

DATE: September 7, 2018

FILE: 6430-01

TO: Chair and Directors
Committee of the Whole

FROM: Russell Dyson
Chief Administrative Officer

Supported by Russell Dyson
Chief Administrative Officer

R. Dyson

RE: 2015-2018 Strategic Priorities – Final Report

Purpose

To provide the final 2015-2018 strategic priorities report for this term of the Comox Valley Regional District's board of directors.

Recommendation from the Chief Administrative Officer:

This report is provided for information only.

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 Comox Valley Regional District board strategic priorities reflect the scope of work staff have focused on during the 2015 to 2018 term of office for the board of directors.

A few highlights of board achievements for this term include:

- Kensington Island Properties development - Master Development Agreement
- Various land acquisitions and donations of parks
- Comox Valley Curling Club Upgrades
- Hornby Island Fire Hall construction (Project Close-out report available online)
 - <https://www.comoxvalleyrd.ca/projects-initiatives/past-current-projects/hornby-island-fire-hall-project>
- New Engineered Landfill, Comox Valley Waste Management Centre
- Hudson Trunk (sewer) infrastructure completed
- Two referendums held (South Sewer and Mount Washington Fire Service)

A full list of completed priorities is listed on Schedule C.

Moving forward

A strategic planning orientation and working session will be scheduled for the next board of directors. As we move to into this new term, the strategic planning process will be enhanced to provide for a streamlined working session and changes to the reporting of the board's progress in meeting their goals.

In addition, several significant initiatives will continue through the upcoming elections and help form the direction for the next Board of Directors:

- Water Treatment Project
- Regional Office Project
- Liquid Waste Management Plan for the Courtenay/Comox sewer service.

Prepared by:

J. Warren

James Warren
General Manager of Corporate Services

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

CORPORATE PRIORITIES (Board/CAO)	
<p>NOW</p> <ul style="list-style-type: none"> • QUEENS DITCH (flood mitigation): Request for Proposal closed Sept 6/18; report by year end. • PUMP STATION NO. 2: Incorporated with the liquid waste management planning process • WATER SYSTEM TREATMENT: Request for Qualifications issued, Request for Proposal to follow, construction complete early 2021. • COMOX VALLEY REGIONAL DISTRICT OFFICE BUILDING: Contract awarded; construction pending building permit. 	
<p>NEXT</p> <ul style="list-style-type: none"> • 5-YEAR REGIONAL GROWTH STRATEGY REVIEW: Five year review not approved. • UTILITIES GOVERNANCE: Issue paper circulated; final report expected September 2018 • AIR QUALITY MANAGEMENT (Wood Stove Smoke): Air quality education program underway. • NORTH LIQUID WASTE MANAGEMENT PLAN: Master Operating Agreement updated. Future sewer service in conjunction with development. 	<p><i>Advocacy / Partnerships</i></p> <ul style="list-style-type: none"> • <i>K'ómoks First Nation treaty support: Director Nichol attends as liaison</i> • <i>Farquharson Farms bypass: MoTI working on mitigation</i> • <i>CVEDS: medical/airport lands development and Festival Valley promotion</i> <p><i>CSWM Board</i></p> <ul style="list-style-type: none"> • <i>Solid Waste Management Plan effectiveness review: Study work complete, final review, coordinate with waste-to-energy study.</i> • <i>Waste to Energy: WTT, Sustane and MoE invited to present at future board meeting; monitor Sustane Halifax project and report back by April 2019 or sooner.</i>
OPERATIONAL STRATEGIES (CAO/staff)	
COMMUNITY SERVICES	
<ul style="list-style-type: none"> • AIR QUALITY MANAGEMENT (Wood Stove Smoke): Air quality education program underway. • Mt. Washington fire service: Oyster River fire rescue will provide fire response while work continues on establishing a fire hall on site. 	
CORPORATE SERVICES	
ENGINEERING SERVICES	
<ul style="list-style-type: none"> • QUEENS DITCH (flood mitigation): Request for Proposal closed Sept 6/18; report by year end. • PUMP STATION NO. 2: Incorporated with the liquid waste management planning process • WATER SYSTEM TREATMENT REPORT: Request for Qualifications issued, Request for Proposal to follow, construction complete early 2021. • NORTH LIQUID WASTE MANAGEMENT PLAN: Master Operating Agreement updated. Future sewer service in conjunction with development. • South Sewer LWMP: Working with UBCM to seek grant funding extension. • Comox Lake Watershed Protection Plan: Work underway, on approved 2018 work plan. 	
EXECUTIVE SERVICES	
<ul style="list-style-type: none"> • COMOX VALLEY REGIONAL DISTRICT OFFICE BUILDING: Contract awarded; construction pending building permit. • UTILITIES GOVERNANCE: Issue paper circulated; final report expected September 2018 • Asset management planning: Contract awarded to AECOM Canada Ltd. for 2018; working with staff. • Collective Agreement Process: USW bargaining ongoing 	
PLANNING AND DEVELOPMENT SERVICES	
<ul style="list-style-type: none"> • Review and update Comox Valley Zoning Bylaw: Public Hearing Sept 5/18 	

