

DATE: June 28, 2017

TO: Chair and Directors
Committee of the whole

FROM: Russell Dyson
Chief Administrative Officer

RE: 2015 - 2018 Strategic Priorities – status report

FILE: 6430-01

Purpose

The purpose of this report is to provide an updated chart and listing of the Comox Valley Regional District's 2015-2018 strategic priorities.

Policy Analysis

Strategic planning determines the overall direction and goals of the organization. The Comox Valley Regional District (CVRD) Board recognized that strategic priorities needed to include establishing high level goals for the coming five-year financial planning cycle.

Strategic priorities act as the policy direction for the CVRD elected officials' term of office.

Executive Summary

Through the Office of the Chief Administrative Officer, the Executive Management Team is responsible for reporting results (outcomes) of the Board's objectives on a yearly basis in the form of the Annual Report. In order to ensure the Board is apprised of the current status of all strategic priorities leading up to the Annual Report, status reports are provided quarterly.

The CVRD board strategic priorities reflect the scope of work that staff will undertake from 2015 to 2018. During this term several new initiatives may come forward with the Board directing staff to undertake these additional initiatives. It is important to acknowledge that new initiatives will have an impact on accomplishing the original priorities.

The following is a summary of the Board of Directors June 20, 2017 strategic planning session.

The session was facilitated by Gord McIntosh. Mr. McIntosh's approach is to focus on tangible outcomes and develop a workplan for each task so the Board and staff are clear about what can be achieved. Going into this session, the Board had referred a few specific topics and also wanted to refresh on its current tasks. The referred topics were:

- Utilities governance (the board was interested in discussing the governance and decision making processes related to services such as water supply and sewer treatment)
- Wood stove rebate / incentive programs (relates to air quality)

A large part of the day focused on utilities governance with the Directors considering the following:

- a) the framework that currently exists within the CVRD for water and sewer services and
- b) what a successful governance model or framework could look like in terms of decision-making, accountability, public interests and fiscal responsibility.

Some of the challenges facing the water and sewer services include equality in representation, both for the public and service providers; increasing financial pressure to construct or maintain infrastructure; highly technical and complicated systems; and increasing regulatory requirements from higher levels of government. The Board debated two approaches to address these challenges; either develop a strategy or plan that would describe governance models and identify solutions and then potentially form an entity to manage the services; or form an entity that would propose governance solutions. The Board has agreed to pursue a strategy for addressing governance concerns, which may then lead to a different framework or entity for managing the services. The next step in this process is for staff to develop a terms of reference for the strategy and present the terms and process to the Board in the fall.

Other tasks during the day included analyzing the wood stove rebate / incentive programs and reviewing the current tasks. The Board had a healthy discussion about incentives, rebates, regulations and education associated with, not just wood stove rebates, but also air quality in general. A report will come to the Board later this year that considers how best to use Island Health grant funding for addressing air quality concerns in the Comox Valley in addition to the education program approved by the board in May.


During the review of the current tasks on the strategic priorities chart, the Board reconfirmed its commitment to the Queen’s Ditch, Pump Station No. 2, the Water Treatment Project, the Comox Valley Civic Centre, Regional Growth Strategy Review, Recreation Facility Master Plan and Liquid Waste Management Planning. Added to the list will be the Utilities Governance Project.

The board also indicated its interest in meeting with the Comox Valley Economic Development Society (CVEDS) to discuss three items: commercial and industrial land development around airport; medical lands development around new hospital; and discussion of festival valley concept. A letter will be drafted for the board’s consideration inviting CVEDS to a future committee meeting to address these three initiatives.

Recommendation from the Chief Administrative Officer:

THAT the 2015 – 2018 strategic plan attached to this report, be approved; AND FURTHER THAT the completed items (shaded blue), excluding function 391 items, be removed from Schedule B and added to a Schedule C titled ‘completed strategic priorities’.

Respectfully



Russell Dyson
Chief Administrative Officer

Attachments:

- Schedule A - Strategic priorities chart
- Schedule B - Strategic priorities listings by branch
- Schedule C - Completed strategic priorities

