Amendments made – Tax Guide now going out with Property Tax notices and further amendments are ongoing for next Property Tax notices in May 2018	

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>			
<b>Action:</b>	Grants in Aid Process Alignment	Finance-86A-2017	
<b>Strategic Priority:</b>	We will ensure our processes are as easy to work with as possible.	S7	
<b>Origin:</b>	Finance Work Plan		
<b>2017 Implementation Items</b>		<b>Key Activities</b>	
1) Review existing Programs, Policies and funding sources for consistencies and inconsistencies		1) Meet to review programs, policies & funding sources 2) Identify improvements for larger direct Board requests (ie. timeframe for accepting requests) 3) Identify revision to program/policy	
2) Confer with Municipalities regarding funds requisitioned and allocated to them		1) Work with Director of Finance to identify and speak with municipal contacts	
3) Report to Board		1) Draft Board report	
<b>Related Strategic Priorities:</b>		S3	R2 R3

<b>STATUS UPDATE</b>		Finance-86A-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Review existing Programs, Policies and funding sources for consistencies and inconsistencies	In Process	
2) Confer with Municipalities regarding funds requisitioned and allocated to them	In Process	
3) Report to Board	Report has gone to June 27, 2017 Executive Committee	

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Decrease building permit processing times	SCD-91A-2017
<b>Strategic Priority:</b>	We will ensure our processes are as easy to work with as possible.	S7
<b>Origin:</b>	Building Inspection Business Plan 2017	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Implement accelerated building permit processing time for registered builders		
2) Examine permit processing systems to create efficiencies		
3) Increase staffing level to offset workload	1) Hire temporary building inspector and fill administrative vacancies	
4) Implement a public portal for clients to submit permit applications, submit documents and check on status of their permits		
<b>Related Strategic Priorities:</b>	R2	

<b>STATUS UPDATE</b>		SCD-91A-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Implement accelerated building permit processing time for registered builders	To be implemented with the CityView Portal.	
2) Examine permit processing systems to create efficiencies	Changes made to the intake and review processes resulting in reduced processing times.	
3) Increase staffing level to offset workload	PFT Building Inspector vacancy filled and temporary building inspector hired.	
4) Implement a public portal for clients to submit permit applications, submit documents and check on status of their permits	Vendor to begin work to implement the CityView public portal system over a 3-month period.	

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Maintain Building inspection scheduling benchmark	SCD-92A-2017
<b>Strategic Priority:</b>	We will ensure our processes are as easy to work with as possible.	<b>S7</b>
<b>Origin:</b>	Building Department Work Plan	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Set up public portal for clients to request inspections online	1) Hire temporary building inspector and fill administrative vacancies	
2) Explore member municipality mutual assistance with field inspections	1) Increase staffing level	
<b>Related Strategic Priorities:</b>	R2	R4

<b>STATUS UPDATE</b>		SCD-92A-2017
2017 Implementation Items	Status:	
1) Set up public portal for clients to request inspections online		Internal approval processes complete. Vendor to begin work to implement the CityView public portal system over a 3-month period.
2) Explore member municipality mutual assistance with field inspections		Field inspection schedules are within normal range (at 24 hour benchmark). Mutual assistance not being considered at this time as all vacancies filled and additional temporary staff hired.

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Prompt response to bylaw enforcement complaints (meet 24 hour benchmark)	SCD-93A-2017
<b>Strategic Priority:</b>	We will ensure our processes are as easy to work with as possible.	S7
<b>Origin:</b>	Bylaw Enforcement 2017 Business Plan	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Increase bylaw services assistant to PFT	1) Post position	
2) Implement a public portal system to enable the public to make online complaints and receive feedback on complaint status		
<b>Related Strategic Priorities:</b>	R2	

<b>STATUS UPDATE</b>		SCD-93A-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Increase bylaw services assistant to PFT		Position posted as PFT and filled internally.
2) Implement a public portal system to enable the public to make online complaints and receive feedback on complaint status.		Internal approval processes complete. Vendor to begin work to implement the CityView public portal system over a 3-month period.

## Focus on Relationships

### Section Contents

*The RDN will continue to develop and encourage meaningful relationships*

Action #	Action Description	Strategic Priority	Page
SCD-95A-2017	Assign 2017 QFN/RDN Working Group Action Items to RDN Staff	R1	72
R+P-97A-2017	Financial support to Snuneymuxw First Nation for Sport Court on IR#4	R1	73
SCD-89A-2017	Consider Review of Regional Growth Strategy	R2	74
SCD-12-2016	Create a First Nations resource document for staff and Board	R2	75
T&ES-73-2017	Review options and implications for Arrowsmith Search and Rescue to construct an addition to their portion of the building	R3	76
T&ES-74-2017	Explore options for the redevelopment of the Dashwood Fire Hall	R3	77
T&ES-75-2017	Purchase two pumper trucks for Errington Volunteer Fire Department	R3	78
T&ES-76-2017	Implement Dave Mitchell (consultant) report recommendations for Fire Services	R3	79
SCD-19-2016	Address concerns of San Pareil Neighbourhood	R4	80
Finance-49-2017	Renew agreement with Nanaimo Search and Rescue Society for a term of five years	R4	81
T&ES-70-2017	Prepare a report on the steps required to undertake a wildfire interface fuel inventory for electoral areas	R4	82
T&ES-72-2017	Develop a Community Wildfire Plan for Electoral Area 'A' adjacent lands and submit an application to the UBCM for Strategic Wildfire Prevention Initiative funding to update RDN Wildfire Protection Plans.	R4	83
SCD-13-2014	Examine the establishment of a social service in District 69	R5	84



<b>FOCUS ON RELATIONSHIPS</b>		
<b>Action:</b>	Assign 2017 QFN/RDN Working Group Action Items to RDN Staff	SCD-95A-2017
<b>Strategic Priority:</b>	We value our First Nations relationships and will integrate their input in future planning and service delivery.	<b>R1</b>
<b>Origin:</b>	Qualicum First Nation /RDN Collaboration Protocol	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Prepare Board report with working group action plan	1) Assist working group develop action plan	
2) Assign project leads for RDN responsible action plan item tasks	1) Discuss with General Managers and Department heads 2) Monitor progress and report back to working group	
<b>Related Strategic Priorities:</b>	R4	

<b>STATUS UPDATE</b>		R+P 97A-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Prepare Board report with working group action plan		Action plan developed by working group. Report to Board anticipated late 2017 with a progress update.
2) Assign project leads for RDN responsible action plan item tasks		Complete.

<b>FOCUS ON RELATIONSHIPS</b>		
<b>Action:</b>	Financial support to Snuneymuxw First Nation for Sport Court on IR#4	R+P-97A-2017
<b>Strategic Priority:</b>	We value our First Nations relationships and will integrate their input in future planning and service delivery.	R1
<b>Origin:</b>	Board Motion 16-457	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Provide contribution funding to Snuneymuxw First Nation (SFN) for capital costs of sport court on IR#4	Provide as per the terms of the Contribution Agreement with SFN, up to \$300,000	
2) Work with SFN and EA 'A' PRC Commission on court opening and community usage	Meet with SFN to support official opening of the sport court and messaging to community regarding available use	
<b>Related Strategic Priorities:</b>	S4	

<b>STATUS UPDATE</b>		R+P 97A-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Provide contribution funding to Snuneymuxw First Nation (SFN) for capital costs of sport court on IR#4		Three payments to date; April 20 - \$13,226, May 29 - \$23,622, June - \$99,221
2) Work with SFN and EA 'A' PRC Commission on court opening and community usage		Waiting confirmation from SFN of completion and opening dates.

<b>FOCUS ON RELATIONSHIPS</b>				
<b>Action:</b>	Consider Review of Regional Growth Strategy			SCD-89A-2017
<b>Strategic Priority:</b>	We will focus on improved two-way communication within the Regional District and with our communities.			R2
<b>Origin:</b>	Regional Growth Strategy			
<b>2017 Implementation Items</b>		<b>Key Activities</b>		
1) Identify issues and implications of Regional Growth Strategy Review		1) Estimate budget for an Regional Growth Strategy review 2) Prepare Board report		
<b>Related Strategic Priorities:</b>		S3	S5	S6
		EC3	EC5	EV1
				R1
				EV2

<b>STATUS UPDATE</b>		SCD-89A-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Identify issues and implications of Regional Growth Strategy Review		Proposed start in September

<b>FOCUS ON RELATIONSHIPS</b>		
<b>Action:</b>	Create a First Nations resource document for staff and Board	SCD-12-2016
<b>Strategic Priority:</b>	We will focus on improved two-way communication within the Regional District and with our communities.	R2
<b>Origin:</b>	Board Motion 15-737	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Determine scope of project	1) Determine if Esri Portal needs to be implemented 2) Determine data sources 3) Create design guidelines for map	
2) Develop base map and backend data	1) Render base map 2) Compile information/data in a central repository	
3) Test and document product	1) Pilot product with select users 2) Fix and update product as necessary	
4) Launch resource	1) Inform Board and Staff	
<b>Related Strategic Priorities:</b>	R4	

<b>STATUS UPDATE</b>		SCD-12-2016
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Determine scope of project	Esri portal deployed.	
2) Develop base map and backend	Complete.	
3) Test and document product	In progress.	
4) Launch resource	Scheduled for fall of 2017.	

<b>FOCUS ON RELATIONSHIPS</b>		
<b>Action:</b>	Review options and implications for Arrowsmith Search and Rescue to construct an addition to their portion of the building	T&ES-73-2017
<b>Strategic Priority:</b>	We recognize all volunteers as an essential component of service delivery. We will support the recruitment and retention of volunteers.	R3
<b>Origin:</b>	Board Motion 16-500	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Present options to the Board	1) Consult with Electoral Area Director 2) Collaborate with Arrowsmith Search and Rescue and Town of Qualicum 3) Prepare report for Fire Services Committee	
<b>Related Strategic Priorities:</b>	S1	

<b>STATUS UPDATE</b>		T&ES-73-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Present options to the Board		Consult with Electoral Area Director, evaluate information and explore options.
		Collaborate with Arrowsmith Search and Rescue and Town of Qualicum Beach: Preliminary review underway for value of ASAR building addition to CHVFD #2. Meeting held with CHVFD to support building evaluation. Next step is obtaining quotes from Engineering firm for building review and conduct building review.
		Prepare report for Fire Services Committee: Pending completion of other action items.

<b>FOCUS ON RELATIONSHIPS</b>		
<b>Action:</b>	Explore options for the redevelopment of the Dashwood Fire Hall	T&ES-74-2017
<b>Strategic Priority:</b>	We recognize all volunteers as an essential component of service delivery. We will support the recruitment and retention of volunteers.	R3
<b>Origin:</b>	Board Motion 16-145	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Research and review project with Project Engineer and Dashwood Volunteer Fire Department	1) Tour other halls and consult with Fire Department 2) Determine standard design 3) Develop design RFP	
2) Inform Board of options	1) Present for Fire Services Advisory Committee 2) Bring Report to the Board	
<b>Related Strategic Priorities:</b>	S1	

<b>STATUS UPDATE</b>		T&ES-74-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Research and review project with Project Engineer and Dashwood Fire Department		Tour other halls and consult with Fire Department. Completed.
		Determine standard design pending review of budget and site options.
		Develop design RFP. Not started until prior action items completed.
2) Inform Board of options		Present to Fires Services Advisory Committee. Pending due to prior action items. Target 4Q 2017.
		Bring Report to the Board. Pending due to prior action items. Target 4Q 2017.

<b>FOCUS ON RELATIONSHIPS</b>		
<b>Action:</b>	Purchase two pumper trucks for Errington Volunteer Fire Department	T&ES-75-2017
<b>Strategic Priority:</b>	We recognize all volunteers as an essential component of service delivery. We will support the recruitment and retention of volunteers.	<b>R3</b>
<b>Origin:</b>	Vehicle Replacement (20 year life)	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Tender & Purchase two Fire Trucks	1) Determine hours and costs 2) Prepare Board report with recommendations 3) Issue tender	
<b>Related Strategic Priorities:</b>	R4	S1

<b>STATUS UPDATE</b>		T&ES-75-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Tender & Purchase two fire trucks		Completed. Issue tender. Tender issued in June 2017.

FOCUS ON RELATIONSHIPS		
<b>Action:</b>	Implement Dave Mitchell (consultant) report recommendations for Fire Services	T&ES-76-2017
<b>Strategic Priority:</b>	We recognize all volunteers as an essential component of service delivery. We will support the recruitment and retention of volunteers.	R3
<b>Origin:</b>	Fire Services Work Plan 2017	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Implement Dave Mitchell report	1) RDN Fire Services Review Implementing recommendations	
<b>Related Strategic Priorities:</b>	S1	

STATUS UPDATE		T&ES-76-2017
2017 Implementation Items	Status:	
1) Implement Dave Mitchell report		1) RDN Fire Services Review implementing recommendations
		a) Finalize Fire Services Agreement – Cranberry & Cassidy/Waterloo FSA: In progress, target for completion in 3Q 2017.
		b) Develop “Interim Power By-Law” for CHVFD.
		c) Finalize a Building and Land Agreement with CHVFD and ASAR: In progress.
		d) Ensure RDN FD’s are training and documenting to Declared Service Levels: Completed.
		e) Develop RDN FD Standardized Operational Guidelines. In progress, target 4Q 2017.
		f) Ensure RDN FD’s have up to date OH&S programs: Completed.
		g) Standardize RDN FD training report documentation: Complete.
		h) Develop and finalize RDN FD Standardized Operational Bylaw. Pending new “Fire Safety Act” due from Province.
		i) Remaining action items will be implemented in 2018.