**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)	Air quality education program underway.
Community Services	Emergency Planning	Operational	Electoral Areas	271	CVEP Electoral Areas	Saratoga Beach emergency planning grant	Board approved grant application submission for flood mapping of the Oyster River/Saratoga Beach project area.
Community Services	Fire Services	Operational	Electoral Area C	240	Area C	Mt. Washington fire service	Oyster River fire rescue will provide fire response while work continues on establishing a fire hall on site.
Community Services	Parks	Operational	Electoral Areas	621	Parks	One Spot Trail extension and bridge	Awaiting MOTI legal review.
Community Services	Parks	Operational	Electoral Areas	621	Parks	Seal Bay master plan update	Public consultation closed July 3.
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. Requested MOTI shoulder widening in the interim.
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 2018

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

SCHEDULE B

Branch	Dept	Priority	Participants	Function #	Function	Topic	Status
Corporate Services	Administration	Operational	Electoral Areas A and B	237	Merville Fire	Auxiliary Merville Fire Hall Project	Open house held Aug 2018; focus on volunteer recruitment and land acquisition
Corporate Services	Administration	Operational	Electoral Area C	153	Feasibility / Fire Protection	Forbidden Fire protection feasibility study	Final report presented to June Electoral Area Services Committee; project complete
Corporate Services	Communications	Operational	All	112	Administration	Education / outreach on capital projects and services	Communications to design, direct and supplemental support framework with focus on strategic planning.
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.

Blue shaded items have recently been completed.

**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	Master Operating Agreement updated. Future sewer service in conjunction with development.
Engineering Services	Engineering	Now	Electoral Areas	152/340	Liquid Waste Mngt/ Feasibility	Flood mitigation (Lazo watershed drainage/Queens Ditch)	Request for Proposal closed Sept 6/18; report by year end.
Engineering Services	Engineering	Operational	A, B, C, Cty, Cmx	300	CV Water Supply	Increase to water license application	Working with MoFLNRO staff to process application and secure additional capacity before awarding construction contract.
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	Contract for asset management for all water servicing awarded January 2018. Completion expected September 2018
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.	Education program materials finalized. Implementation in 2018, public information sessions planned for fall 2018.
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	AVICC approved continuance of this committee; CVRD will continue to be a member.
Engineering Services	Waste Management	Board	Comox Strathcona	391	Solid Waste	Waste to Energy	Final evaluation of technologies report presented at April 2018 Board. Sustane and WTT to be invited to present at future Board meeting, MOE invited to present at future Board Meeting, monitor Sustane's technology installed in Chester and report back on its effectiveness by April 2019 or sooner.
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Campbell River Waste Management Centre; landfill closure	Operations and closure plan provided to Board January 2018, plan submitted to MoE for consideration.
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Comox Valley and Campbell River waste composition study	Study presented to board March 2018
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 2018.
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)	Scheduled completion August 2018 with implementation in September 2018.

