

REGIONAL DISTRICT OF NANAIMO

**REGULAR BOARD MEETING
TUESDAY, OCTOBER 27, 2015
7:00 PM**

(RDN Board Chambers)

A G E N D A

PAGES

- 1. CALL TO ORDER**
- 2. DELEGATIONS**
 - 10 **Chief David Bob, Snaw-Naw-As**, re Update on the treaty process and the Te'mexw Treaty Agreement in Principle.
 - 11 **Rob Christopher, Nanaimo Search and Rescue**, re Agreement for RDN Funding.
 - 12 **Gordie Robinson, Nanaimo Marine Rescue Society**, re Agreement for RDN Funding.
 - 13-15 **Deborah Blum**, re Access to historic, public traveled roads.
- 2.1 PRESENTATION**
 - Staff Recognition** – Certificate in Local Government Service Delivery.
- 3. BOARD MINUTES**
 - 16-27 Minutes of the Regular Board meeting held Tuesday, September 29, 2015 (All Directors – One Vote).
- 4. BUSINESS ARISING FROM THE MINUTES**
- 5. COMMUNICATIONS/CORRESPONDENCE**
 - (All Directors – One Vote)
 - 28 **Mike Atkins and Nicholas Fortin, Nanaimo Marine Rescue Society**, re Southern Community Search and Rescue Contribution Service – Nanaimo Marine Rescue Society – Renewal of Agreement.
 - 29-32 **Ralph Hagen**, re Gabriola – Rollo Centre.
 - 33-36 **Sgt. Sheryl Armstrong, Nanaimo RCMP**, re Funding Request for Nanaimo Police-Based Victim Services.

37-38 **Jack Ferrero**, re Support for an Application under the Build Canada Fund.

6. UNFINISHED BUSINESS

7. STANDING COMMITTEE, SELECT COMMITTEE AND COMMISSION MINUTES AND RECOMMENDATIONS

7.1 ELECTORAL AREA PLANNING STANDING COMMITTEE

39-42 Minutes of the Electoral Area Planning Committee meeting held Tuesday, October 13, 2015 (For Information) (All Directors – One Vote).

COMMUNICATIONS/CORRESPONDENCE

(All Directors – One Vote)

Jack Anderson, Greenplan, re Development Permit with Variance – 1604 Cedar Road, Electoral Area ‘A’.

That the correspondence from Jack Anderson, Greenplan, regarding Development Permit with Variance – 1604 Cedar Road, Electoral Area ‘A’, be received.

Ministry of Agriculture, re Regulating Agri-Tourism and Farm Retail Sales in the Agricultural Land Reserve – Discussion Paper and Proposed Minister’s Bylaw Standards.

That the correspondence from the Ministry of Agriculture regarding regulating agri-tourism and farm retail sales in the Agricultural Land Reserve – Discussion Paper and Proposed Minister’s Bylaw Standards be received.

DEVELOPMENT PERMIT WITH VARIANCE

Development Permit with Variance Application No. PL2015-026 – 1604 Cedar Road, Electoral Area ‘A’ (Electoral Area Directors, except EA ‘B’ – One Vote).

Delegations wishing to speak to Development Permit with Variance Application No. PL2015-026 – 1604 Cedar Road, Electoral Area ‘A’.

That Development Permit with Variance Application No. PL2015-026 be referred back to staff for further discussion with the applicant.

Development Permit with Variance Application No. PL2015-117 – 1713 Admiral Tyron Boulevard, Electoral Area ‘G’ (Electoral Area Directors, except EA ‘B’ – One Vote).

Delegations wishing to speak to Development Permit with Variance Application No. PL2015-117 – 1713 Admiral Tyron Boulevard, Electoral Area ‘G’.

That Development Permit with Variance Application No. PL2015-117 to permit the construction of a rip rap seawall on the subject property be approved subject to the conditions outlined in Attachments 2 to 4.

ZONING AMENDMENT

43-44

Zoning Amendment Application No. PL2015-025 – Electoral Area ‘H’ – Amendment Bylaw No. 500.400 – 1st and 2nd Reading (Electoral Area Directors, except EA ‘B’ – One Vote).