<b>FOCUS ON RELATIONSHIPS</b>			
<b>Action:</b>	Address concerns of San Pareil Neighbourhood	SCD-19-2016	
<b>Strategic Priority:</b>	We look for opportunities to partner with other branches of government/ community groups to advance our region.	R4	
<b>Origin:</b>	Board Resolution 16-591		
<b>2017 Implementation Items</b>		<b>Key Activities</b>	
1) Meet with Shorewood and San Pareil Owners and Residents' Association (SSPORA)		1) Schedule meeting with SSPORA 2) Review existing development plans 3) Prepare Board report on issues and opportunities	
<b>Related Strategic Priorities:</b>	S4	S6	R5

<b>STATUS UPDATE</b>		SCD-19-2016
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Meet with Shorewood and San Pareil Owners and Residents' Association (SSPORA)	Met with SSPORA reps and attended AGM; completed	

FOCUS ON RELATIONSHIPS		
<b>Action:</b>	Renew agreement with Nanaimo Search and Rescue Society for a term of five years	Finance-49-2017
<b>Strategic Priority:</b>	We look for opportunities to partner with other branches of government/ community groups to advance our region.	R4
<b>Origin:</b>	Board Motion 15-745	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Draft and Implement Agreement		
<b>Related Strategic Priorities:</b>	R2	R3 S2

STATUS UPDATE		Finance-49-2017
2017 Implementation Items	Status:	
1) Draft and Implement Agreement	<span style="background-color: #90EE90; width: 15px; height: 15px; display: inline-block;"></span>	In Process

<b>FOCUS ON RELATIONSHIPS</b>		
<b>Action:</b>	Prepare a report on the steps required to undertake a wildfire interface fuel inventory for electoral areas	T&ES-70-2017
<b>Strategic Priority:</b>	We look for opportunities to partner with other branches of government/ community groups to advance our region.	R4
<b>Origin:</b>	Board Motion 16-627	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Board report outlining steps necessary for wildfire interface fuel inventory	1) Research steps 2) Review potential options with Emergency Planning Select Committee 3) Prepare Board report	
<b>Related Strategic Priorities:</b>	S1	

<b>STATUS UPDATE</b>		T&ES-70-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Board report outlining steps necessary for wildfire interface fuel inventory		Research steps not started. Target for 4Q 2017.
		Review potential options with Emergency Planning Select Committee. Not started, pending completion of other action items.
		Prepare Board Report not started. Pending completion of other action items.

## FOCUS ON RELATIONSHIPS

**Action:** Develop a Community Wildfire Plan for Electoral Area 'A' adjacent lands and submit an application to the UBCM for Strategic Wildfire Prevention Initiative funding to update RDN Wildfire Protection Plans. T&ES-72-2017

**Strategic Priority:** We look for opportunities to partner with other branches of government/ community groups to advance our region. R4

**Origin:** Board Motions 16-626; 17-071

### 2017 Implementation Items

- 1) Submit a grant application to Emergency Management British Columbia (EMBC) for Strategic Wildfire Prevention Initiative funding
- 2) Submit applications to EMBC for April and October intakes

### Key Activities

- 1) Submit application to EMBC for January intake
- 2) Research and write community wildfire prevention plan for Electoral Area A
- 1) Complete and submit application

**Related Strategic Priorities:** S1

## STATUS UPDATE

T&ES-72-2017

### 2017 Implementation Items

### Status:

1) Submit a grant application to EMBC for SWPI funding	Submit application to EMBC for January intake. Application for Cranberry, Cedar and Extension Fire Service Areas submitted.
	Research and write community wildfire prevention plan for Electoral Area A. SWPI funding approved for CWPP and RFP for consultant undertaking of project issued in July 2017. Targeted for completion 1Q 2018
2) Submit applications to EMBC for April and October intakes	Complete and submit application. Applications submitted for Dashwood, Deep Bay & Bow Horn Bay, and Coombs & Errington.

<b>FOCUS ON RELATIONSHIPS</b>		
<b>Action:</b>	Examine the establishment of a social service in District 69	SCD-13-2014
<b>Strategic Priority:</b>	We will facilitate/ advocate for issues outside of our jurisdiction.	R5
<b>Origin:</b>	Board Motion 14-486	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Provide funding for land purchase	1) Include resources in the 2017 Budget	
<b>Related Strategic Priorities:</b>		

<b>STATUS UPDATE</b>		SCD-13-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Provide funding for land purchase		Completed.



## Focus on Economic Health

### Section Contents

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

Action #	Action Description	Strategic Priority	Page
SCD-97A-2017	Host Skogdag Day - Education on the Forest Industry for Elected Officials and Staff	EC1	86
RCU-58-2017	Develop long term water plan including watershed water supply and demand studies	EC2	87
RCU-54-2016	Implement Major Wastewater Capital Projects	EC3	89
SCD-14-2017	Review rural community signage processes and regulations	EC4	90
SCD-15-2017	Address concerns about changes to the ALR Regulation through zoning bylaw amendments	EC5	91
SCD-17-2016	Continue Agriculture Area Plan Implementation	EC5	92
SCD-18-2016	Review issues related to agricultural composting	EC5	93

<b>FOCUS ON ECONOMIC HEALTH</b>		
<b>Action:</b>	Host Skogdag Day - Education on the Forest Industry for Elected Officials and Staff	SCD-97A-2017
<b>Strategic Priority:</b>	We will support of traditional industries: Forestry, Tourism, Manufacturing, Fishing; Knowledge Based; and Technology Based industries.	EC1
<b>Origin:</b>	Board Motion 17-078	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Organize a workshop with the forest industry	1) Meet with forest industry to set agenda 2) Finalize logistics for workshop	
2) Host meeting	1) Work with forest industry representatives to coordinate venue and deliver Skogdag Day events.	
<b>Related Strategic Priorities:</b>	EC3	R2 EV1

<b>STATUS UPDATE</b>		SCD-97A-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Organize a workshop with the forest industry		Completed.
2) Host meeting		Completed.

<b>FOCUS ON ECONOMIC HEALTH</b>				
<b>Action:</b>	Develop long term water plan including watershed water supply and demand studies			RCU-58-2017
<b>Strategic Priority:</b>	We recognize the importance of water in supporting our economic and environmental health.			EC2
<b>Origin:</b>	RDN DWWP Action Plan			
<b>2017 Implementation Items</b>		<b>Key Activities</b>		
1) Phase 2 Water Budget Report	1) Expanded Hydrometric Monitoring 2) Expanded Groundwater Monitoring 3) Expanded Climate Monitoring 4) Improve Water Database and GIS Mapping 5) State of Our Aquifers Data Analysis and Reporting			
2) Community Watershed Monitoring Network	1) Community Based Surface Water Quality Sampling 2) Physical Stream Assessments Stream Restoration			
3) Policy and Planning Support	1) Review Provincial Water Licence Allocation decisions 2) Support land use planning with DWWP program data 3) Work toward collaborative watershed decision-making			
4) Communication, Outreach and Education initiatives	1) Deliver Rebate Programs 2) Regional State of Our Aquifers Newsletter 3) Workshops and Community Events			
<b>Related Strategic Priorities:</b>	R1	R4	EV1	EV3
	EV2	EV4		



<b>STATUS UPDATE</b>		RCU-58-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Phase 2 Water Budget Report		Monitoring sites identified. Installations ongoing through Fall 2017. Coordinating with GIS and consultant on data management.
2) Community Watershed Monitoring Network		Community Watershed Monitoring Program underway (July – Oct 2017)
3) Policy and Planning Support		Ties to Current and Long Range Planning strengthened/ formalized. Collaborating on policy development, incl. B1.21 and EA H OCP..
4) Communication, Outreach and Education initiatives		State of Our Aquifers Technical Memo underway. Rebates and summer outreach ongoing.

<b>FOCUS ON ECONOMIC HEALTH</b>		
<b>Action:</b>	Implement Major Wastewater Capital Projects	RCU-54-2016
<b>Strategic Priority:</b>	We will foster economic development.	EC3
<b>Origin:</b>	Liquid Waste Management Plan	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Capacity Expansion at FCPCC	1) Pre-design	
2) Expand Bay Avenue Pump Station	1) Pre-design	
3) Expand Capacity and Provide Secondary Treatment at GNPCC	1) Start construction of Secondary Treatment expansion project (GNPCC)	
4) Departure Bay Force main Inspection	1) Condition Assessment and Report	
5) Participate in Asset Management Program	1) Track new equipment in secondary treatment process in asset registry 2) Project lifecycle infrastructure costs for GNPCC	
<b>Related Strategic Priorities:</b>	EC3	S3
	EC2	EV1

<b>STATUS UPDATE</b>		RCU-54-2016
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Capacity Expansion at FCPCC	Preliminary Design assignment awarded to AECOM project underway	
2) Expand Bay Avenue Pump Station	Preliminary Design assignment awarded to Kerr Wood Leidal project underway	
3) Expand Capacity and Provide Secondary Treatment at GNPCC	Construction contract awarded to NAC project underway	
4) Departure Bay Force main Inspection	Forcemain inspection assignment awarded to Pure Technologies project underway	
5) Participate in Asset Management Program	Tracking of equipment for the secondary treatment project will commence after the equipment is installed	

<b>FOCUS ON ECONOMIC HEALTH</b>		
<b>Action:</b>	Review rural community signage processes and regulations	SCD-14-2017
<b>Strategic Priority:</b>	We see ecotourism as a key economic opportunity in our region.	EC4
<b>Origin:</b>	Board Motion 13-322	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Develop Terms of Reference for community engagement	1) Prepare Board Report	
2) Meet with rural communities to identify any potential issues related to rural signage	1) Organize public information sessions 2) Put out press release and put information on RDN website and distribute via social media	
3) Present findings and potential options to the Board	1) Prepare EASC Report	
<b>Related Strategic Priorities:</b>	EC3	R4 R5

<b>STATUS UPDATE</b>		SCD-14-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Develop Terms of Reference for community engagement	Completed.	
2) Meet with rural communities to identify any potential issues related to rural signage	Community stakeholder meetings and survey completed April-June 2017.	
3) Present findings and potential options to the Board	Review of findings underway in July. Findings and options to be presented to the Board in September.	

<b>FOCUS ON ECONOMIC HEALTH</b>		
<b>Action:</b>	Address concerns about changes to the ALR Regulation through zoning bylaw amendments	SCD-15-2017
<b>Strategic Priority:</b>	We recognize the importance of agriculture and aquaculture in our region.	EC5
<b>Origin:</b>	Agriculture Area Plan	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Present background and options to the AAC	1) Draft report and present information to the Agricultural Advisory Committee	
2) Amend zoning bylaw	1) Community consultation regarding proposed changes 2) Prepare Board reports in accordance with bylaw amendment process	
<b>Related Strategic Priorities:</b>	R2	R4

<b>STATUS UPDATE</b>		SCD-15-2017
2017 Implementation Items	Status:	
1) Present background and options to the AAC		Completed.
2) Amend zoning bylaw		Insufficient resources due to staff vacancy.

<b>FOCUS ON ECONOMIC HEALTH</b>		
<b>Action:</b>	Continue Agriculture Area Plan Implementation	SCD-17-2016
<b>Strategic Priority:</b>	We recognize the importance of agriculture and aquaculture in our region.	EC5
<b>Origin:</b>	Agriculture Area Plan	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Electoral Area H ALR lands review	1) Hire consultant to study ALR lands in Electoral 'H' 2) Present findings to community	
2) Support establishment of year round farmers market	1) Provide funding 2) Assist community groups with grant applications	
3) Prepare implementation plan for next 3 years	1) Consult with the Agricultural Area Committee and prepare implementation plan	
<b>Related Strategic Priorities:</b>	R4	

<b>STATUS UPDATE</b>		SCD-17-2016
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Electoral Area H ALR lands review		Complete.
2) Support establishment of year round farmers market		Providing support.
3) Prepare implementation plan for next 3 years		Insufficient resources due to Staff vacancy.

<b>FOCUS ON ECONOMIC HEALTH</b>		
<b>Action:</b>	Review issues related to agricultural composting	SCD-18-2016
<b>Strategic Priority:</b>	We recognize the importance of agriculture and aquaculture in our region.	EC5
<b>Origin:</b>	Agriculture Area Plan	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Research issues and opportunities for agricultural composting	1) Consult with farmers and those in the agriculture community 2) Consult with other jurisdictions 3) Prepare Board report with recommendation	
<b>Related Strategic Priorities:</b>	R4	EV1 EV4

<b>STATUS UPDATE</b>		SCD-18-2016
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Research issues and opportunities for agricultural composting	In progress.	