CORPORATE PRIORITIES (Board/CAO)	
NOW	
<ul style="list-style-type: none"> • QUEENS DITCH (flood mitigation): Options report target third quarter of 2017 • PUMP STATION NO. 2: Implementation decision by September 2017 • WATER SYSTEM TREATMENT REPORT: Contract awarded to Opus Knight • COMOX VALLEY CIVIC CENTRE - REGIONAL OFFICE BUILDING: AAP scheduled for July 2017 	
NEXT	<i>Advocacy / Partnerships</i> <ul style="list-style-type: none"> • <i>K'ómoks First Nation treaty support</i> • <i>Farquharson Farms bypass – flood mitigation</i> • <i>CVEDS – medical/ airport lands development and Festival Valley promotion</i>
<ul style="list-style-type: none"> • 5-YEAR REGIONAL GROWTH STRATEGY REVIEW: To be considered in August • RECREATION FACILITY MASTER PLAN – Draft report presented to the Commission • UTILITIES GOVERNANCE - Options • AIR QUALITY MANAGEMENT (Wood Stove Smoke) – Implement outreach, education, and incentive programs • NORTH LIQUID WASTE MANAGEMENT PLAN - Report for third quarter of 2017 	<i>CSWM Board</i> <ul style="list-style-type: none"> • Solid Waste Management Plan effectiveness review – Terms of Reference approved, proposal received award by April 27 • Waste to Energy – Included in Solid Waste Management Plan review, to be completed by December 2017
OPERATIONAL STRATEGIES (CAO/staff)	
COMMUNITY SERVICES	
<ul style="list-style-type: none"> • RECREATION FACILITY MASTER PLAN – Implementation of recommendations. • AIR QUALITY MANAGEMENT (Wood Stove Smoke) – Implement outreach, education, and incentive programs • Exhibition Grounds Master Plan update: Action plan, Nov 2018 to 2022 Financial Planning • Mt. Washington fire service: Fire protection providers and infrastructure to be determined • Hornby Island Fire Hall project: Target completion July 2017. Formal opening to be determined 	
CORPORATE SERVICES	
<ul style="list-style-type: none"> • Website Refresh –Completion by March 2018 	
ENGINEERING SERVICES	
<ul style="list-style-type: none"> • QUEENS DITCH (flood mitigation): Options report target third quarter of 2017 • PUMP STATION NO. 2: Implementation decision by September 2017 • WATER SYSTEM TREATMENT REPORT: Contract awarded to Opus Knight. • NORTH LIQUID WASTE MANAGEMENT PLAN - Report for third quarter of 2017 • South Sewer LWMP: Final report to committee by late fall • Comox Lake Watershed Protection Plan – Update to be provided in October 	
EXECUTIVE SERVICES	
<ul style="list-style-type: none"> • COMOX VALLEY CIVIC CENTRE - REGIONAL OFFICE BUILDING: AAP scheduled for July 2017. • UTILITIES GOVERNANCE - Options • Asset management planning – Grant application denied • Collective Agreement Process: To be initiated in September 	
PLANNING AND DEVELOPMENT SERVICES	
<ul style="list-style-type: none"> • 5-YEAR REGIONAL GROWTH STRATEGY REVIEW – To be considered in August • Review and update Comox Valley Zoning Bylaw: Open houses held for June 26, 28 & 29. 	

**STRATEGIC PRIORITIES
COMMUNITY SERVICES BRANCH
COMOX VALLEY REGIONAL DISTRICT**

SCHEDULE B

Branch	Dept	Priority	Participants	Function #	Function	Topic	Status
Community Services	Board	Next	All	100/130	MM/EA Administration	Air Quality Management - Wood Stove Smoke (data / study to provincial government including VIHA)	Three year air quality education program to be implemented; funded with Island Health Community Wellness grant. Report late fall.
Community Services	Emergency Planning	Operational	Electoral Areas	271	CVEP Electoral Areas	Saratoga Beach emergency planning grant	Funding of \$76,000 approved in principal.
Community Services	Fire Services	Operational	Electoral Area A	220	Hornby Island Fire	Hornby Island Fire Hall (planning, design, communications, public consultation)	Target completion July 2017. Formal opening to be determined
Community Services	Fire Services	Operational	Electoral Area C	153	Area C feasibility	Mt. Washington fire service	Service established. Fire protection providers and infrastructure to be determined.
Community Services	Parks	Operational	Electoral Areas	621	Parks	Active park priorities	Project at ships point complete; Project continuing at Driftwood Marine Park
Community Services	Parks	Operational	Electoral Areas	621	Parks	One Spot Trail extension and bridge	New discussions underway with MoTI for lease options
Community Services	Parks	Operational	Electoral Areas	621	Parks	Seal Bay master plan update	Review public input from January open house; draft management strategy; schedule second open house.
Community Services	Parks	Operational	Electoral Areas	621	Parks	Seek approvals and identify a route to extend the One Spot Trail from Cessford Road to Condensory Bridge	Construction south from existing trail to 2749 Condensory complete. Remainder pending outcome of First Nation land decisions.
Community Services	Parks	Operational	Electoral Areas	621	Parks	Seek tenure to the proposed One Spot Trail and existing Ministry of Transportation and Infrastructure right-of-way (grade) from the end of the existing One Spot Trail through to Endall Road	Connection of Tsolum Spirit to Teachers Creek complete. Consultation and prelim design underway for section between Headquarters and Spike Road.
Community Services	Parks	Operational	Electoral Areas	621	Parks	THAT parks related board approved policies adopted prior to 2007 be reviewed and with a report to the board recommending amendments or rescindments.	Report and recommendation to committee 2017
Community Services	Recreation Services	Next	All	645	CV Sports / Aquatic Centres	Comox Valley Recreation Facility Master Plan	Draft report presented to the Sports Commission; public open house held June 15.
Community Services	Recreation Services	Operational	All	645	CV Sports / Aquatic Centres	CV Exhibition Grounds Master Plan update	Plan adopted April 2017; Action Plan – Nov 2018 to 2022 Financial Plan.
Community Services	Recreation Services	Operational	All	660	CV Exhibition Grounds	Upper announcer stand	Completed