Blue shaded items have recently been completed.

**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	Regional organics management study – phase 2	Contract awarded November 2018. Project planning and design underway.
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Solid waste landfill gas utilization study phase 2	Grant unsuccessful. Discussion options report to September 2018 board.
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Zeballos, Village of: Formalize operational agreements	Negotiations to commence Fall 2018
Engineering Services	Wastewater Services	Now	Cty, Cmx	335	CV Sewerage	Pump Station No. 2	Incorporated with the liquid waste management planning process
Engineering Services	Wastewater Services	Operational	Cty, Cmx	335	CV Sewerage	Asset management – minor items	Plan development commenced early 2018 - target completion September 2018
Engineering Services	Wastewater Services	Operational	Cty, Cmx	335	CV Sewerage	Compost site expansion	Tender expected July 2018
Engineering Services	Wastewater Services	Operational	Cty, Cmx	335	CV Sewerage	Greenwood Trunk engineering / construction	Construction contract awarded May 2018
Engineering Services	Wastewater Services	Operational	Cty, Cmx	335	CV Sewerage	HMCS Quadra forcemain replacement	Final report to be brought forward August 2018
Engineering Services	Wastewater Services	Operational	Cty, Cmx	335	CV Sewerage	Hudson Trunk engineering / construction	Construction completed
Engineering Services	Wastewater Services	Operational	Cty, Cmx	335	CV Sewerage	Phase two: CVWPCC odour control	Target completion Summer 2018
Engineering Services	Wastewater Services	Operational	Electoral Areas	340/151	Liquid Waste Mngt	South Sewer LWMP	Working with UBCM to seek grant funding extension
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	Work underway on approved 2018 work plan
Engineering Services	Water Services	Operational	A, B, C, Cty, Cmx	300	CV Water Supply	Confined space assessment, procedures and training	Assessment complete, training 50 per cent 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	2017 On hold until grants known.
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	Target completion by the end of 2018
Engineering Services	Water Services	Now	A, B, C, Cty, Cmx	300	CV Water Supply	Water system treatment (filtration)	Request for Qualifications issued, Request for Proposal to follow, construction complete early 2021.
Engineering Services	Water Services	Operational	A, B, C, Cty, Cmx	300/340	Liquid Waste Mngt	Brooklyn Creek blueprint project	No longer a priority for project partners.
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	Opportunities to be identified as part of annual budget process.
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 2018.

Blue shaded items have recently been completed.

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

SCHEDULE B

Branch	Dept	Priority	Participants	Function #	Function	Topic	Status
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 to 200mm line for fire flows in 2018. Purchase Order issued to Koers Engineering April 2018
Engineering Services	Water Services	Operational	Denman Island	307	Denman Island Water	Infrastructure to resolve THM issue	On hold pending selection of technologies for satisfying the Island Health Surface Water Treatment Objectives
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.	Conversion study underway examining potential for conversion of GLID to WLSA.
Engineering Services	Water Services	Operational	Electoral Area B	306	Sandwick Water	Sandwick Waterworks Improvement District conversion	Contract awarded for water meters fall 2017. Contract for system upgrades awarded spring 2018. Project completion expected fall 2018.
Engineering Services	Water Services	Operational	Electoral Area A	312	Royston Water	Pressure zone study	Pending decision on long term water supply source
Engineering Services	Water Services	Operational	Royston	312	Royston Water	Gartley fire flow improvements	Requests for Proposal for detailed design in early 2018

Blue shaded items have recently been completed.