## Focus on Environment

### Section Contents

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

Action #	Action Description	Strategic Priority	Page
RCU-56-2017	Landfill Capital Projects	EV1	95
R+P-37-2017	Coats Marsh Log Cabin	EV1	96
R+P-39-2017	Regional Parkland Acquisition – RDN North	EV1	97
R+P-41-2017	Regional Parkland Acquisition – RDN North	EV1	98
RCU-63-2017	Achieve Landfill gas and leachate targets	EV2	99
SCD-9-2016	Update bylaws and policies to address sea level rise	EV3	100
SCD-10-2017	Review, Standardize and Update Development Permit Areas in RDN Electoral Area OCP's	EV 4	101

<b>FOCUS ON THE ENVIRONMENT</b>		
<b>Action:</b>	Landfill Capital Projects	RCU-56-2017
<b>Strategic Priority:</b>	We will have a strong focus on protecting and enhancing our environment in all decisions.	EV1
<b>Origin:</b>	Solid Waste Management Plan	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) North Berm and associated activities	1) Complete haul road 2) Storm water controls 3) Reconfigure bin area 4) Hydrogeological/LFG reassessment 5) Gas-probes and monitoring wells 6) Trees & Landscaping	
2) Construct Scale House	1) Construct Scale House	
<b>Related Strategic Priorities:</b>	EV3 S3	

<b>STATUS UPDATE</b>		RCU-56-2017
2017 Implementation Items	Status:	
1) North Berm and associated activities	Berm construction completed; minor related works underway (e.g. landscaping; LFG network improvements; RFP for hydrogeological review underway)	
2) Construct Scale House	RFP closed and proposals being evaluated	



<b>FOCUS ON THE ENVIRONMENT</b>		
<b>Action:</b>	Coats Marsh Log Cabin	R+P-37-2017
<b>Strategic Priority:</b>	We will have a strong focus on protecting and enhancing our environment in all decisions.	EV1
<b>Origin:</b>	Board Motion 16-649	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Produce a Bat study of Coats Marsh	1) RFP for bat study consultant	
2) Determine the role of the log cabin for bat habitat	2) Hire consultant	
	1) Bring report to the Board	
<b>Related Strategic Priorities:</b>	S3	

<b>STATUS UPDATE</b>		R+P-37-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Produce a Bat study of Coats Marsh	Bat consultant has been hired and studies are underway	
2) Determine the role of the log cabin for bat habitat	Consultant report will include habitat for the bats currently living in the house.	

<b>FOCUS ON THE ENVIRONMENT</b>		
<b>Action:</b>	Regional Parkland Acquisition – RDN North	R+P-39-2017
<b>Strategic Priority:</b>	We will have a strong focus on protecting and enhancing our environment in all decisions.	EV1
<b>Origin:</b>	Board Motion 16-IC-119	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Secure Land Tenure	1) Implement Board direction 2) Report back to Board	
<b>Related Strategic Priorities:</b>	S4	

<b>STATUS UPDATE</b>		R+P-39-2017
2017 Implementation Items	Status:	
1) Secure Land Tenure		The 68 hectares of Wicklow West properties were acquired.

<b>FOCUS ON THE ENVIRONMENT</b>		
<b>Action:</b>	Regional Parkland Acquisition – RDN North	R+P-41-2017
<b>Strategic Priority:</b>	We will have a strong focus on protecting and enhancing our environment in all decisions.	EV1
<b>Origin:</b>	Board Motion 16-IC-094	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Secure Land Tenure	1) Implement Board direction 2) Report back to Board	
<b>Related Strategic Priorities:</b>	R4      S4	

<b>STATUS UPDATE</b>		R+P-41-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Secure Land Tenure		Underway as per Board Direction

<b>FOCUS ON THE ENVIRONMENT</b>		
<b>Action:</b>	Achieve Landfill gas and leachate targets	RCU-63-2017
<b>Strategic Priority:</b>	We will evaluate air quality and climate impacts as factors in our infrastructure and services planning	EV2
<b>Origin:</b>	Landfill Gas Regulation	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Landfill Gas	1) Construct manifold station, infrastructure for North Berm 2) Add wells 3) Upgrade flare station electrical	
2) Implement leachate Controls	1) Tire wash-down 2) Settling pond 3) Lift station rehabilitation	
<b>Related Strategic Priorities:</b>	EV1	EV3

<b>STATUS UPDATE</b>		RCU-63-2017
2017 Implementation Items	Status:	
1) Landfill Gas		Manifold station complete; additional wells scheduled; parts on order for flare station
2) Implement leachate Controls		Tire wash-down deferred to 2018 (temporary system in place). Settling pond; pursuing other options of managing sludges.

<b>FOCUS ON THE ENVIRONMENT</b>				
<b>Action:</b>	Update bylaws and policies to address sea level rise			SCD-9-2016
<b>Strategic Priority:</b>	We will prepare for and mitigate the impact of environmental events.			EV3
<b>Origin:</b>	Long Range Planning Work Plan			
<b>2017 Implementation Items</b>	<b>Key Activities</b>			
1) Incorporate elevation data into GIS system	1) Receive data from consultant 2) Review data			
2) Identify sea level rise planning areas	1) Prepare maps based on elevation analysis			
3) Engineering analysis of water level components	1) RFP for consultant 2) Hire consultant			
4) Create Floodplain maps	1) Integrate consultant report 2) Prepare floodplain maps			
5) Amend bylaws and policies	1) Community consultation 2) Prepare Board reports in accordance with bylaw amendment procedure			
<b>Related Strategic Priorities:</b>	S1	S3	S7	R2
	R5	EV1	EV3	EC2

<b>STATUS UPDATE</b>		SCD-9-2016
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Incorporate elevation data into GIS system		Completed.
2) Identify sea level rise planning areas		
3) Engineering analysis of water level components		
4) Create Floodplain maps		
5) Amend bylaws and policies		

<b>FOCUS ON THE ENVIRONMENT</b>				
<b>Action:</b>	Review, Standardize and Update Development Permit Areas in RDN Electoral Area OCP's	SCD-10-2017		
<b>Strategic Priority:</b>	We will include conservation of resources as a planning factor.	EV4		
<b>Origin:</b>	2017 Current Planning Business Plan			
<b>2017 Implementation Items</b>		<b>Key Activities</b>		
1) Update Development Permit Areas in EA H Official Community Plan	1) Review Development Permits in Area 'H' OCP 2) Draft replacement Development Permit Areas 3) Present updates to working group and community			
2) Initiate review of Development Permit Areas in other Electoral Area OCPs	1) Develop terms of reference for review 2) Bring report to the Board			
<b>Related Strategic Priorities:</b>	R2	EC2	EV1	EV3
	S7			

<b>STATUS UPDATE</b>		SCD-10-2017
2017 Implementation Items	Status:	
1) Update Development Permit Areas in EA H Official Community Plan		In progress
2) Initiate review of Development Permit Areas in other Electoral Area OCPs		

## Action Items Beyond 2017

### ITEMS FOR FUTURE OPERATIONAL PLANS

The 2017 Operational Plan contains Action Items and Key Activities that are to be completed this year. Below is a list of major capital projects to be initiated in the years 2018-2021. Many of the projects listed below will be multi-year projects with key implementation items and activities for each year of the life of the project.

These items, as well as future operational items, will be presented in a 2018-2021 Operational Forecast, to be provided to the Board prior to a Strategic Plan review later in 2017. The purpose of the Operational Forecast is to highlight future projects, and provide an opportunity for the Board to prioritize longer-term actions.

#### FUTURE YEARS

#### 2018

FR-0005 FIREHALL DASHWOOD BUILDING UPGRADE REFERANDUM  
 PR-0010 NANAIMO RIVER BRIDGE-MORDEN COLLIERY TRAIL CONSTRUCTION  
 PR-0018 BENSON CREEK FALLS STAIRS CONSTRUCTION  
 SW-0001 SW- CELL 1 CLOSURES  
 TR-0004 TRANSIT - WOODGROVE EXCHANGE IMPROVEMENT  
 TR-0006 TRANSIT - COUNTRY CLUB EXCHANGE IMPROVEMENT  
 WT-0006 NB WT- OUTRIGGER RD MAIN 2017  
 WT-0009 NB WT - WALL BEACH RD MAIN UPGRADE 2018  
 WT-0018 NB WT - WEST BAY PUMPHOUSE UPGRADE 2018  
 WT-0019 NB WT - DOLPHIN DRIVE MAIN 2018  
 WT-0023 WHISKEY CREEK PUMP STATION AND DISTRIBUTION  
 WT-0025 NANOOSE BAY PENINSULA PUMP STATION  
 MJ-2851 MAJOR CAP - WASTEWATER NANOOSE PUMP STATION UPGRADES  
 MJ-2872 MAJOR CAP - WASTEWATER FCPCP EFFLUENT TURBINES  
 WW-0010 FCPCP - PLANT EXPANSION  
 WW-0019 NPCC - DIGESTER #2 UPGRADE AND REPAIRS  
 WW-0021 FCPCP- BAY AVE PMP STN UPGRADE

#### 2019

FR-0002 COOMBS HILLIERS FIREHALL 2 RECONSTRUCTION DESIGN  
 FR-0003 ERRINGTON SEISMIC UPGRADE HALL #2  
 FR-0005 DASHWOOD FIREHALL BUILDING DETAILED DESIGN AND CONSTRUCTION  
 PR-0015 BENSON CREEK LOWER (BCFRP) BRIDGE  
 WT-0007 NB WT - DORCAS PT RD WTR MAIN  
 WW-0009 FCPCP - INTERCEPTOR/PUMP STATION EXPANSION

**2020**

FR-0002 COOMBS HILLIERS FIREHALL 2 RECONSTRUCTION  
FR-0003 ERRINGTON SEISMIC UPGRADE HALL #2  
PR-0016 LIGHTHOUSE CRT - NILE CREEK BRIDGE  
WW-0016 FCPCC - EFFLUENT PUMPING STAGE 2

**2021**

FR-0008 BOW HORN BAY FIREHALL REPLACEMENT  
PR-0012 MOORECROFT LONGHOUSE  
PR-0013 NOTCH, EA E  
PR-0019 THE LOOKOUT - EA E  
WT-0005 NB WT - FAIRWINDS RESERVOIR  
WW-0014 NPCC - DEPARTURE BAY PUMP STATION #3 RPLC



## APPENDIX 1 – ADDITIONAL OPERATIONAL PLAN ITEMS

### Contents

This section contain new items added to the 2017 Operational Plan after the first version was released on March 14, 2017.

#### 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*

Action #	Action Description	Strategic Priority	Page
R+P-A1-2017	Renew Recreation Services Agreement with Gabriola Recreation Society	S3	105
R+P-A2-2017	Provision of Community Works Grant Funds for Gabriola Golf and Country Club	S3	106
R+P-A3-2017	District 69 Recreation Commission review possible alternative uses for the District 69 Arena currently being used as a curling facility	S4	107
R+P-A4-2017	Optimization of Closed School Facilities – D68 and D69	S4	109

#### Focus on Relationships

*The RDN will continue to develop and encourage meaningful relationships*

Action #	Action Description	Strategic Priority	Page
SCD-A1-2017	Purchase one to three pieces of Coast Salish First Nation's art to a total value of \$30,000 for installation at the RDN Administration Building	R1	110

#### Section Contents

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

Action #	Action Description	Strategic Priority	Page
R+P-A5-2017	2017 Oceanside Place Business Plan.	EC1	111
SCD-A2-2017	Review opportunities to support economic development	EC3	112

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Renew Recreation Services Agreement with Gabriola Recreation Society	R+P-A1-2017
<b>Strategic Priority:</b>	We recognize community mobility and recreational amenities as core services.	S3
<b>Origin:</b>	Expiration of existing recreation services agreement in 2017	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Compile list of possible changes to include in a new service agreement	2) Meet with GRS to review possible changes to service agreement	3) Staff to review possible changes to agreement and determine impact on service delivery and financial plan
2) Prepare staff report	2) Prepare report to RDN Board outlining funding and operating considerations of a new service agreement with recommendation(s)	
3) Present Report and new agreement to RDN Board	1) Complete report and present	
<b>Related Strategic Priorities:</b>	R4	R2

<b>STATUS UPDATE</b>		R+P A1-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Compile list of possible changes to include in a new service agreement	Options are being considered and discussions with GRS scheduled	
2) Prepare staff report	Draft started	
3) Present Report and new agreement to RDN Board	Scheduled for Fall 2017	

<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Provision of Community Works Grant Funds for Gabriola Golf and Country Club	R+P-A2 - 2017
<b>Strategic Priority:</b>	As we invest in regional services we will look at both costs and benefits – The RDN will be effective and efficient	S3
<b>Origin:</b>	Board Motion 16-087	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Update RDN Board on options and needs of community group (GGCC)	1) Determine eligibility of funding 2) Meet with group to confirm needs	
2) Draft CW funding agreement	1) Present to GGCC, GM and Director of Finance	
3) Execute agreement and provide funding	1) Finalize agreement and have signed by RDN and executive of GGCC	
<b>Related Strategic Priorities:</b>	S4	R2 R3 R4