**STRATEGIC PRIORITIES
CORPORATE SERVICES BRANCH
COMOX VALLEY REGIONAL DISTRICT**

SCHEDULE B

Branch	Dept	Priority	Participants	Function #	Function	Topic	Status
Corporate Services	Administration	Operational	All	111, 271	Administration	Business continuity planning	2017 target completion for August.
Corporate Services	Communications	Operational	All	112	Administration	Education / outreach on capital projects and services	Policy adopted Nov. 2016. 2017 communications work plan being implemented.
Corporate Services	Communications	Operational	All	112	Administration	Website refresh	Completion by March 2018
Corporate Services	Legislative Services	Operational	All	112	Administration	Interactive board policy website launch - To coordinate with new website - New/updated policies being posted as board approves.	Requires ratification of specific policies; continuing research on existing policies.
Corporate Services	Legislative Services	Operational	Electoral Area B	152	Area B feasibility	Sandwick Waterworks Improvement District conversion	Conversion completed Dec. 31, 2016; implementation through Spring/Summer 2017.

**STRATEGIC PRIORITIES
ENGINEERING SERVICES BRANCH
COMOX VALLEY REGIONAL DISTRICT**

SCHEDULE B

Branch	Dept	Priority	Participants	Function #	Function	Topic	Status
Engineering Services	Engineering	Next	Electoral Areas	340	Liquid Waste Mngt	North liquid waste management planning	Report for third quarter of 2017
Engineering Services	Engineering	Now	Electoral Areas	152/340	Liquid Waste Mngt/ Feasibility	Flood mitigation (Lazo watershed drainage/Queens Ditch)	Options report target third quarter of 2017.
Engineering Services	Engineering	Operational	A, B, C, Cty, Cmx	300	CV Water Supply	Increase to water license application	Working with BC Hydro and as part of water filtration project
Engineering Services	Engineering	Operational	Cty, Cmx	335	CV Sewerage	Develop emergency/redundancy plans for key wastewater infrastructure	Target completion and implemented by summer 2017
Engineering Services	Engineering	Operational	Electoral Areas	312	Royston Water	Livingstone Fire Flow Improvements	On hold
Engineering Services	Engineering	Operational	Electoral Areas	313	CV Water Distribution	Asset management plans for CV water system, five water local service areas, Black Creek – Oyster Bay water supply and distribution system, Royston water system	Grant application submitted Nov. 2016. Plan development scheduled to commence mid-2017.
Engineering Services	Engineering	Operational	Electoral Areas	340	Liquid Waste Mngt	Develop criteria for inclusion in policies and bylaws with respect to management and operation of existing, and approval of future, private wastewater treatment systems and onsite sewage disposal systems.	High level policy addressed in the regional growth strategy. Onsite disposal system requirements to be developed in 2017. Development of education program mid 2017
Engineering Services	Engineering	Operational	Electoral Areas	340	Liquid Waste Mngt	Rainwater Management Strategy (flood mitigation)	Staff to continue to gather data to aide identifying priority areas and refining watershed specific targets and performance standards. Work to increase public understanding of watershed function and health as it relates to rainwater.
Engineering Services	Engineering	Operational	Electoral Areas	340	Liquid Waste Mngt	Rainwater management strategy implementation	Working with planning/development branch
Engineering Services	Waste Management	Advocacy	Comox Strathcona	391	Solid Waste	AVICC special committee on solid waste services	Regional District's working on separate initiatives. CVRD focused on illegal dumping and waste leakage.
Engineering Services	Waste Management	Board	Comox Strathcona	391	Solid Waste	Waste to Energy	Included in Solid Waste Management Plan review (see below) Project to be completed by December 2017
Engineering Services	Waste Management	Next	Comox Strathcona	391	Solid Waste	Solid Waste Management Plan effectiveness review	Project to be completed by December 2017
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Campbell River Waste Management Centre; landfill closure	Updated operations and closure plan to be submitted in the fall to Ministry of Environment
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Comox Valley and Campbell River waste composition study	Award contract June 29, 2017
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Comox Valley new engineered landfill	Cell 1 contract awarded July 2016; Leachate contract awarded Sept 2016; planned completion December 2017
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Comox Valley Waste Management Centre - GPS unit	Target completion October 2017
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Comox Valley Waste Management Centre above ground remediation fuel tank	Target completion fall 2017