1. *That the Summary of the Public Information Meeting held on August 10, 2015, be received.*
2. *That the conditions set out in Attachment 2 of the staff report be completed prior to Amendment Bylaw No. 500.400 being considered for adoption.*
3. *That "Regional District of Nanaimo Land Use and Subdivision Amendment Bylaw No. 500.400, 2015", be introduced and read two times.*
4. *That the Public Hearing on "Regional District of Nanaimo Land Use and Subdivision Amendment Bylaw No. 500.400, 2015" be chaired by Director Veenhof or his alternate.*

PERIMETER FRONTAGE

Request for Relaxation of the Minimum 10% Perimeter Frontage Requirement in Relation to Subdivision Application No. PL2015-055 – 2855 Ashcraft Road, Electoral Area ‘E’ (Electoral Area Directors, except EA ‘B’ – One Vote).

That the request to relax the minimum 10% perimeter frontage requirements for the proposed remainder of Lot 5 in relation to Subdivision Application No. PL2015-055 be approved.

Request for Relaxation of the Minimum 10% Perimeter Frontage Requirement in Relation to Subdivision Application No. PL2015-067 – 2045 Fisher Road, Electoral Area ‘F’ (Electoral Area Directors, except EA ‘B’ – One Vote).

That the request to relax the minimum 10% perimeter frontage requirements for Lot 1 District Lot 75 and the Remainder of the District Lot 155 in relation to Subdivision Application No. PL2015-067 be approved.

Request for Relaxation of the Minimum Perimeter Frontage Requirement in Relation to Subdivision Application No. PL2015-112 – Electoral Area ‘F’ (Electoral Area Directors, except EA ‘B’ – One Vote).

That the request to relax the minimum perimeter frontage requirement from 80.0 metres to 63.0 metres for proposed Lot 2 in relation to Subdivision Application No. PL2015-112 be approved.

OTHER

Sustainability Review of Regional District of Nanaimo Official Community Plans.

(All Directors – One Vote)

1. *That the Regional District of Nanaimo Board of Directors direct staff to explore policies that enable on-site renewable energy generation as an economic opportunity for residents and businesses in the Regional District of Nanaimo.*
2. *That the Regional District of Nanaimo Board of Directors direct staff to explore criteria for evaluating community impacts of renewable energy systems and develop various policy alternatives for future consideration.*

(Electoral Area Directors, except EA ‘B’ – One Vote).

That the Regional District of Nanaimo Board of Directors direct staff to consider area-specific climate change mitigation and adaptation measures for inclusion in Official Community Plans through the public consultation process used during future Official Community Plans reviews.

BUSINESS ARISING FROM DELEGATIONS OR COMMUNICATIONS

Ministry of Agriculture, re Regulating Agri-Tourism and Farm Retail Sales in the Agricultural Land Reserve – Discussion Paper and Proposed Minister’s Bylaw Standards (All Directors – One Vote).

That the correspondence from the Ministry of Agriculture regarding regulating agri-tourism and farm retail sales in the Agricultural Land Reserve – Discussion Paper and Proposed Minister’s Bylaw Standards be referred to the Agricultural Advisory Committee.

7.2 COMMITTEE OF THE WHOLE STANDING COMMITTEE

45-49 Minutes of the Committee of the Whole meeting held Tuesday, October 13, 2015 (For Information) (All Directors – One Vote).

CHIEF ADMINISTRATIVE OFFICER

Strategic Planning Process (All Directors – One Vote).

1. *That the Board receive for information the overview report on the Strategic Planning Process Session of July 31, 2015, provided by Paragon Strategic Services Ltd. as attached to the staff report.*
2. *That the Board adopt the recommended strategic plan process as outlined in the staff report, and direct the Chief Administrative Officer to schedule the sessions as described as soon as practically possible and engage Paragon Strategic Services (Tracey Lorensen) to facilitate the strategic planning process.*

CORPORATE SERVICES

WHMIS Policy (All Directors – One Vote).

That Policy No. A4.2 - WHMIS be converted from a Board Policy to a Chief Administrative Officer Policy and referred to staff.

ADMINISTRATION

50-51

Alternative Approval Process to Establish a District 69 Search and Rescue Contribution Service – Bylaw No. 1736.

(All Directors – One Vote)

That "Northern Community Search and Rescue Contribution Service Establishment Bylaw No. 1736, 2015" be introduced and read three times and be forwarded to the Inspector of Municipalities for approval.

(All Directors – One Vote – 2/3)

That participating area approval is to be obtained for the entire proposed service area.