<b>STATUS UPDATE</b>		R+P-A2-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
Implementation Items 1 - 4	 All completed	

## FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE

**Action:** District 69 Recreation Commission review possible alternative uses for the District 69 Arena currently being used as a curling facility R+P-A3-2017

**Strategic Priority:** We recognize community mobility and recreational amenities as core services. S4

**Origin:** Board Motion(s) 16-788, 16-462, 14-742

<b>2017 Implementation Items</b>	<b>Key Activities</b>
1) Utilize D69 Recreation Services Master Plan development project	4) Include research of possible alternative D69 Arena uses into deliverables of D69 Recreation Services Master Plan
2) Complete user group, staff, external and sub-committee interviews	5) Schedule dates and times for sub-committee meeting 6) Send invitations and background information to 35 user groups and stakeholders 7) Schedule dates and time for staff and subcommittee interviews
2) Complete residents' survey	3) Draft residents' survey and create community awareness 4) Compile valid survey data and review
3) Present preliminary findings to Recreation staff and committees	2) Schedule date and time for presentation of preliminary findings
4) Present draft report to Staff, community and external stakeholders	3) Schedule date and times with Staff 4) Communicate with external stakeholders and other communities
5) Present Information to Board	3) Prepare Board report 4) Present report to Board

**Related Strategic Priorities:** S2 R1

<b>STATUS UPDATE</b>		R+P-A3- 2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Complete user group, staff, external and sub-committee interviews		Completed July, 2017
2) Complete residents' survey		Completed March, 2017
3) Present preliminary findings to Recreation staff and committees		Timeline adjusted to September, 2017
4) Present draft report to staff, community and external stakeholders		Timeline adjusted to September, 2017
5) Present information to Board		Draft to Board September, 2017, final report March, 2018


<b>FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE</b>		
<b>Action:</b>	Optimization of Closed School Facilities – D68 and D69	R+P-A4-2017
<b>Strategic Priority:</b>	We recognize community mobility and recreational amenities as core services.	<b>S4</b>
<b>Origin:</b>	Board Motions 14-482, 15-IC-81	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Prepare report to the D69 Recreation and EA 'A' PRC commissions and RDN Board on a timeline, budget and process that includes stakeholder input, public consultation, facility amenity refinements	2) Input from staff (recreation, corporate and financial services) and possibly external contract of professional services	
2) Proceed based on Board direction	2) Present Staff report	
<b>Related Strategic Priorities:</b>	S3	S2 R4

<b>STATUS UPDATE</b>		R+P-A4-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Prepare report to the D69 Recreation, EA 'A' PRC commissions and RDN Board		Staff report still to be drafted pending discussions with school districts.

<b>FOCUS ON ECONOMIC HEALTH</b>		
<b>Action:</b>	Purchase one to three pieces of Coast Salish First Nation’s art to a total value of \$30,000 for installation at the RDN Administration Building	SCD-A1-2017
<b>Strategic Priority:</b>	We value our First Nations relationships and will integrate their input in future planning and service delivery.	<b>R1</b>
<b>Origin:</b>	Board motions 17-336, 17-337, 17-126 & 17-338	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
<ul style="list-style-type: none"> <li>1) Issue Expression of Interest (EOI)</li>   <li>2) Review EOI submissions with the Art Selection Committee and select three artists to participate in RFP process</li> </ul>	<ul style="list-style-type: none"> <li>1) Engage a procurement consultant for the creation of the EOI</li> <li>2) Review EOI with the Art Selection Committee</li> <li>3) Finalize and issue EOI</li>   <li>1) Compile EOI submissions</li> <li>2) Review with Art Selection Committee</li> <li>3) Issue RFP</li> </ul>	
<b>Related Strategic Priorities:</b>	G1	

<b>STATUS UPDATE</b>		SCD-A1-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Issue Expression of Interest (EOI)		In progress.
2) Review EOI submissions with the Art Selection Committee and select three artists to participate in RFP process		Anticipated to be completed in Q4 of 2017.

<b>FOCUS ON ECONOMIC HEALTH</b>		
<b>Action:</b>	Host 2017 Recreation and Facilities Association of BC Annual Conference	R+P-A5-2017
<b>Strategic Priority:</b>	We will support our traditional industries: Forestry, Tourism, Manufacturing, Fishing, and Knowledge Based and Technology Based industries.	EC1
<b>Origin:</b>	2017 Oceanside Place Business Plan	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Prepare to and apply to host conference	1) Determine feasibility of hosting with local partners and RFABC 2) Prepare bid package 3) Secure venue and facilities 4) Participate in conference program content and format 5) Monitor registrations of vendors and delegates	
2) Host conference	Meet daily with co-hosting partners and conference team  Ensure program content is delivered as planned  Meet the needs and expectations of delegates and vendors	
3) Review event hosting	Review event and feedback upon completion	
<b>Related Strategic Priorities:</b>	R4	EC3

<b>STATUS UPDATE</b>		R+P-A5-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
Implementation Items 1 - 3	 All completed	



<b>FOCUS ON ECONOMIC HEALTH</b>		
<b>Action:</b>	Review opportunities to support economic development	SCD-A2-2017
<b>Strategic Priority:</b>	We will foster economic development.	EC3
<b>Origin:</b>	Board motions 17-109, 17-110, 17-126 & 17-176	
<b>2017 Implementation Items</b>	<b>Key Activities</b>	
1) Write a report on establishing a regional economic development function.	4) Consult with RDN members 5) Write report	
2) Undertake strategic planning process for SCED service.	4) Develop TOR 5) Initiate planning process	
3) Meet with tourism providers to discuss provision of tourism promotion for the SCED service area.	1) Meet with tourism providers 2) Write report	
4) Meet with INfilm and member municipalities to discuss a coordinated funding model.	1) Consult with RDN members 2) Write report	
<b>Related Strategic Priorities:</b>	EC1	EC4 R4

<b>STATUS UPDATE</b>		SCD-A2-2017
<b>2017 Implementation Items</b>	<b>Status:</b>	
1) Write a report on establishing a regional economic development function.		In progress.
2) Undertake strategic planning process for SCED service		
3) Meet with tourism providers to discuss provision of tourism promotion for the SCED service area.		In progress.
4) Meet with INfilm and member municipalities to discuss a coordinated funding model		Complete.

**Attachment 2**

**Regional District of Nanaimo 2017 – 2021 Operational Report and Forecast**



REGIONAL  
DISTRICT  
OF NANAIMO

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# Operational Report and Forecast

2017 – 2021



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# MESSAGE FROM THE RDN CHAIR

On behalf of the Regional District of Nanaimo Board of Directors, I am pleased to present the RDN's first-ever Operational Report and Forecast. This new annual plan captures high priority actions for the upcoming years and aligns them to the Key Focus Areas identified in the 2016-2020 Board Strategic Plan. The Operational Report and Forecast is intended to be a 'living' document that will grow and improve as time progresses and accomplishments are achieved.

Within the Operational Report and Forecast, you will see the status of the work the RDN set out to complete in 2017. This ensures that our projects and initiatives are tracked over time. Not only will the Operational Report and Forecast keep us on track, it will also ensure that departmental work plans, the annual budget and the Five-Year Financial Plan remain aligned with the Board's Strategic Plan. Together, these documents will give the Board a full view of the progress being made towards our long-term vision for the region. While this document provides great value to the Board, it also provides value to the public as a transparent tool for reporting on the progress being made to enhance our region.

As we celebrate the RDN's 50<sup>th</sup> anniversary, it is important reflect on the past and imagine what the region will be like 50 years from now. Our plans and actions today are those that will help shape the future. It is with that eye on the future that I very much look forward to watching the projects and initiatives identified in the Operational Report and Forecast unfold in the years ahead.

William Veenhof

RDN Board Chair

## RDN DIRECTORS

### **CITY OF NANAIMO**

Ian Thorpe (Vice Chair)  
Bill McKay  
Bill Bestwick  
Jerry Hong  
Jim Kipp  
Gordon Fuller  
Bill Yoachim

### **DISTRICT OF LANTZVILLE**

Bob Colclough

### **CITY OF PARKSVILLE**

Marc Lefebvre

### **TOWN OF QUALICUM BEACH**

Teunis Westbroek

### **ELECTORAL AREA 'A'**

Alec McPherson

### **ELECTORAL AREA 'B'**

Howard Houle

### **ELECTORAL AREA 'C'**

Maureen Young

### **ELECTORAL AREA 'E'**

Bob Rogers

### **ELECTORAL AREA 'F'**

Julian Fell

### **ELECTORAL AREA 'G'**

Joe Stanhope

### **ELECTORAL AREA 'H'**

Bill Veenhof (Board Chair)

# MESSAGE FROM THE CAO

## LEADERSHIP TEAM

### CORPORATE SERVICES

Joan Harrison, Director

### FINANCE

Wendy Idema, Director

### STRATEGIC AND COMMUNITY DEVELOPMENT

Geoff Garbutt, General Manager

### RECREATION AND PARKS

Tom Osborne, General Manager

### REGIONAL AND COMMUNITY UTILITIES

Randy Alexander, General Manager

### TRANSPORTATION AND EMERGENCY SERVICES

Daniel Pearce, Director

I am proud to deliver the Regional District of Nanaimo's first Operational Report and Forecast. The RDN 2017 – 2021 Operational Report and Forecast is the culmination of tremendous effort across the organization to align departmental work plans with the 2016-2020 Board's Strategic Plan five focus areas. Going forward, this document will be an invaluable resource, tracking each of our key initiatives and activities as they progress.

Over 155,000 people call the Regional District home, living in urban, suburban, and rural communities. Each community offers unique opportunities and challenges and the RDN's goal is to ensure that our services are provided to all residents responsibly, effectively and efficiently. The 2017 work plans for each of the RDN's departments were very ambitious. I am pleased to report that all of the major 2017 projects and initiatives are set to be completed on time and on budget. Looking to the future, the RDN will continue to modernize our existing services and seek out innovation to ensure our region thrives.

This document is a snapshot in time intended to capture what we have achieved, identify where we can improve and, most importantly, map where we are going. This document will evolve each year and I look forward to reporting out to the Board and to the public as we accomplish our goals together.

Phyllis Carlyle

RDN Chief Administrative Officer

# 50 YEARS OF REGIONAL GOVERNANCE

Incorporated on August 24, 1967, the Regional District of Nanaimo is a federation of four Municipalities and seven Electoral Areas. As of 2016, 155,698 people with an average age of 47.2 years call the region home.



# 50 YEARS OF REGIONAL SERVICES

The Regional District of Nanaimo provides a broad range of regional, sub-regional, Electoral Area and local services to its residents. The four municipalities in the Regional District are the City of Nanaimo, the City of Parksville, the Town of Qualicum Beach and the District of Lantzville. The seven Electoral Areas are:

- A: Cedar, South Wellington, Yellow Point, Cassidy
- B: Gabriola, De Courcy, Mudge Islands
- C: Extension, Nanaimo Lakes, East Wellington, Pleasant Valley
- E: Nanoose Bay
- F: Coombs, Hilliers, Errington, Whiskey Creek, Meadowood
- G: French Creek, San Pareil, Little Qualicum
- H: Bowser, Qualicum Bay, Deep Bay.

## REGIONAL OR SUB-REGIONAL SERVICES

- ✓ Water Services
- ✓ Sewer Collection
- ✓ Wastewater Treatment
- ✓ Solid Waste Disposal
- ✓ Solid Waste Collection
- ✓ Recreation
- ✓ Regional Parks
- ✓ Public Transit
- ✓ Emergency Preparedness
- ✓ Regional Growth Management

## ELECTORAL AREA OR LOCAL SERVICES

- ✓ Sewer Collection
- ✓ Wastewater Treatment
- ✓ Economic Development
- ✓ Street Lighting
- ✓ Recreation
- ✓ Community Parks
- ✓ Fire and Emergency Services
- ✓ Community Planning
- ✓ Building Inspection
- ✓ Bylaw Enforcement



# STRATEGIC FOCUS AREAS

## 2016-2020 Strategic Plan Vision and Direction:

*“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.”*



### FOCUS ON GOVERNANCE

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



### FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE

The RDN will deliver efficient, effective, and economically viable services that meet the needs of the Region.



### FOCUS ON RELATIONSHIPS

The RDN will continue to develop and encourage meaningful relationships.