**STRATEGIC PRIORITIES
ENGINEERING SERVICES BRANCH
COMOX VALLEY REGIONAL DISTRICT**

SCHEDULE B

Branch	Dept	Priority	Participants	Function #	Function	Topic	Status
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Comox Valley Waste Management Centre asphalt paving for organic composting pilot project	Budget to be used to pave other sections of the facility as well
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Cortes Island landfill: Make application to Ministry of Environment to formally close landfill	Ministry of Environment closure of landfill targeted 2019.
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Illegal dumping (enforcement/outreach)	Launch program April 2017
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Initiate annual household hazardous waste (HHW) collection in rural areas as a pilot project	Review the options of Product Care depots in Tahsis and Zeballos. Develop a program in 2017, implementation in 2018
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Landfill fire control plan (Ministry of Environment required)	Request for Proposals issued June 2017
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Regional organics management study – phase 2	Grant awarded, Request for Proposals issued summer 2017 construction completed by 2020.
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Sayward landfill: Make application to Ministry of Environment to formally close landfill	2018 budget, landfill closure targeted by Ministry of Environment (MoE) for 2019. Application to MoE submitted summer 2017
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Solid waste landfill gas utilization study phase 2	Submitted grant application June 1, 2017
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Tahsis, Village of: Formalize operational agreements	Drafted under review
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Zeballos, Village of: Formalize operational agreements	Develop draft agreements in 2017
Engineering Services	Wastewater Services	Now	Cty, Cmx	335	CV Sewerage	Pump Station No. 2	Implementation decision by September 2017
Engineering Services	Wastewater Services	Operational	Cty, Cmx	335	CV Sewerage	Asset management – minor items	Plan development scheduled to commence mid-2017.
Engineering Services	Wastewater Services	Operational	Cty, Cmx	335	CV Sewerage	Asset management plans pump stations	Plan development scheduled to commence mid-2017.
Engineering Services	Wastewater Services	Operational	Cty, Cmx	335	CV Sewerage	Compost site expansion	50 per cent design expected Summer 2017.
Engineering Services	Wastewater Services	Operational	Cty, Cmx	335	CV Sewerage	Development cost charges bylaw update	Public information meetings held in June 2017. Final reading Summer 2017
Engineering Services	Wastewater Services	Operational	Cty, Cmx	335	CV Sewerage	Greenwood Trunk engineering / construction	Request for Proposals for detailed design and construction. Summer 2017
Engineering Services	Wastewater Services	Operational	Cty, Cmx	335	CV Sewerage	HMCS Quadra forcemain replacement	Construction started Spring 2017. On-hold till September 2017 for busy summer season
Engineering Services	Wastewater Services	Operational	Cty, Cmx	335	CV Sewerage	Hudson Trunk engineering / construction	Invitation to tender closes July 2017. Construction planned for late Summer/Fall
Engineering Services	Wastewater Services	Operational	Cty, Cmx	335	CV Sewerage	Phase two: CVWPCC odour control	Odour control upgrade, approved and incorporated into phase one CVWPCC upgrade
Engineering Services	Wastewater Services	Operational	Electoral Areas	340/151	Liquid Waste Mngt	South Sewer LWMP	Final report to committee by late fall