(All Directors – One Vote)

1. *That the Board establish 4:30 pm on Thursday, February 25, 2016, as the deadline for receiving elector responses for the alternative approval process.*
2. *That the Board approve the Elector Response Form as provided in Attachment 2.*
3. *That the Board determine the total number of electors to which the approval process applies to be 36,826.*

REGIONAL AND COMMUNITY UTILITIES

WASTEWATER SERVICES

52-55

Bylaws No. 888.06 and 889.71 – Wastewater Service Requisition Amendments (All Directors – One Vote).

1. *That "Regional District of Nanaimo Southern Community Sewer Local Service Amendment Bylaw No. 888.06, 2015" be introduced, read three times, and forwarded to the Inspector of Municipalities for approval.*
2. *That "Regional District of Nanaimo Northern Community Sewer Local Service Amendment Bylaw No. 889.71, 2015" be introduced, read three times, and forwarded to the Inspector of Municipalities for approval.*

ADVISORY, SELECT COMMITTEE AND COMMISSION

Electoral Area 'A' Parks, Recreation and Culture Commission (All Directors – One Vote).

That the minutes of the Electoral Area 'A' Parks, Recreation and Culture Commission meeting held Wednesday, September 16, 2015, be received for information.

Electoral Area 'H' Parks and Open Space Advisory Committee (All Directors – One Vote).

That the minutes of the Electoral Area 'H' Parks and Open Space Advisory Committee meeting held Wednesday, September 16, 2015, be received for information.

Garbage and Recycling Cans at the Lighthouse Community Park Ball Fields (All Directors – One Vote).

1. *That staff be directed to initiate efforts to provide two garbage and recycling cans at the Lighthouse Community Park ball fields.*
2. *That garbage pickup service for four garbage cans at the Lighthouse Community Park ball fields during the Slo-pitch season be allocated in the 2016 budget.*

BUSINESS ARISING FROM DELEGATIONS OR COMMUNICATIONS

Guardians of Mid-Island Estuaries Society re Canada Goose Management Strategy
(All Directors – One Vote).

That staff be directed to work with the regional working group to come up with a strategy to reduce the overabundance of Canada Geese.

NEW BUSINESS

Truth and Reconciliation Commission (All Directors – One Vote).

That staff be directed to hold a Board Seminar to examine those recommendations arising from the Truth and Reconciliation Commission that the Regional District of Nanaimo will act on in a meaningful manner, and the Chiefs of Snuneymuxw, Snaw-Naw-As, Qualicum and Stz'uminus First Nations be invited to attend.

Transit Fares on October 19, 2015 (All Directors, except EAs 'B' and 'F' – Weighted Vote).

That the Board direct staff to waive daily transit fares on Monday, October 19, 2015, on both the conventional and handyDART systems to assist citizens with travel to voter stations.

Regional District of Nanaimo Strategic Plan (All Directors – One Vote).

That the Regional District of Nanaimo Board approve a new strategic plan before approving the 2016 budget and the supporting 5 year financial plan.

8. SCHEDULED STANDING, ADVISORY, AND SELECT COMMITTEES

Transit Select Committee

56-57 Minutes of the Transit Select Committee meeting held Thursday, October 8, 2015
(For Information) (All Directors – One Vote).

58-62 **Route 15/15A Analysis** (All Directors, except EAs 'B' and 'F' – Weighted Vote).

That the Board Direct staff to retain Route 15 VIU Connector in the Conventional Transit System.

Free Transit – Election Day (All Directors, except EAs 'B' and 'F' – Weighted Vote).

That staff prepare a report on the cost analysis of free transit for future election days.

Solid Waste Management Select Committee

63-64 Minutes of the Solid Waste Management Select Committee meeting held Wednesday, October 7, 2015 (For Information) (All Directors – One Vote).

Northern Community Economic Development Select Committee

65-66 Minutes of the Northern Community Economic Development Select Committee meeting held Monday, October 19, 2015 (For Information) (All Directors – One Vote).

Northern Community Economic Development Program – Fall 2015 Proposals
(Parksville, Qualicum Beach, Electoral Areas 'E', 'F', 'G', 'H' – Weighted Vote).

1. *That the Website and Mobile Responsive Design Project – Qualicum Beach Downtown Business Association be awarded full funding in the amount of \$5,510.25.*
2. *That the Vision 2020 Market Development Roadmap project – Qualicum Beach Community Education and Wellness Society be awarded full funding in the amount of \$6,000.00.*

9. ADMINISTRATOR'S REPORTS

67-216 **Regional District of Nanaimo – Operational and Efficiency Review (OER) Final Report** (All Directors – One Vote).