### FOCUS ON ECONOMIC HEALTH

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



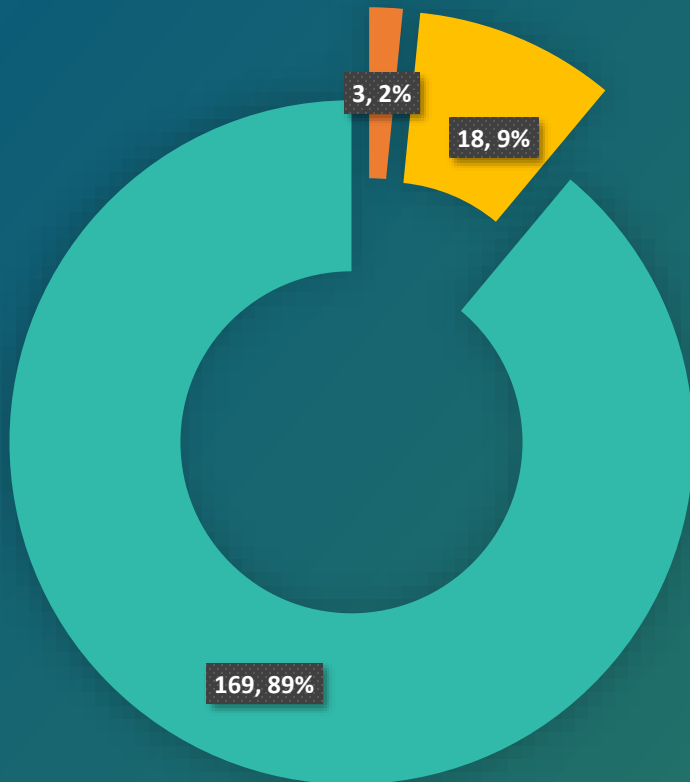
### FOCUS ON THE ENVIRONMENT

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

# 2017 OPERATIONAL PLAN

The 2017 Operational Plan summarizes service delivery initiatives and outlines key implementation items for completing strategically important services and projects. One hundred ninety implementation items are identified in the Plan and categorized by the strategic focus areas outlined in the 2016 – 2020 Board Strategic Plan. The overall status of 2017 Operational Plan implementation items by strategic focus area is shown below.

**Total 2017 Operational Plan Implementation Items**

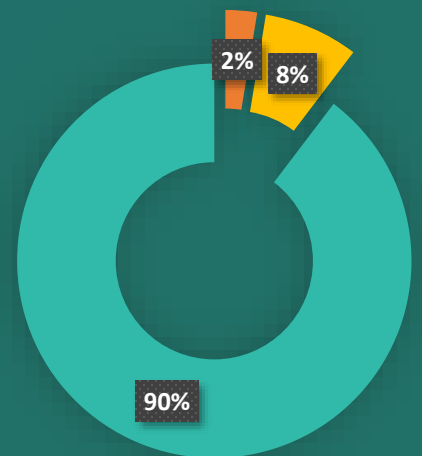


■ Cancelled/Terminated    
 ■ Delayed    
 ■ Completed/On Time

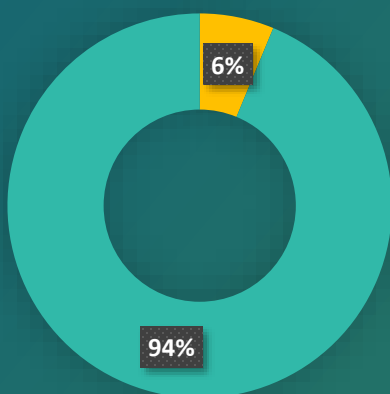
**Focus on Governance**



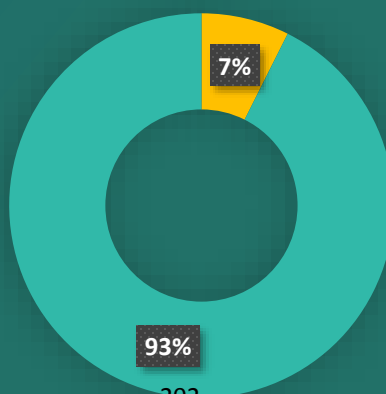
**Focus on Service and Organizational Excellence**



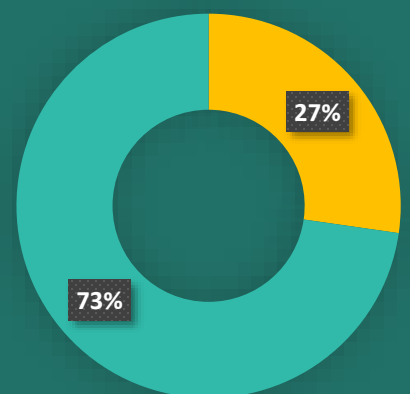
**Focus on Environment**



**Focus on Economic Health**



**Focus on Relationships**

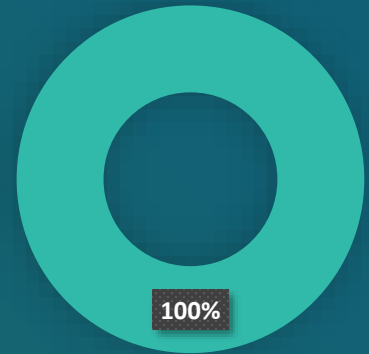


# 2017 OPERATIONAL PLAN

Operational planning is the process of linking the strategic focus areas and priorities of the organization with service delivery goals and objectives. The overall status of 2017 Operational Plan implementation items broken down by Division is shown below.

Cancelled/Terminated      Delayed      Completed/On Time

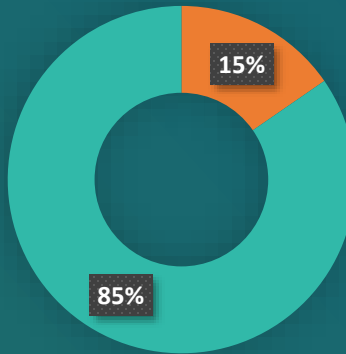
CAO



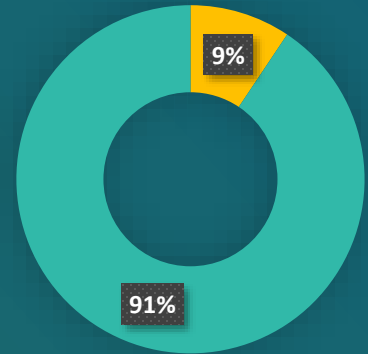
Corporate Services



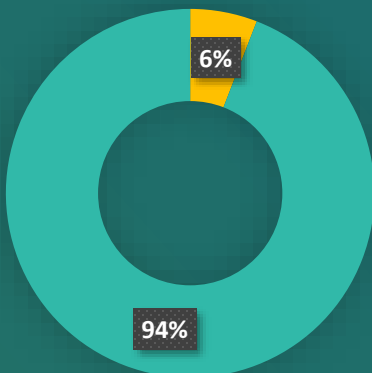
Finance



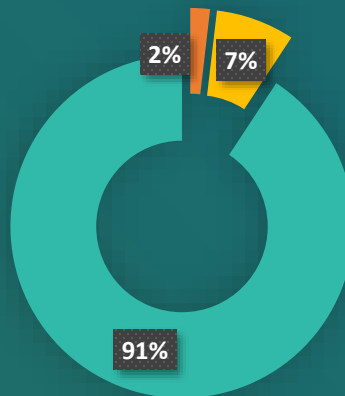
Regional and Community Utilities



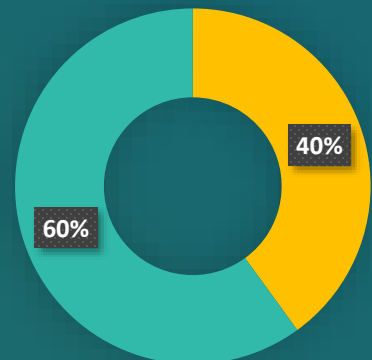
Strategic and Community Development



Recreation and Parks



Transit and Emergency Services



# CORPORATE SERVICES AND FINANCE

Corporate Services oversees and coordinates the legislative business of the Regional District, and is responsible for corporate communications, human resources management, information technology services and geographic information services. The Finance Department develops financial management policies, performs financial forecasting services and maintains accounting systems necessary to assist departments in achieving capital and operational targets.

2018 2019 2020 2021

## Focus on Governance

Local Government Election

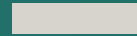


Board Orientation



## Focus on Service and Organizational Excellence

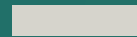
Cross Organization Grant Review



Review Financial Software



Business Continuity Plan



Cloud Migration Strategy



Electronic Records Management System



Asset Management



## Focus on Relationships

Web Based Public Portal



# STRATEGIC AND COMMUNITY DEVELOPMENT

Strategic and Community Development is responsible for developing and implementing regulations that govern land use and the built form in the Regional District. The division includes the Building and Bylaw Services, Current Planning, Long Range Planning, and Energy and Sustainability departments.

2018 2019 2020 2021

## Focus on Governance

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- Update and Revise Regional Growth Strategy Targets and Indicators
- Board Orientation
- Implement Strategic/Operational Planning Software
- Regional Services Review



## Focus on Service and Organizational Excellence

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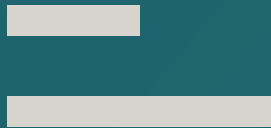
- Zoning Bylaw No. 500 Targeted Review
- Subdivision Servicing Bylaw
- Increase Bylaw Enforcement Presence
- Review Development Permit Areas to Streamline Development Processes



## Focus on Economic Health

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- Review Agricultural Area Plan Implementation Items
- Targeted Regional Growth Strategy Review



## Focus on Environment

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- Sea Level Rise Planning Project

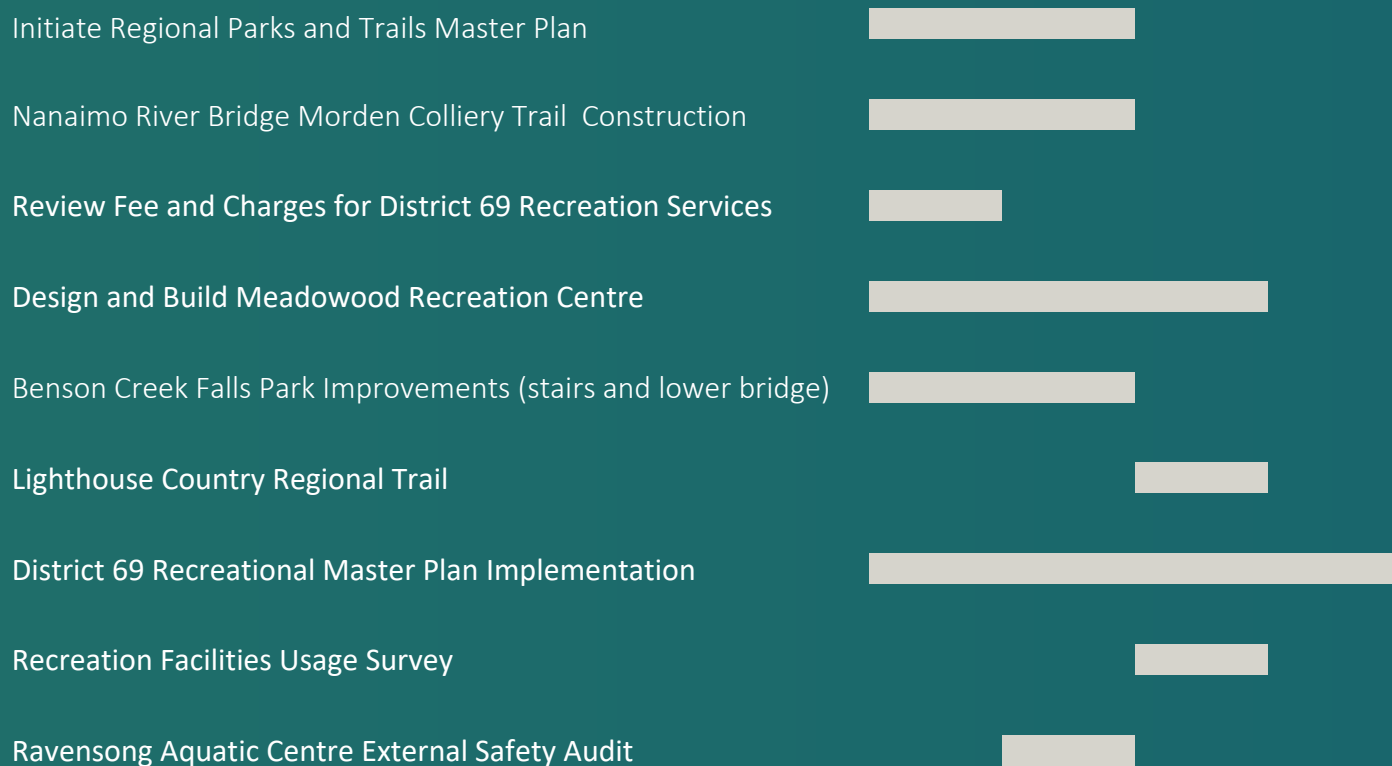


# RECREATION AND PARKS

The Recreation and Parks Department is responsible for creating and coordinating recreation programs, operating recreation facilities, and acquiring, managing and planning the development of regional and community park lands. The department pays particular attention to youth leadership development, assisting people with disabilities and families with lower incomes in attaining their sport and recreation goals.

2018      2019      2020      2021

## Focus on Service and Organizational Excellence



# RECREATION AND PARKS

The Regional District owns and operates two recreation facilities: Oceanside Place, a multiplex/arena located in Parksville, and the Ravensong Aquatic Centre in Qualicum Beach. Further, the Regional District maintains a diverse range of regional and community parks and trail systems.