**STRATEGIC PRIORITIES
ENGINEERING SERVICES BRANCH
COMOX VALLEY REGIONAL DISTRICT**

SCHEDULE B

Branch	Dept	Priority	Participants	Function #	Function	Topic	Status
Engineering Services	Water Services	Operational	A, B, C, Cty, Cmx	300	CV Water Supply	Chlorine handling, assessment, procedures and training	Assessment and training complete. Procedures being developed.
Engineering Services	Water Services	Operational	A, B, C, Cty, Cmx	300	CV Water Supply	Comox Lake Watershed protection plan implementation	Update to be provided in October
Engineering Services	Water Services	Operational	A, B, C, Cty, Cmx	300	CV Water Supply	Confined space assessment, procedures and training	Assessment complete, training 50% complete, procedures are being developed
Engineering Services	Water Services	Operational	A, B, C, Cty, Cmx	300	CV Water Supply	Development cost charges bylaw update CV water supply	Public information meetings held in June 2017. Final approval in Summer 2017
Engineering Services	Water Services	Operational	A, B, C, Cty, Cmx	300	CV Water Supply	Safe work procedures, assessment, procedures and training	Ongoing
Engineering Services	Water Services	Operational	A, B, C, Cty, Cmx	300	CV Water Supply	SCADA study	2017 financial plan
Engineering Services	Water Services	Operational	A, B, C, Cty, Cmx	300	CV Water Supply	Water system treatment (filtration)	Contract awarded to Opus Knight
Engineering Services	Water Services	Operational	A, B, C, Cty, Cmx	300/340	Liquid Waste Mngt	Brooklyn Creek blueprint project	On hold while project partners reaffirm commitment, work proceeding on key deliverables identified in the rainwater management strategy prepared by Fernhill Consulting.
Engineering Services	Water Services	Operational	Area C (CVRD), Area D (SRD)	313	Black Creek / Oyster Bay Water Service	Create list of eligible BCOB water service projects utilizing a combination of community works funds from SRD Area D and CVRD Area C	List to be generated in 2017
Engineering Services	Water Services	Operational	Area C (CVRD), Area D (SRD)	313	Black Creek / Oyster Bay Water Service	Develop terms of reference for a watershed protection plan for the Black Creek – Oyster Bay water system.	Terms of reference to be developed in 2017.
Engineering Services	Water Services	Operational	Area C (CVRD), Area D (SRD)	313	Black Creek / Oyster Bay Water Service	Miracle Beach Elementary future grid road	Upgrading supply line to ensure adequate fire flows 2017.
Engineering Services	Water Services	Operational	Denman Island	307	Denman Island Water	Infrastructure to resolve THM issue	Final stage of commission.
Engineering Services	Water Services	Operational	Denman Island	307	Denman Island Water	Investigate the option of converting Denman Island water local service area to integrate it with the GLID.	Contingent on chlorination project completion.
Engineering Services	Water Services	Operational	Electoral Area A	312	Royston Water	Pressure zone study	Pending outcome of supply study. Complete 2017
Engineering Services	Water Services	Operational	Royston	312	Royston Water	Alternate water supply study (requirement of VoC bulk water agreement)	Feedback from Comox, Cumberland and Courtenay incorporated and study brought to March EASC with recommendation to request five-year agreement for Cumberland water.
Engineering Services	Water Services	Operational	Royston	312	Royston Water	Gartley fire flow improvements	

**STRATEGIC PRIORITIES
EXECUTIVE MANAGEMENT BRANCH
COMOX VALLEY REGIONAL DISTRICT**

SCHEDULE B

Branch	Dept	Priority	Participants	Function #	Function	Topic	Status
Executive Mngt	Administration	Advocacy	All	550	Economic Development	CVEDS – medical/airport lands development and Festival Valley promotion	NEW - Letter to be drafted inviting CVEDS to meet to discuss.
Executive Mngt	Administration	Now	All	100/130	MM/EA Administration	CV Civic Centre - regional office building	Schematic design June 2017; Alternative Approval Process set for July 2017
Executive Mngt	Administration	Operational	All	113	Administration	Implement Auditor General for Local Government action plan (procurement policy)	Target October 2017
Executive Mngt	Administration	Operational	All	113	Administration	Implement Qwestica Budget software solution and coordinate training for users	Deferred to Summer of 2017.
Executive Mngt	Administration	Operational	Electoral Areas	111	Administration	FCM 'Partners for Climate Protection' five milestones program	All milestones complete except community 4, and 5. 4 is at implementation stage and 5 is at monitoring and reporting stage.
Executive Mngt	Board	Advocacy	All	100/130	MM/EA Administration	Farquharson Farms bypass (flood mitigation)	
Executive Mngt	Board	Advocacy	All	100/130	MM/EA Administration	K'ómoks First Nation treaty support	
Executive Mngt	Administration	Operational	All	112	Administration	Collective Agreement Process	To be initiated in September
Executive Mngt	Board	Advocacy	All	100/130	MM/EA Administration	Northern area agricultural irrigation to agricultural community advisory panel	Grant approved, report to May 2017
Executive Mngt	Board	Advocacy	All	100/130	MM/EA Administration	Regional governance review	Chamber of Commerce initiative; progressing towards providing the province with a formal letter requesting a review be conducted
Executive Mngt	Board	Advocacy	Board/CAO	100/130	MM/EA Administration	North Island hospitals project	Both sites under construction - opening Fall 2017.
Executive Mngt	Board	Next	All	100/130	MM/EA Administration	Utilities Governance	Options
Executive Mngt	Board	Operational	All	100/130	MM/EA Administration	Water governance forum	Forum held Jan 2016; June 2017 strategic planning session included utilities governance.
Executive Mngt	Finance / Engineering	Operational	All	100/130	MM/EA Administration	Asset management planning	Grant application denied