217-230 **Zoning Amendment Application No. PL2015-062 – 921/925 Fairdowne Road, Electoral Area 'F' – Bylaw 1285.25, 2015 – Third Reading** (Electoral Area Directors, except EA 'B' – One Vote).

231-238 **To Introduce Amendment Bylaw No. 1216.04** (Nanaimo, Lantzville, EA 'C' – Weighted Vote).

239-242 **Comments on Proposed Policies under the BC Water Sustainability Act** (All Directors – One Vote).

243-278 **Amendment to Regional Growth Strategy Bylaw No. 1615** (All Directors, Except EA 'B' – One Vote).

279-282 **Meadowood Community Recreation Centre Tender Award 2015** (Recommendation 1: All Directors – Weighted Vote; Recommendation 2: All Directors – One Vote).

10. ADDENDUM

11. BUSINESS ARISING FROM DELEGATIONS OR COMMUNICATIONS

12. NEW BUSINESS

13. IN CAMERA

That pursuant to Sections 90 (1) (c), (e), and (i), and 90 (2) (d) of the Community Charter the Board proceed to an In Camera Meeting, for discussions related to labour relations, land acquisitions, solicitor-client privilege, and third-party business interests.

14. ADJOURNMENT

Re: Update on the treaty process and the Te'mexw Treaty Agreement in Principle.

From: Hill, Jacquie

Sent: Monday, October 19, 2015 12:23 PM

Subject: Te'mexw Treaty Agreement in Principle

Director Rogers has advised that Chief David Bob would like to attend the October 27 Board meeting to update the Board on the treaty process and the Te'mexw Treaty Agreement in Principle.

Thank you,

Jacquie Hill

Manager, Administrative Services

Regional District of Nanaimo

6300 Hammond Bay Road

Nanaimo, BC V9T 6N2

Re: Agreement for RDN Funding.

From: Christopher, Robert

Sent: Tuesday, October 13, 2015 9:35 AM

Subject: RE: Annual agreement for RDN funding

We would love the opportunity to attend the Board meeting on Oct 27th. I assume we'd still be doing our usual 10-minute presentation in the first quarter of 2016, so will likely save the powerpoint, etc. for then.

Cheers,

Rob

Re Agreement for RDN Funding

From: RCM-SAR Station 27

Sent: Wednesday, October 21, 2015 9:50 AM

Subject: RE: Delegation Request

Station 27, Royal Canadian Marine Search and Rescue (Greater Nanaimo) requests to appear as a delegation please at the Board's Regular Meeting scheduled for Oct 27th to discuss our ongoing operating agreement partnership with the RDN.

Mr. Gordie Robinson, will be addressing the Board on behalf of RCM SAR 27.

Re: Access to historic, public traveled roads

From: Deborah blum

Sent: Tuesday, October 20, 2015 8:03 AM

Subject: RE: Delegation request - Oct. 27 Board Meeting

The issues we wish to present are described in an information memorandum and petition at the link below. We'd speak primarily to the employment of common law concepts to ensure that historic, public travelled roads remain open to the public. The concrete focus would be the relevant Boat Harbour roads and trails.

https://www.change.org/p/regional-district-of-nanaimo-city-of-nanaimo-province-of-british-columbia-are-you-concerned-about-blocked-trails-roads-historically-used-by-the-public?recruiter=64966891&utm_source=share_petition&utm_medium=facebook&utm_campaign=autopublish&utm_term=des-lg-share_petition-no_msg&fb_ref=Default

For reference ease, the information memorandum is also reproduced below.

The RDN site indicates that the 27 October meeting is at Board Chambers, 6300 Hammond Bay Rd, and that it starts at 7.00 pm. Please advise if we should appear earlier to set up a computer (with presentation) to an overhead beam.

Thank you very much, Deborah

Are You Concerned about Blocked Trails/Roads Historically Used by the Public???



This is happening right now at Boat Harbour!

Are you a hiker, mountain biker, equestrian, runner, etc., who has experienced the alarming trend of finding yourself blocked out of trail and road systems historically travelled to access the waterfront and other public areas in British Columbia? In Cedar (South Nanaimo), BC many user groups are experiencing blocked access to roads and trails in the Boat Harbour area. Quite recently, the new landowner blocked access to the 1909 rail bed continuing from Hemer Park to the 1909 Boat Harbour port site and branch roads and trails. Check out our maps at cedartrails.wordpress.com. (There may be others.) Sections of Hemer Park are no longer accessible by land, and have also been effectively appropriated to private use. These blocked roads and trails contain crucial segments of the Morden Colliery trail network - an advertised tourist attraction and a focal point of the historic coal industry within close proximity to ferry and air services.