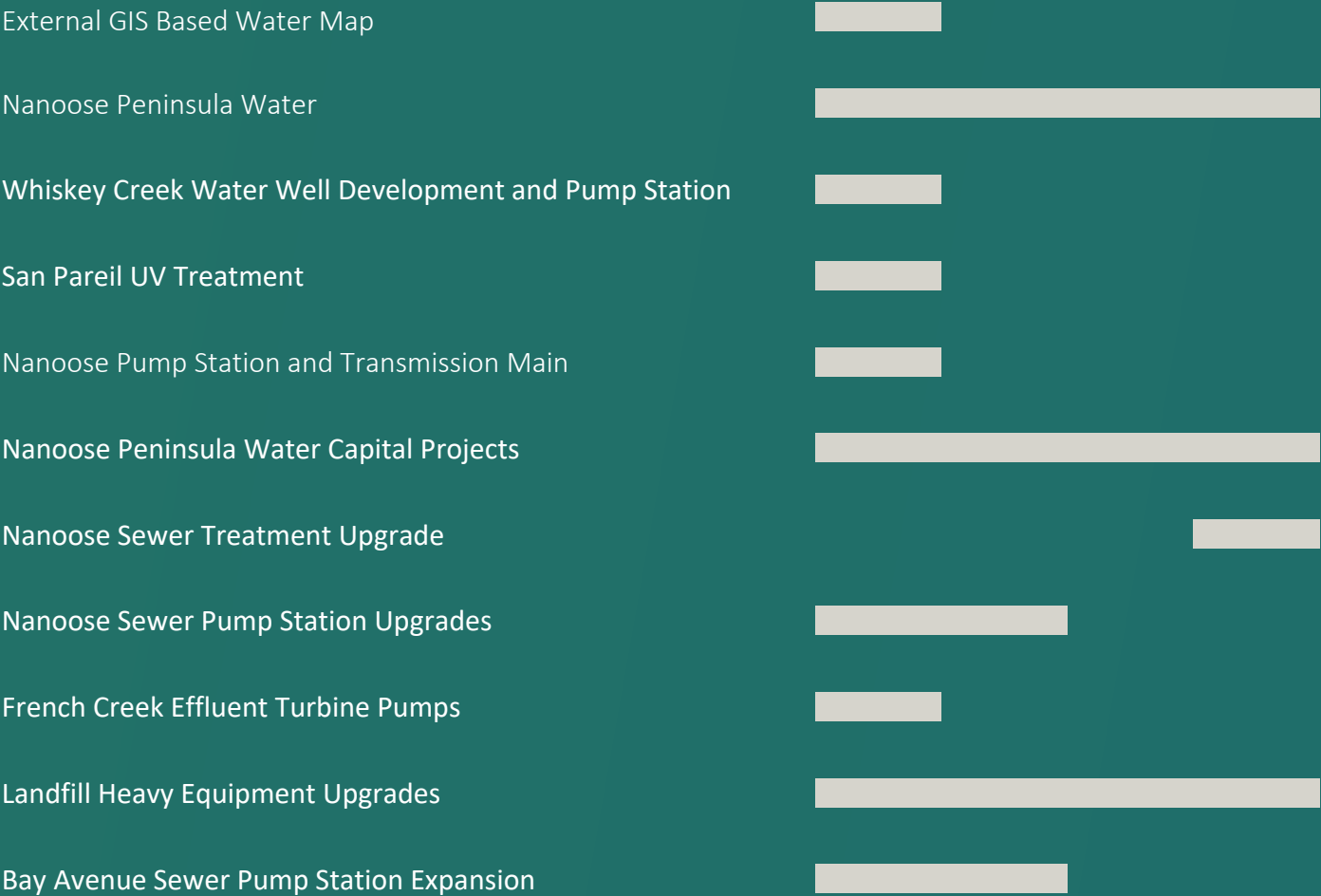


# REGIONAL AND COMMUNITY UTILITIES

Solid Waste Services is responsible for planning, regulating and operating solid waste disposal facilities as well as programs for the collection, recycling and diversion of solid waste. The Water Services and Asset Management Department manages the Drinking Water and Watershed Protection program, the supply and distribution of water, the collection of wastewater, and the provision of streetlighting services. Wastewater Services manages and operates four wastewater treatment facilities, twenty-two pump stations and two septage receiving sites.

2018 2019 2020 2021

## Focus on Organizational and Service Excellence



## Focus on Relationships





# REGIONAL AND COMMUNITY UTILITIES

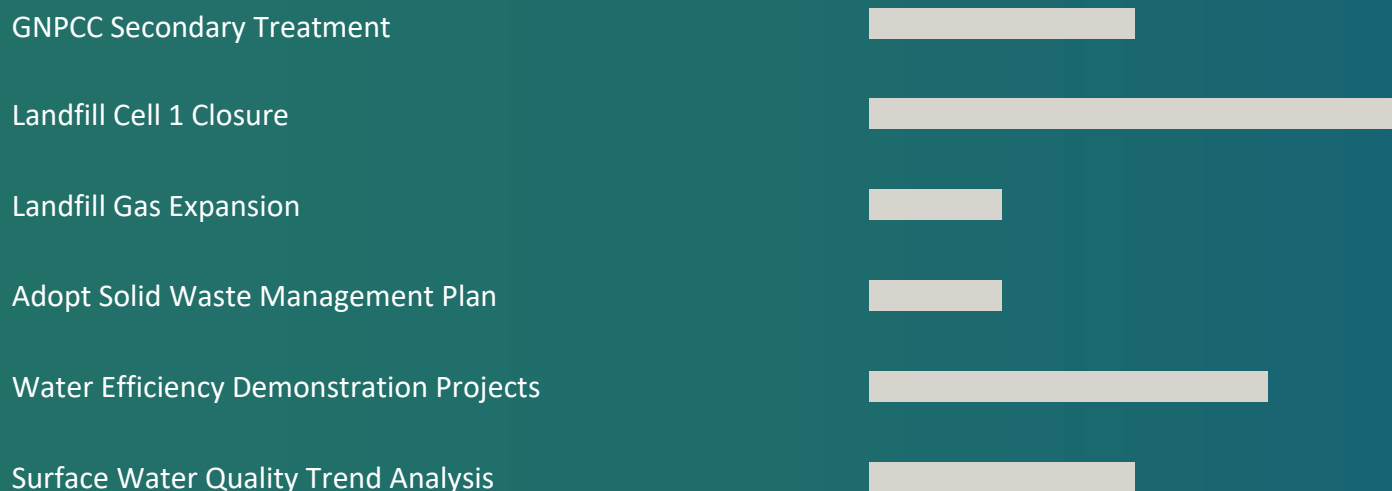
In 2016, the RDN formalized an organization-wide asset management program to establish consistent asset management principles and practices for the purpose of optimizing asset lifecycle costs and realizing strategic objectives related to service delivery.

2018      2019      2020      2021

## Focus on Economic Health



## Focus on Environment



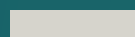
# TRANSPORTATION AND EMERGENCY SERVICES

Transportation Services is responsible for the planning and delivery of conventional and custom (handyDART) transit operations within the Regional District of Nanaimo. The Regional District of Nanaimo's Emergency Management Program encompasses mitigation, preparedness, response, and recovery. The Program plans and prepares communities and staff to respond to and recover from emergencies and major disasters.

2018      2019      2020      2021

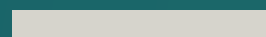
## Focus on Governance

Dashwood Fire Hall Building Referendum



## Focus on Service and Organizational Excellence

Coombs-Hilliers Fire Hall Reconstruction



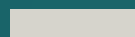
Errington Fire Hall #2 Reconstruction



Regional Hazard Risk Vulnerability Assessment



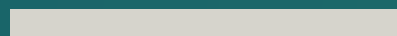
Emergency Communications Review



Conventional Transit Expansion (5000 hours)



Downtown Nanaimo Transit Exchange



Addition of Two Bus Stops on the Island Highway within Nanaimo



Country Club Mall and Woodgrove Mall Transit Exchange



CNG Generators



## Focus on Environment

Community Wildfire Protection Plans



National Disaster Mitigation Project for Shoreline and Overland Flooding



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**TO:** Regional District of Nanaimo Committee of the Whole      **MEETING:** September 12, 2017

**FROM:** Julie Pisani  
Drinking Water & Watershed Protection Program Coordinator      **FILE:** 5600-07

**SUBJECT:** September 2017 Drinking Water and Watershed Protection Program Update

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**RECOMMENDATION**

1. That the Board endorse the September 2017 update on the Drinking Water and Watershed Protection program.

**SUMMARY**

Our region's watersheds and aquifers are natural assets that provide important community amenities: drinking water supply, water filtration, aquatic habitat, recreational value and cultural value. Healthy water resources provide the basis for a healthy region. With science and monitoring at its foundation, the Regional District of Nanaimo (RDN) Drinking Water and Watershed Protection (DWWP) service invests in developing a strong understanding of regional water resources in order to target specific actions to protect and improve water quality and water availability. By collecting local data to inform water management decisions at the regional level, and promoting and enabling water conservation region-wide, the DWWP service saves future infrastructure costs associated with degraded water resources.

The benefits generated by the proactive efforts of the DWWP program include cost savings for taxpayers due to reduced demand for water in our communities deferring and reducing infrastructure expansion costs; direct financial support to residents through rebate programs; economic spin-offs from supporting innovation in the water sector; leveraging additional funds to support program activities as a result of effective partnerships; and long-term protection of property values arising from better land use decision-making that considers local water information. This update and the accompanying attachments summarize work that has been completed or is underway in the service area.

**BACKGROUND**

The DWWP program was established by the Board after a referendum held in 2008 , to address concerns about water resources in our growing region, where the climate is changing, and where water availability and quality affect land use decisions. The objectives of the DWWP program are to:

- Increase water efficiency in our communities to avoid the costs of expanding water supply infrastructure;

- Track local water resources to ensure adequate water supply now and in the future;
- Enable better water management and land use decisions, to protect property values and ecological values in the region.

Appendix A highlights direct DWWP program actions and benefits in each electoral area and member municipality.

The [DWWP Action Plan](#) was first implemented in 2009. Most of the action areas have been implemented and are underway, with the remaining actions to be initiated over the 2017-2019 period (see Appendix B for a status update on 27 DWWP Action Areas). Due to the program's reach and success, it is regularly held up as an exemplary model across the province, demonstrating the RDN as a leader in watershed management. Appendix C summarizes recent requests for staff to present on the DWWP model.

## DISCUSSION

### 2017 DWWP Performance Update

The 2017 Business Plan for the DWWP program identifies key performance objectives and outlines a series of actions to deliver this year. The following provides an update on how those objectives are being met and the benefits resulting from each activity:

1. Expanded water monitoring and data collection in priority areas:
  - 16 new volunteer observation wells: 5 in [French Creek Water Region](#); 5 in [Nanosee Water Region](#); 6 in [Cedar-Yellowpoint Water Region](#).
  - 7 additional stream level monitoring locations: 1 permanent station on Nanosee Creek; 5 seasonal stations on the Englishman River; 1 new station on Holden Creek.
  - Additional climate monitoring: Nanosee Creek watershed.

**Benefit:** More localized, high resolution data to quantify water supply, inform policy, decision making and emergency planning.
2. Foster dialogue on collaborative watershed-based decision-making:
  - Regular meeting coordination of multi-stakeholder DWWP Technical Advisory Committee – (March 21, July 18, October 18, 2017)
  - Regular participation on multi-stakeholder Nanaimo River Watershed Roundtable (January, March, June, September 2017)

**Benefit:** Developing partnerships and maintaining communications between public, private and civic sector organizations on regional water issues to advocate for our region.
3. Direct support and training to stewardship groups:
  - 14 groups in 17 watersheds trained and equipped to monitor surface water quality.
  - 2 groups in 2 watersheds trained to perform physical stream assessments.
  - 5 groups on 5 creeks to undertake stream enhancement i.e. riparian planting

**Benefit:** Engaged citizens actively contributing to understanding, protecting and improving stream health, to maintain recreational values, property values and ecological values.

4. State of Our Aquifers report and newsletter to communicate ongoing groundwater monitoring activities and trends.
  - Technical report complete; public newsletter in development for mail-out October 2017.

**Benefit:** Increased understanding of aquifers and support for groundwater conservation among residents; data interpreted to assist with local and provincial decision-making.
5. Working with Planning on OCP updates, development reviews, and policy development.
  - Policy B1.21 review underway for groundwater requirements for rezoning un-serviced lots.
  - Support for Area H OCP with hydrogeological review of aquifers and recharge areas; including updating language for aquifer protection development permit area.
  - Review and provide comments for referrals on development applications as required.

**Benefit:** The use of local data provides a scientific basis to guide and inform policies that protect local water resources as the region develops.
6. Advance Water Conservation Plans through rebate programs and outreach. In 2017 so far:
  - 23 rainwater harvesting rebates allocated
  - 7 wellhead protection upgrade rebates allocated
  - 51 well water quality testing rebates issued
  - 5 efficient irrigation / soil augmentation rebates allocated
  - 35 public events / workshops / field trips attended or scheduled

**Benefit:** Residents provided with resources to take action on water efficiency and source protection; reduced water consumption reduces direct costs to rate-payers, extends life of water systems and sources and maintains regional water supply for the future.