**STRATEGIC PRIORITIES
PLANNING AND DEVELOPMENT SERVICES BRANCH
COMOX VALLEY REGIONAL DISTRICT**

SCHEDULE B

Branch	Dept	Priority	Participants	Function #	Function	Topic	Status
Planning and Development Services	Planning and Development	Next	All	512	Regional Growth Management	Five year Regional Growth Strategy review	To be considered in August
Planning and Development Services	Planning and Development	Operational	All	512	Regional Growth Management	Regional Growth Strategy (First Nations implementation agreement)	K'ómoks First Nation sign off has been requested, staff will follow-up with new Chief Councillor and Council.
Planning and Development Services	Planning Services	Operational	Electoral Areas	500	Current Planning	Baynes Sound Initiative	Follow up presentation by agencies Summer/Fall 2017. Follow up with K'ómoks First Nation
Planning and Development Services	Planning Services	Operational	Electoral Areas	500	Current Planning	Development permit framework being completely revised to make for easier reading, clear implementation. Official Community Plan amendment to include these changes by mid-2016.	Target OCP amendment Summer 2017
Planning and Development Services	Planning Services	Operational	Electoral Areas	500	Current Planning	Kensington Island Properties development - Master Development Agreement	Response received, staff working on follow-up letter.
Planning and Development Services	Planning Services	Operational	Electoral Areas	500	Current Planning	Review and update Comox Valley zoning bylaw	Open houses held for June 26, 28 & 29.
Planning and Development Services	Planning Services	Operational	Electoral Areas	500	Current Planning	Review home occupation guidelines	Included in zoning review. Consultation plan to EASC March 2017. Final adoption planned March 2018.
Planning and Development Services	Planning Services	Operational	Electoral Areas	500	Current Planning	Saratoga Beach Estates - implement master development agreement	EASC approved revision to MDA May 2017, as requested by the owner. Staff working on revision.
Planning and Development Services	Planning Services	Operational	Electoral Areas	503	Planning Policy	Saratoga Miracle Beach Local Area Plan	Public consultation underway. Adoption to be completed by Summer/Fall 2017.
Planning and Development Services	Planning Services	Operational	Electoral Areas	503	Planning Policy	Union Bay Local Area Plan	Review to commence in 2017 after completion of Saratoga Miracle Beach local area plan.
Planning and Development Services	Planning Services	Operational	Electoral Areas	503	Planning Policy	Update all development permit areas to consider green shores principles Update development permit area no. 6 (commercial and industrial development) to enhance environmental protection associated with new commercial and industrial developments and consider the powers within Bill 27.	New development permit format being developed with all DPs folded into the new template and approved as amendment to the OCP. Target Fall 2017

2015 - 2018 COMPLETED - STRATEGIC PRIORTIES

SCHEDULE C

Branch	Dept	Priority	Participants	Function #	Function	Topic	Status
Community Services	CV Emergency Program	Operational	All	270	CV Emergency Program	Installation of Communications Tower	Completed
Community Services	Parks	Operational	Electoral Areas	621	Parks	Dyke Road platform upgrades	Railing and decking upgrades completed with Rotary Club.
Community Services	Parks	Operational	Electoral Areas	621	Parks	THAT a process be developed to evaluate the geographical and ecological attributes of all parks and greenways that are currently classified as 'inactive' and an assessment completed on the merits of developing them into active parks or considering them for other uses.	Final report submitted to EASC March 2, 2015 meeting with the approved recommendation for staff to proceed as outlined in report
Community Services	Parks	Operational	Electoral Areas	621	Parks	THAT a review of internal staff resources required for the electoral area 'A', 'B' and 'C' parks and greenways service be conducted in 2015	Approved - additional park tech for part-time in 2015 and 2016 to become full-time in 2017
Community Services	Parks	Operational	Electoral Areas	621	Parks	Area A land donation/purchase	Complete – photo shoot will be arranged for early August
Community Services	Parks	Operational	Electoral Areas	621	Parks	Area B land donation	Donation completed.
Community Services	Parks	Operational	Electoral Areas	621	Parks	Bequeathed lands (Area C)	Donation of Jack Shark Park completed
Community Services	Recreation Services	Operational	A, B, C, Cty, Cmx, Cmb	645	Recreation Complexes	CV Curling Centre Upgrades	Completed
Community Services	Transit and Sustainability	Operational	All	780	CV Transit	Transit - CV transit service analysis	Completed
Corporate Services	Administration	Next	All	100/130	MM/EA Administration	Utility collaboration report	NEW - Completed July 2016
Corporate Services	Administration	Operational	All	111, 271	Administration	Business continuity planning: Training, IT operations	Internal IT documentation process initiated. Item is complete.
Corporate Services	Information Systems	Operational	All	116	Administration	Implementation of intranet	Completed
Corporate Services	Information Systems	Operational	All	116	Administration	Centralizing video surveillance – hardware / software / operations	Completed
Corporate Services	Legislative Services	Now	A, B, C, Cty, Cmb	150	Feasibility Study Fund	Proposed service establishment for funding to address homelessness	Board approved service establishment bylaw Dec 2015.
Corporate Services	Legislative Services	Operational	Electoral Area B	152	Area B feasibility	Mosquito abatement	Completed
Corporate Services	Legislative Services	Operational	Electoral Area A	151	Area A feasibility	South sewer referendum	Referendum held June 2016. Bylaws rescinded.
Corporate Services	Legislative Services	Operational	Electoral Area C	153	Area C feasibility	Mount Washington fire referendum	Referendum held Sept 17/16. Service and loan authorization bylaws adopted.
Corporate Services	Legislative Services	Operational	Hornby Island	155	Feasibility Study Fund	Review and recommend a service structure to address the community use and needs as well as the potential risks associated with the six properties owned by the Comox Valley Regional District on Hornby Island	Almost of the easements have been signed. Project conclusion letters have been sent.