Even if these roads and trails are not gazetted exceptions to land title, there is much evidence as to their continuous and extensive public use for over 100 years that emphasizes their character as public common law highways. Residents who have lived in the area for over 75 years testify to their use by

equestrians, wagons, cyclists, walkers and motor vehicles to reach Hemer and other properties, the Boat Harbour waterfront and other neighbourhoods. The roads and trails were used by commuters to reach work sites at Boat Harbour prior to 1908 and through the 1940's. There is also evidence that these roads and trails were actively dedicated to the public by previous landowners and that this dedication was accepted by others such as the initiators of the 1990 development proposals. (Lands on either side of these roads and trails remain private.)

Petition – your support is essential

The appropriation, in BC, of public travelled roads and trails and other places must stop. Outdoor lifestyles and activities are demanded and must be vigorously defended. Populations in our communities are increasing and so are initiatives to attract tourists and more residents who expect to experience our natural environment through riding, hiking and other recreational activities. Accessible public space must increase, not decrease, to meet these demands. We NEED these roads and trails. Significant stakeholders such as the Regional District of Nanaimo (RDN), City of Nanaimo and the Province of BC must prioritize public access on those roads and trails and other public areas starting with removal of the access obstructions to the Boat Harbour roads and trails. It is imperative to establish a precedent for other cases like the Cable Bay trails continuing to Dodds Narrows and Joan Point Park, and other waterfront access.

RDN strategy requires developers to dedicate green space to the public in developments with certain parameters. We can't rely on this for access to the Boat Harbour and similar roads and trails, as we don't know if or when development will occur or if it will meet the requisites of green space dedication. Your support is needed to convince public stakeholders such as the RDN, City of Nanaimo, province of BC and others to take action to enforce public access rights. No action or delayed action is not an option.

REGIONAL DISTRICT OF NANAIMO

**MINUTES OF THE REGULAR BOARD MEETING
OF THE REGIONAL DISTRICT OF NANAIMO HELD ON
TUESDAY, SEPTEMBER 29, 2015 AT 7:00 PM IN THE
RDN BOARD CHAMBERS**

In Attendance:

Director J. Stanhope	Chairperson
Director C. Haime	Deputy Chairperson
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
Alternate	
Director M. Recalma	Electoral Area H
Alternate	
Director D. Brennan	City of Nanaimo
Director B. Bestwick	City of Nanaimo
Director J. Hong	City of Nanaimo
Director J. Kipp	City of Nanaimo
Director W. Pratt	City of Nanaimo
Director I. Thorpe	City of Nanaimo
Director M. Lefebvre	City of Parksville
Director T. Westbroek	Town of Qualicum Beach

Regrets:

Director B. Veenhof	Electoral Area H
Director B. McKay	City of Nanaimo
Director B. Yoachim	City of Nanaimo

Also in Attendance:

P. Thorkelsson	Chief Administrative Officer
J. Harrison	Director of Corporate Services
W. Idema	Director of Finance
R. Alexander	Gen. Mgr. Regional & Community Utilities
T. Armet	A/Gen. Mgr. Strategic & Community Development
T. Osborne	Gen. Mgr. Recreation & Parks
D. Trudeau	Gen. Mgr. Transportation & Solid Waste
J. Hill	Mgr. Administrative Services
C. Golding	Recording Secretary

CALL TO ORDER

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

The Chairperson welcomed Alternate Directors Chief Recalma and Brennan to the meeting.

DELEGATIONS

Diane Cornish, Gabriola Historical Museum Society, re Report from Gabriola Museum.

Diane Cornish provided a visual presentation outlining indoor and outdoor exhibits, efforts to enhance community participation and fundraising activities, and thanked the Board for their continued support.

BOARD MINUTES

Minutes of the Regular Board meeting held Tuesday, August 25, 2015.

- 15-627 MOVED Director Westbroek, SECONDED Director Lefebvre, that the minutes of the Regular Board meeting held Tuesday, August 25, 2015, be adopted.

CARRIED

COMMUNICATION/CORRESPONDENCE

Madge Rudgard, re Development Variance Permit Application No. PL2015-068 – 1542 Madrona Drive, Electoral Area 'E'.

- 15-628 MOVED Director Houle, SECONDED Director Lefebvre, that the correspondence from Madge Rudgard regarding Development Variance Permit Application No. PL2015-068 – 1542 Madrona Drive, Electoral Area 'E', be received.