## Partnerships

Watersheds and aquifers overlap many jurisdictions; therefore protection and planning must be a cooperative effort. Creating partnerships with other levels of government, community groups and industries is central to the success of the DWWP program. The implementation of the DWWP Action Plan is guided by a multi-stakeholder [Technical Advisory Committee](#), ensuring strong collaborative ties and open communication within our watersheds.

With water initiatives, the RDN recognizes it is especially important to build strong and meaningful working relationships with First Nations. For example, the DWWP program as worked with the Qualicum First Nation (QFN) to include traditional place names on the [DWWP interactive online watershed map](#), monitor groundwater in three QFN wells, and select the river monitoring sites on the Big Qualicum River as part of the Community Watershed Monitoring Network. Project partnerships like these are meaningful stepping stones to build relationships that will assist in collaborative watershed management over the long-term.

Other key relationships fostered through the DWWP program include working with Provincial ministries and authorities as well as industry partners, including private forestry companies, irrigation and landscape professionals, well drillers, the real estate community and stewardship non-governmental organizations. Appendix D provides a list of partnership activities.

## Protecting water resources

Water data and information collected via the RDN DWWP program informs strategies for water protection and directs financial and in-kind support to specific water protection activities in our region, including:

- Riparian planting and stream restoration on 5 creeks: Shelly Creek (Parksville), Walley Creek (Nanaimo), Departure Creek (Nanaimo), Millstone River (Area C), Plum Creek Wetland (Area A)
- Stream enhancement assessments on 6 creeks: French Creek (Area G/F), Grandon Creek (Qualicum Beach), Annie Creek (Area H), Cat Stream (Nanaimo), Holden Creek (Area A), Millstone River (Area C).
- Wellhead upgrades on 33 domestic wells to prevent aquifer contamination in 14 aquifers.
- Addition of residential rainwater storage totaling 626,657 imperial gallons across the region to take pressure off groundwater resources and municipal water supplies.
- Declining trends in water consumption per connection (customer) across the region's water service areas. This prolongs existing infrastructure and maintains water supplies for future growth and ecological needs. See Appendix E for water consumption graphs.

As local groundwater level and surface water quality data is collected and observed, the RDN can use that information to inform policy changes, revise management activities, or target communications and outreach. This contributes to the successful preservation of water availability and water quality in our region which ultimately preserves property values by protecting the irreplaceable assets of our aquifers and watersheds.

## Economic returns

The RDN DWWP program successfully leverages in-kind and financial support from other groups and agencies to expand the reach and efficacy of the base program funding. The RDN DWWP program also generates economic benefits through rebate programs. Specific examples include:

- \$300,000 in savings in new volunteer [observation wells](#).  
Coordinating a volunteer observation well network has resulted in 30 new groundwater monitoring wells to track this important resource. By working with volunteers, the RDN saved \$300,000 in the cost of new wells while doubling the reach of the Provincial observation well network.
- More than \$535,000 in direct economic activity.  
The [Rainwater Harvesting Incentive program](#) has provided 216 households at total of \$157,666 in rebates between 2012-2016 which generated \$693,413 in spending within our region for materials and the service of professional installers.
- Three million dollar [aquifer characterization study](#).  
The RDN DWWP program attracted the investment of the Geological Survey of Canada to complete a 5-year study for the Nanaimo Lowlands (Deep Bay to Nanoose). The result is an enhanced understanding of the aquifer assets in this region, to support better groundwater management.
- \$24,000 of annual in-kind stream stewardship.  
Training and equipping volunteers to [monitor surface water quality in streams](#) across the region results in over 1,200 in-kind hours per year and seven times more streams tracked than when

done previously. This results in unrivalled local information on stream health that directs restoration and protection activities.

Overall, significant long-term economic returns come from avoiding potential future costs of degradation to our water resources that would require expensive expansion of supply infrastructure or remediation of watercourses or aquifers. Through proactive education to change behaviour and monitoring to track water resource health, the DWWP program positions the RDN well for protecting our watershed and aquifer assets into the future.

## **ALTERNATIVES**

1. That the Board endorse the September 2017 Drinking Water and Watershed Protection Program Update
2. That the Board provide alternate direction.

## **FINANCIAL IMPLICATIONS**

There are no financial implications as a result of this report. Requisitions for the Drinking Water and Watershed Protection program function are set at a flat rate of \$8 per parcel per year. This includes parcels in all member municipalities and all Electoral Areas.

## **STRATEGIC PLAN IMPLICATIONS**

The DWWP service is a strategic function. It aligns with and acts upon the key Board Strategic Plan Focus Areas of “Economic Health”, “Environment” and “Relationships”, including the following strategic priorities:

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

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

*We will include conservation of resources as a planning factor.*

*We look for opportunities to partner with other branches of government / community groups to advance our region.*

*We will facilitate / advocate for issues outside of our jurisdiction.*

As our region continues to grow, develop and feel the effects of climate change, water awareness, water monitoring and water sustainability planning are crucial actions delivered by the RDN DWWP program that will support an environmentally and economically prosperous region.

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Julie Pisani  
jpisani@rdn.bc.ca  
September 1, 2017

Reviewed by:

- S. De Pol, Director, Water and Wastewater Services
- R. Alexander, General Manager, Regional and Community Utilities
- P. Carlyle, Chief Administrative Officer

Attachments

1. Appendix A – Direct DWWP Program Benefits per Electoral Area / Municipality / Water Region
2. Appendix B – DWWP Action Plan Implementation Status Update
3. Appendix C – Invitations to Present and Published Case Studies Showcasing RDN DWWP
4. Appendix D – List of Key Partners and Collaborative Activities
5. Appendix E – Water Consumption Trends Over Time in Major Water Service Areas

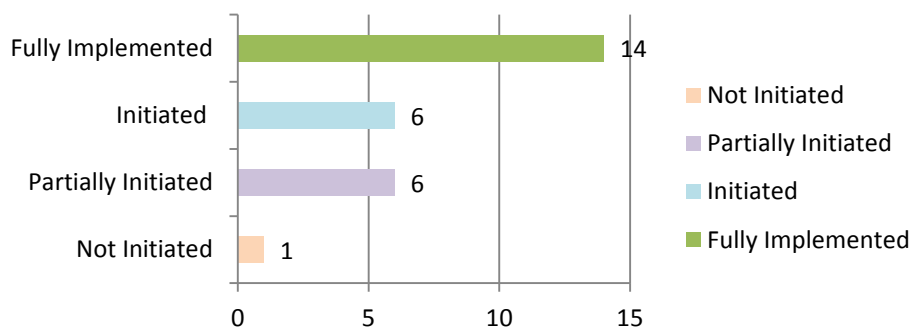


<b>APPENDIX A: DWWP Initiative / Program Benefit</b> * more details on all program areas at <a href="http://www.dwwp.ca">www.dwwp.ca</a>	<b>Elect. Area / MUNICIPALITY</b>	<b>A</b>		<b>B</b>		<b>C</b>		<b>E</b>		<b>F</b>		<b>G</b>		<b>H</b>		<b>LV</b>		<b>CoN</b>	<b>PV</b>		<b>TQB</b>		
	Rainwater Rebate	26		112		8		7		22		9		7		8		9		1		5	
	Stream Water Quality Monitoring	3 streams		1 stream		5 streams		2 streams		7 streams		1 stream		7 streams		1 stream		6 streams		2 streams		3 streams	
	Stream Assessment / Restoration	Holden Creek Plum Wetland				Millstone R				French Creek		French Creek		Annie Creek				Millstone R Cat Stream Walley Creek Departure Creek		Shelly Creek		Grandon Creek	
	Groundwater Observation Wells	3 volunteer	5 Prov.	2 volunteer	4 Prov.	1 volunteer	1 Prov.	15 volunteer	5 Prov.		2 Prov.	1 volunteer	2 Prov.	3 volunteer	3 Prov.	2 volunteer	2 Prov.			3 Prov.		5 Prov.	
	GSC Aquifer Characterization							Y		Y		Y		Y						Y		Y	
	Phase 1 Water Budget	Y		Y		Y		Y		Y		Y		Y		Y		Y		Y		Y	
	Phase 2 Expanded GW Water Monitoring	6 volunteer						4 volunteer		2 volunteer		3 volunteer				1 volunteer							
	Well Water Testing Rebate	59 well test		90 well test		66 well test		44 well test		79 well test		21 well test		16 well test		59 well test		3 well test		1 well test		1 well test	
	Wellhead Update Rebate	3 well upgrades		9 well upgrades		6 well upgrades		1 well upgrade		6 well upgrades		3 well upgrades		1 well upgrade		3 well upgrades				1 well upgrade			
	Irrigation Check-ups	3 checkups						70 checkups				16 checkups		3 checkups		5 checkups		69 checkups		48 checkups		75 checkups	
	WaterSmart Garden Rebate (new 2017)	1 soil + irrig.						2 soil										1 soil		1 soil + irrig.			
	School Visit / Field Trip	5 +		2		5 +		3+		2+		3+		2		2		16 +		7+		7+	
	Community Events / Workshops	13+		11+		2+		10+		16+		1+		15+		15+		57+		30+		30+	
	Climate / Hydrometric Monitoring	Haslam Stn				Mt Arrowsmith Stn		Nanoose Crk Stn		Englishman R Stns												Englishman R Stns	
	Watershed Roundtable Participation	Nanaimo R				Nanaimo R				Englishman R		Englishman R						Nanaimo R		Englishman R			
	Small Water Systems Workshop	Y		Y		Y		Y		Y		Y		Y									
Regional Water Purveyor Comms	NCID/RDN						RDN		RDN		RDN/ EPCOR		DBID/QBHL/BWW		LV		CoN		PV		TQB		

## Appendix B: Drinking Water and Watershed Protection Action Plan – Implementation Status Update

Action Category	Status
1A WaterSmart Public Awareness Program	Fully Implemented, Underway
1B Coordinated Information and Education Resources	Fully Implemented, Underway
1C Demonstration Projects	Partially Initiated, Exploring Options
1D Support for Volunteers and Non-Profit Organizations	Fully Implemented, Underway
2A Compilation and Mapping of Existing Data	Initiated, In Progress
2B Additional or New Data Collection	Fully Implemented, Underway
2C Water Quality Monitoring	Fully Implemented, Underway
2D Data Response Systems	Initiated, In Progress
3A Land Development (Engineering) Standards	Partially Initiated, Exploring Options
3B Development Application Review	Initiated, In Progress
3C Development Cost Charges	Not Initiated
3D Planning Tools	Partially Initiated, Exploring Options
4A Watershed Prioritization	Fully Implemented, Underway
4B Watershed Management Planning	Partially Initiated, Exploring Options
4C Support Local Food Production	Initiated, In Progress
5A Water Conservation Plans	Fully Implemented, Underway
5B Cooperation among Community Water Supply Systems	Fully Implemented, Underway
5C Rainwater and Greywater Use	Initiated, In Progress
5D Incentive Programs	Fully Implemented, Underway
5E Water Use Regulations	Fully Implemented, Underway
6A Contaminant Management	Partially Initiated, Exploring Options
6B Agriculture and Forestry	Fully Implemented, Underway
6C Private Water Well Safety	Fully Implemented, Underway
6D On Site Sewage Disposal	Fully Implemented, Underway (now under WWS)
7A Follow the Science	Fully Implemented, Underway
7B Land and Water Use Adaptation	Partially Initiated, Exploring Options
7C Assessing Local Hydro-climatic Balance	Initiated, In Progress

### DWWP Action Categories - Implementation Status



Out of the 27 Action Categories outlined in the DWWP Action Plan, 14 are fully implemented and underway as annual operations under the DWWP workplan. Six are initiated and in progress, well on their way to being fully implemented and underway. Yet another six have been partially initiated and are still in the exploratory stage. One has not been initiated at all.

## Appendix C:

### Invitations to Present on the RDN DWWP Program (within the past year)

- [Watersheds 2016 Forum](#) (Vancouver, October 1, 2016)
- VIU Masters of Community Planning Guest Lecture (January 12<sup>th</sup>, 2017)
- VIU Natural Resource Management Class Guest Lecture (March 24<sup>th</sup>, 2017)
- [Cowichan Valley Regional District Board Presentation](#) (April 12<sup>th</sup> 2017)
- [Parksville TEDx](#) (May 13<sup>th</sup>, 2017)
- [BCWWA Presentations](#) x2 (Victoria, May 30<sup>th</sup>, 2017)
- [Coquitlam Watershed Board Roundtable](#) (June 10<sup>th</sup> 2017)

### Published Case Studies Showcasing the RDN DWWP Program

#### [Financial Mechanisms and Models for Collaborative Watershed Governance in BC](#)

Published By: Fraser Basin Council – May 2015

#### [A Blueprint for Watershed Governance in British Columbia](#)

Published By: POLIS Water Project (University of Victoria) – January 2014

## **Appendix D: List of Key Partners and Collaborative Activities**

The DWWP program provides the stability and coordination as a regional hub for water initiatives including water education, water data collection, and planning across sectors and jurisdictions. The following is a list that details key project partners and the collaborative activities we have engaged in. Member municipalities and Electoral Areas are not listed as they are partners on all activities that are a part of this regional service. Partners that participate on the DWWP Technical Advisory Committee are listed [here](#). This list is not exhaustive; rather it is a snapshot to illustrate the cooperation taking place under the DWWP function:

### Qualicum First Nation

- Volunteer well monitoring program;
- Surface water monitoring site selection assistance on the Big Qualicum River;
- DWWP Water Region interactive online map traditional place names;
- Team WaterSmart presentation for preschool on reserve;
- Traditional welcome from Chief at Water Day events in 2016 and 2017.