2015-2018 COMPLETED STRATEGIC PRIORITIES

SCHEDULE C

Branch	Dept	Priority	Participants	Function #	Function	Topic	Status
Engineering Services	Board	Advocacy	All	100/130	MM/EA Administration	Waste to energy regulations - UBCM	Minister Polak meeting held 2015. Comments submitted to Ministry of Environment (November 2015) on draft changes to solid waste management plan update / regulation process.
Engineering Services	Engineering	Operational	Electoral Area C	153	Feasibility Study / liquid waste mngt	Feasibility funding to quantify the extent of onsite sewage system failures in the Saratoga/Miracle Beach area	Per above, the Payne study was presented to the EASC in February 2016.
Engineering Services	Engineering	Operational	Electoral Areas	340	Liquid Waste Mngt	Development of watershed-specific targets using the water balance methodology and the development of performance standards and design criteria for rainwater management.	Comox Valley version of the water balance model express is complete and will be implemented in 2016
Engineering Services	Engineering	Operational	Electoral Areas	340	Liquid Waste Mngt	CAVI working sessions	2016 program, final year. Completed.
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Based on MMBC recycling depot program that the five existing recycling depot centres be phased out. (Strathcona Gardens, Sportsplex, 19A Market, Home Depot, Canex)	Home Depot phased out, all other non-MMBC depots maintained in place
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Cortes Island waste management centre: ring road and tipping wall construction	Completed
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Hornby Island transfer station: Establish hazardous waste collection program at station	Completed
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Hornby Island waste management centre: Tipping wall safety improvements	Completed
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Cortes Island waste management centre: fencing improvements	Project cancelled
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Gold River, Village of: Update operational agreement	Completed
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Grinding technology review	Completed
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Hornby Island waste management centre: fencing improvements	Project cancelled
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Organics management / regional compost project	April 2016, board approved grant application submission.
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Mechanically stabilized earth wall – risk assessment	Completed
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	New well installation for CV waste management centre, Tahsis and Gold River	Completed
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Tahsis waste management centre: Landfill design and operational plan as required by Ministry of Environment	No concerns from Ministry of Environment. CSWM service to proceed with using landfill. Update closure plan
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Tahsis: Construct new lock block transfer station (Includes compactor and use of sealed bins)	Deferred due to continued use of Tahsis landfill.

2015-2018 COMPLETED STRATEGIC PRIORITIES

SCHEDULE C

Branch	Dept	Priority	Participants	Function #	Function	Topic	Status
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Zeballos waste management centre: Landfill design and operational plan as required by Ministry of Environment	No concerns from Ministry of Environment. CSWM service to proceed with using landfill. Update closure plan 2018.
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Zeballos: Construct new lock block transfer station (Includes compactor and use of sealed bins)	Deferred due to continued use of Zeballos landfill.
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Comox Valley waste management centre equipment – excavator	Board award Oct 2016 - completed
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Comox Valley waste management centre equipment – loader	Board award Oct 2016 - completed
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Comox Valley waste management centre equipment – skid steer	Target completion Fall 2016 - completed
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Gold River waste management centre: Landfill design and operational plan as required by Ministry of Environment	To be reevaluated pending discussion with the Village of Gold River. Targeted for 2017. Completed
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Gold River waste management centre: Tipping wall safety improvements	Handrails being fabricated, target install Nov 2016. Completed.
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Gold River: Construct new lock block transfer station (Includes compactor and use of sealed bins)	Deferred to 2024 - staff to bring forward closer to date.
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Three cubic yard bins	Purchase bins for waste transfer operations - completed
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	40 cubic yard bins	Awarded - completed
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Campbell River waste management centre closure Phase 1 – final landscaping	Completed
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Comox Valley Closure Phase 1	Substantially complete – final payments scheduled for spring 2017. Completed
Engineering Services	Waste Management	Operational	Hornby Island	360	Hornby Island	Hornby Island waste management centre solar panels	Installation completed
Engineering Services	Wastewater services	Operational	Cty, Cmx	335	CV Sewerage	Phase one: CVWPCC odour control system performance testing, odour audit of operational and maintenance practices, a review of odour control technologies or enhancements to current technology, and the development of a monitoring system to ensure odour control performance	Completed
Engineering Services	Wastewater services	Operational	Cty, Cmx	335	CV Sewerage	Dewatering upgrade centrifuge engineering/construction	2016 financial plan - completed
Engineering Services	Wastewater services	Operational	Cty, Cmx	335	CV Sewerage	System capacity study	Staff report to Sept 2016 advisory - completed
Engineering Services	Wastewater services	Operational	Cty, Cmx	335	CV Sewerage	UV Disinfection study	Staff report to Oct 2016 advisory - completed