**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	Staff-to-staff meeting needed to discuss.
Executive Mngt	Administration	Now	All	100/130	MM/EA Administration	CV Regional District Office Building	Contract awarded; construction pending building permit.
Executive Mngt	Administration	Operational	All	112	Administration	Collective Agreement Process	USW bargaining ongoing
Executive Mngt	Administration	Operational	Electoral Areas	111	Administration	FCM 'Partners for Climate Protection' five milestones program	Ongoing Continuously implementing, monitoring and reporting.
Executive Mngt	Board	Advocacy	All	100/130	MM/EA Administration	Farquharson Farms bypass (flood mitigation)	Ministry of Transportation and Infrastructure working on mitigation
Executive Mngt	Board	Advocacy	All	100/130	MM/EA Administration	K'ómoks First Nation treaty support	Director Nichol attends as liaison
Executive Mngt	Board	Advocacy	All	100/130	MM/EA Administration	Regional governance review	Chamber of Commerce received letter from Province indicating unanimous interest is preferred before further study work
Executive Mngt	Board	Next	All	100/130	MM/EA Administration	Utilities Governance	Issue paper circulated; final report expected September 2018
Executive Mngt	Finance / Engineering	Operational	All	100/130	MM/EA Administration	Asset management planning	Contract awarded to AECOM Canada Ltd. for 2018; working with staff.

Blue shaded items have recently been completed.

**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	Board approved five year review not required.
Planning and Development Services	Planning and Development	Operational	All	512	Regional Growth Management	Regional Growth Strategy amendment to Section 5.2.	RGS housekeeping amendments; public hearing held Aug 28/18; completion by end of 2018
Planning and Development Services	Planning and Development	Operational	All	512	Regional Growth Management	Regional Growth Strategy (First Nations implementation agreement)	Request to be reviewed; resent to 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 Spring 2019
Planning and Development Services	Planning Services	Operational	Electoral Areas	500	Current Planning	Review and update Comox Valley zoning bylaw	Public hearing held September 5/18
Planning and Development Services	Planning Services	Operational	Electoral Areas	500	Current Planning	Review home occupation guidelines	Draft bylaw to June board to request external referral
Planning and Development Services	Planning Services	Operational	Electoral Areas	503	Planning Policy	Saratoga Miracle Beach Local Area Plan	Readings commenced Jan 2018. Adoption to be completed by Summer/Fall
Planning and Development Services	Planning Services	Operational	Electoral Areas	503	Planning Policy	Union Bay Local Area Plan	Review to commence in 2018 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 Summer 2018

Blue shaded items have recently been completed.

2015 - 2018 COMPLETED - STRATEGIC PRIORITIES

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	Active park priorities	Completed
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	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	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. Construction underway for section between Headquarters and Spike Road completed.
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	Recreation Services	Next	All	645	CV Sports / Aquatic Centres	Comox Valley Recreation Facility Master Plan	Plan adopted August 2017
Community Services	Recreation Services	Operational	A, B, C, Cty, Cmx, Cmb	645	Recreation Complexes	CV Curling Centre Upgrades	Completed
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
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	Annexes completed and provided to departments.
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	Centralizing video surveillance – hardware / software / operations	Completed

2015-2018 COMPLETED STRATEGIC PRIORITIES

SCHEDULE C

Branch	Dept	Priority	Participants	Function #	Function	Topic	Status
Corporate Services	Information Systems	Operational	All	116	Administration	Implementation of intranet	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.
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	Cty, Cmx	335	CV Sewerage	Develop emergency/redundancy plans for key wastewater infrastructure	Plan presented at September 2017 Sewage Commission
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	312	Royston Water	Livingstone Fire Flow Improvements	Completed
Engineering Services	Engineering	Operational	Electoral Areas	340	Liquid Waste Mngt	CAVI working sessions	2016 program, final year. Completed.
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	Waste Management	Operational	Comox Strathcona	391	Solid Waste	40 cubic yard bins	Awarded - 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	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	Comox Strathcona	391	Solid Waste	Comox Valley Waste Management Centre - GPS unit	Completed