### Snaw-naw-as First Nation

- Co-organized watershed tour with elders and stakeholders 2015;
- Traditional welcome and councilor participation at water meeting in Area E 2016 and Parksville Water Day event in 2017;
- Team WaterSmart presentation for preschool on reserve.

### Snuneymuxw First Nation

- Team WaterSmart presentations for each grade at Qwam Qwam Stuwixwulh school on reserve.

### Provincial Ministries

- Ministry of Forests, Lands and Natural Resource Operations help advise on DWWP volunteer groundwater monitoring network, utilize DWWP data and studies to inform their work and decisions within our region. Partner on wellSMART workshops delivered to private well owners.
- Island Health Authority partner on wellSMART workshops delivered to private well owners.
- Ministry of Environment advise on water quality objectives, training and reporting for the DWWP Community Watershed Monitoring Network.

### Stewardship Groups

- Over 14 groups from across the region.
- RDN DWWP provides training, equipment and reporting to ensure volunteers time collecting water quality data on local creeks and streams has a broader use and purpose
- Water quality data tracking provides critical information to help maintain local fisheries, recreational values, property values and ecological function.

#### Real Estate Board

- Support the real estate industry in educating property owners about local water resources and best practices including: well maintenance, rainwater collection, indoor/outdoor water efficiency at Vancouver Island Real Estate Board events.

#### Irrigation and Landscaping Industry

- Support irrigation and landscaping industry partners in subsidizing training for Certified Irrigation Technicians and Schedulers.
- Offer irrigation check-ups to residents to enable them to identify what fixes/efficiency upgrades they need to have their irrigation professional perform so they can save water;
- Provide residents with resources to encourage water-smart plant selection and soil augmentation.

#### Rainwater Harvesting Industry

- Support emerging rainwater harvesting industry through Best Practices Guidebook and rebate program investment.

#### Water Well Industry

- Support private well owners in upgrading and protecting their wells via the Rural Water Quality Stewardship Rebate, which also has a positive impact on the local water well industry.

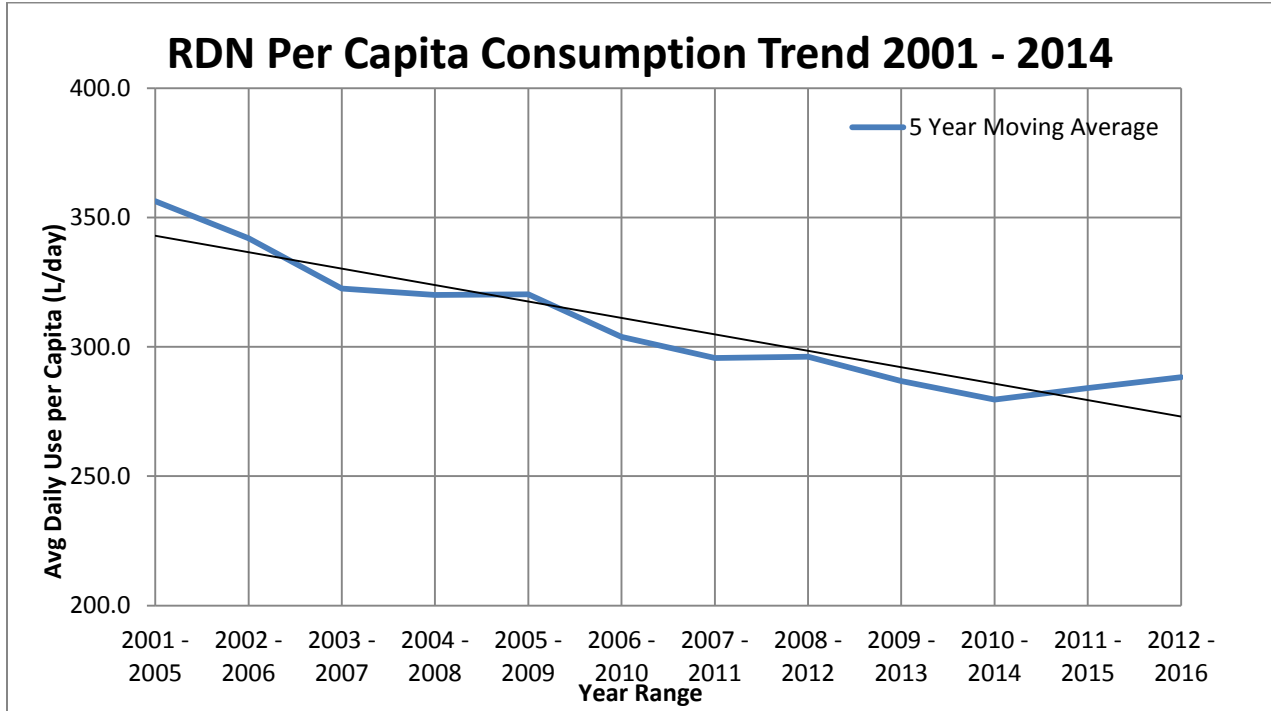
#### Private Forestry

- Offer field trips to elementary school students, in partnership with private forestry landowners and timber companies to communicate the value of our watersheds.
- Timber companies partner to provide land-access for volunteers monitoring water quality in upper watershed locations through the DWWP Community Watershed Monitoring program.

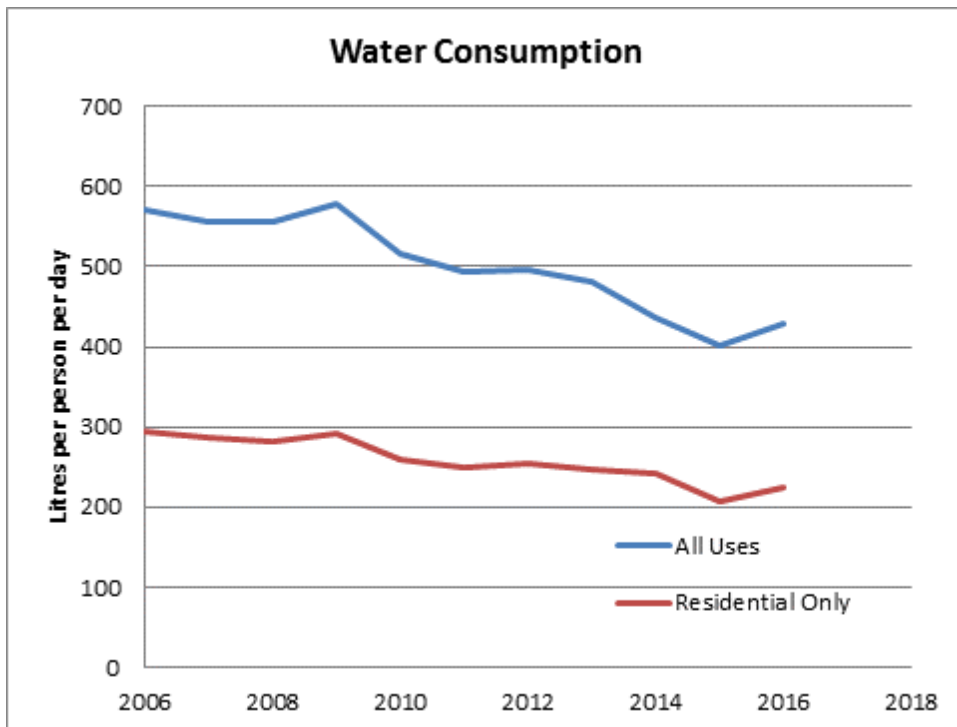
#### Universities

- Research partnerships with Vancouver Island University (VIU) and Simon Fraser University (SFU) help build local water understanding and support students to take on relevant community-based projects.
- Currently collaborating with VIU on wetland mapping and monitoring project within our region.
- SFU researchers assisted with Phase 2 of the Gabriola Water Budget Study; developing a groundwater recharge model.

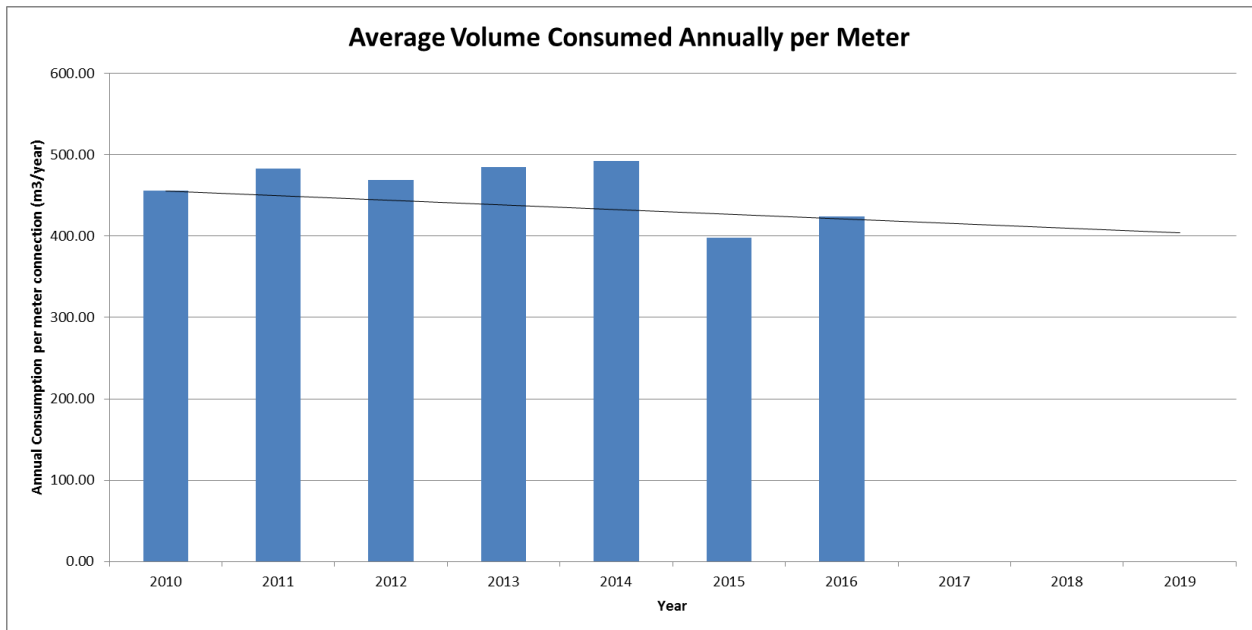
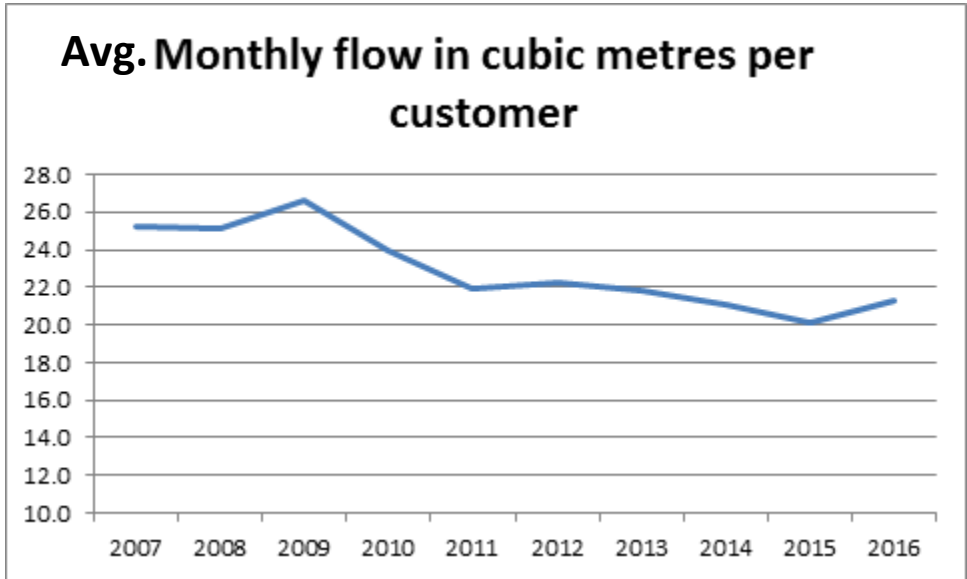
**Appendix E: Water Consumption Trends Over Time in Major Water Service Areas**



**RDN WATER SERVICE AREAS**



**CITY OF NANAIMO**



CITY OF PARKSVILLE