2015-2018 COMPLETED STRATEGIC PRIORITIES

SCHEDULE C

Branch	Dept	Priority	Participants	Function #	Function	Topic	Status
Engineering Services	Wastewater services	Operational	Electoral Areas	340/151	Liquid Waste Mngt	South sewer implementation strategy 1. IRR study to support grant 2. Submit grant 3. Confirm federal gas tax funding 4. Develop communications plan 5. Governance structure	1. Completed 2. Completed 3. Completed 4. Completed 5. Completed
Engineering Services	Water services	Next	A, B, C, Cty, Cmx	300	CV Water Supply	Cruikshank Dam	Report regarding cost to conduct a pre-feasibility study provided to July CV water committee
Engineering Services	Water services	Now	A, B, C, Cty, Cmx	300	CV Water Supply	Water system treatment report	Project definition report presented Sept 2016- completed
Engineering Services	Water services	Now	A, B, C, Cty, Cmx	300	CV Water Supply	VIHA permit requirements	VIHA has updated permit with new timelines regarding watershed protection and water treatment.
Engineering Services	Water services	Operational	A, B, C, Cty, Cmx	300	CV Water Supply	Courtenay Booster Station Engineering / Construction	Construction completed.
Engineering Services	Water services	Operational	A, B, C, Cty, Cmx	300	CV Water Supply	Comox Valley water supply strategy	Report to November 2016 committee.
Engineering Services	Water services	Operational	Area C (CVRD), Area D (SRD)	313	Black Creek / Oyster Bay Water Service	Kelland reservoir construction	Completed
Engineering Services	Water services	Operational	Area C (CVRD), Area D (SRD)	313	Black Creek / Oyster Bay Water Service	Well capacity study – phase 2	Results expected end of 2016 - completed
Executive Mngt	Administration	Advocacy	All	550	Economic Development	Festival Valley - brand development requests (CVEDS)	Board sent request to CVEDS; response received Nov. 2015. Matter to be considered during budget 2016 budget discussions.
Executive Mngt	Administration	Advocacy	All	100/130	MM/EA Administration	Shared service session	CAO'S considered shared space, boardroom, IS, in new office. Existing shared services include transit, recreation facilities, program, active CV, emergency program.
Executive Mngt	Administration	Operational	All	113	Administration	Purchasing procurement manager	Completed
Executive Mngt	Administration	Operational	All	113	Administration	Request for proposals for audit services 2016-2020	Completed
Executive Mngt	Administration	Operational	All	550	Economic Development	Service review for function and performance contract review for Comox Valley economic development	Updated service establishment bylaw and new service agreement
Executive Mngt	Administration	Operational	All	550	Economic Development	CV economic development service review establishment bylaw update required	Completed
Executive Mngt	Advocacy	Advocacy	All	100, 130	MM/EA Administration	Raven coal mine assessment	Application rejected by province in May 2013. Revised application was subsequently withdrawn.
Executive Mngt	Legislative Services	Operational	Electoral areas	215, 220, 225, 230	Fire services	Implement fire services administration model – review/updates to service establishment and regulations bylaws	Completed

Branch	Dept	Priority	Participants	Function #	Function	Topic	Status
Planning and Development Services	Planning and Development	Next	All	512	Regional Growth Management	Regional growth strategy (Municipal implementation agreement)	Staff to continue internal collaboration with member municipalities.
Planning and Development Services	Planning and Development	Now	All	512	Regional Growth Management	Regional growth strategy orientation	Held in February 2016.
Planning and Development Services	Planning and Development	Operational	All	512	Regional Growth Management	Agreement regarding regional growth strategy (MoTI)	Board approved agreement in May. Completed
Planning and Development Services	Planning services	Operational	All	500	Current Planning	K'ómoks River Estuary management plan (KEMP)	No updates since Fall 2014 meeting between KFN, CVRD and Project Watershed. At that time, review of draft KREMP showed need for some revision and input from City of Courtenay and Town of Comox as no representatives were in attendance. KFN taking the lead
Planning and Development Services	Planning services	Operational	Electoral Areas	500	Current Planning	Investigate the establishment of a development approval information area and bylaw in accordance with section 920.1 of the Local Government Act for all lands located within the CVRD's jurisdiction	Included in the 2014 OCP. DAI bylaw to be reviewed at April EASC meeting. Completed.
Planning and Development Services	Planning services	Operational	Electoral Areas	503	Planning Policy	Update development permit area no. 1 (aquatic environmentally sensitive areas) to enhance environmental protection associated with new development activities located adjacent to all watercourses	