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	Comox Valley Waste Management Centre above ground remediation fuel tank	Completed
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	Cortes Island waste management centre: fencing improvements	Project cancelled
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	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, Village of: Update operational agreement	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	Grinding technology review	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: fencing improvements	Project cancelled
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	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	Organics management / regional compost project	April 2016, board approved grant application submission.
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Sayward landfill: Make application to Ministry of Environment to formally close landfill	Complete. Landfill permanently closed, permit removed.
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.
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Three cubic yard bins	Purchase bins for waste transfer operations - completed

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	Hornby Island	360	Hornby Island	Hornby Island waste management centre solar panels	Installation completed
Engineering Services	Waste Management	Next	Comox Strathcona	391	Solid Waste	Solid Waste Management Plan effectiveness review	Board approved to continue to implement the 2012 Solid Waste Management plan with a particular focus in certain areas.
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Illegal dumping (enforcement/outreach)	Report to June 2018 board with one year stats. Program continues with annual reporting to be provided to the board.
Engineering Services	Wastewater Services	Operational	Cty, Cmx	335	CV Sewerage	Asset management plans pump stations	Completed
Engineering Services	Wastewater Services	Operational	Cty, Cmx	335	CV Sewerage	Development cost charges bylaw update	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	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	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
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	Comox Valley water supply strategy	Report to November 2016 committee.

2015-2018 COMPLETED STRATEGIC PRIORITIES

SCHEDULE C

Branch	Dept	Priority	Participants	Function #	Function	Topic	Status
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	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	CV economic development service review establishment bylaw update required	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	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	Board	Advocacy	All	100/130	MM/EA Administration	Northern area agricultural irrigation to agricultural advisory planning commission	Completed
Executive Mngt	Board	Advocacy	Board/CAO	100/130	MM/EA Administration	North Island hospitals project	Completed
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	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
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

2015-2018 COMPLETED STRATEGIC PRIORITIES

SCHEDULE C

Branch	Dept	Priority	Participants	Function #	Function	Topic	Status
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	Baynes Sound Initiative	Follow up presentation by agencies Summer/Fall 2017. Follow up with K'ómoks First Nation - completed
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	500	Current Planning	Kensington Island Properties development - Master Development Agreement	Revision to Master Development Agreement signed.
Planning and Development Services	Planning Services	Operational	Electoral Areas	500	Current Planning	Saratoga Beach Estates - implement master development agreement	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	Completed
Community Services	Fire Services	Operational	Electoral Area A	220	Hornby Island Fire	Hornby Island Fire Hall (planning, design, communications, public consultation)	Completed - final project financials to be posted on website in April
Corporate Services	Communications	Operational	All	112	Administration	Website refresh	CSRHD, CSWM and NI 9-1-1 sites launched December 13, 2017. CVRD launched March 21, 2018
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Comox Valley new engineered landfill	Planned completion February 2018. Completed
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Comox Valley Waste Management Centre asphalt paving for organic composting pilot project	Organic pilot project not proceeding; paving not required. Regional composting facility to be situated in Campbell River
Engineering Services	Waste Management	Operational	Comox Strathcona	391	Solid Waste	Tahsis, Village of: Formalize operational agreements	Operational agreement signed for Jan 2017 to Dec 2021.
Engineering Services	Water Services	Operational	Royston	312	Royston Water	Alternate water supply study (requirement of VoC bulk water agreement)	Water supply agreement signed for Jan 2018 to Dec 2020.
Executive Mngt	Administration	Operational	All	113	Administration	Implement Auditor General for Local Government action plan (procurement policy)	Delegation of authority bylaw adopted January 2018. Completed
Executive Mngt	Administration	Operational	All	113	Administration	Implement Questica Budget software solution and coordinate training for users	Completed