CARRIED

Wendy Burns, re Development Variance Permit Application No. PL2015-068 – 1542 Madrona Drive, Electoral Area 'E'.

- 15-629 MOVED Director Houle, SECONDED Director Lefebvre, that the correspondence from Wendy Burns regarding Development Variance Permit Application No. PL2015-068 – 1542 Madrona Drive, Electoral Area 'E', be received.

CARRIED

June Ross, Vancouver Island Water Watch Coalition, re Challenges and Opportunities for Regional Water Resources.

- 15-630 MOVED Director Houle, SECONDED Director Lefebvre, that the correspondence from June Ross, Vancouver Island Water Watch Coalition, regarding challenges and opportunities for regional water resources be received.

CARRIED

Paul Turner, re Development Variance Permit Application No. PL2015-101 – 3216 Bay Road, Electoral Area 'H'.

- 15-631 MOVED Director Houle, SECONDED Director Lefebvre, that the correspondence from Paul Turner regarding Development Variance Permit Application No. PL2015-101 – 3216 Bay Road, Electoral Area 'H', be received.

CARRIED

Jim Fiddick, Cedar Community Association, re New Heating System for Cedar Community Hall.

15-632 MOVED Director Houle, SECONDED Director Lefebvre, that the correspondence from Jim Fiddick, Cedar Community Association, regarding a new heating system for the Cedar Community Hall be received.

CARRIED

H.L. Shove, re Development Variance Permit Application No. PL2015-068 – 1542 Madrona Drive, Electoral Area ‘E’.

15-633 MOVED Director Houle, SECONDED Director Lefebvre, that the correspondence from H.L. Shove regarding Development Variance Permit Application No. PL2015-068 – 1542 Madrona Drive, Electoral Area ‘E’, be received.

CARRIED

David Roach, Suzanne Samborski, re Development Variance Permit Application No. PL2015-068 – 1542 Madrona Drive, Electoral Area ‘E’.

15-634 MOVED Director Houle, SECONDED Director Lefebvre, that the correspondence from David Roach and Suzanne Samborski regarding Development Variance Permit Application No. PL2015-068 – 1542 Madrona Drive, Electoral Area ‘E’, be received.

CARRIED

Murray Hamilton, Owners of Strata Plan VIS 5160, re Development Variance Permit Application No. PL2015-101 – 3216 Bay Road, Electoral Area ‘H’.

15-635 MOVED Director Houle, SECONDED Director Lefebvre, that the correspondence from Murray Hamilton, Owners of Strata Plan VIS 5160, regarding Development Variance Permit Application No. PL2015-101 – 3216 Bay Road, Electoral Area ‘H’, be received.

CARRIED

STANDING COMMITTEE, SELECT COMMITTEE AND COMMISSION MINUTES & RECOMMENDATIONS

ELECTORAL AREA PLANNING STANDING COMMITTEE

Minutes of the Electoral Area Planning Committee meeting held Tuesday, September 8, 2015.

15-636 MOVED Director Houle, SECONDED Director Fell, that the minutes of the Electoral Area Planning Committee meeting held Tuesday, September 8, 2015, be received for information.

CARRIED

COMMUNICATIONS/CORRESPONDENCE

Nigel and Annerose Lutz, re Property at 1417 Pilot Way, Electoral Area ‘E’.

15-637 MOVED Director Young, SECONDED Director Kipp, that the correspondence from Nigel and Annerose Lutz regarding the property at 1417 Pilot Way, Electoral Area ‘E’, be received.

CARRIED

Klaus and Elizabeth Schmitt, re Development Variance Permit Application No. PL2015-098 – 2957 Dolphin Drive, Electoral Area ‘E’.

15-638 MOVED Director Young, SECONDED Director Kipp, that the correspondence from Klaus and Elizabeth Schmitt regarding Development Variance Permit Application No. PL2015-098 – 2957 Dolphin Drive, Electoral Area ‘E’, be received.

CARRIED

DEVELOPMENT PERMIT

Development Permit Application No. PL2015-109 – 1421 and 1429 Greig Road, Electoral Area ‘G’.

15-639 MOVED Director Rogers, SECONDED Director Haime, that the Board receive the corrected Attachment 2 – Terms and Conditions of Permit, for Development Permit Application No. PL2015-109.

CARRIED

15-640 MOVED Director Rogers, SECONDED Director Haime, that Development Permit Application No. PL2015-109 to permit the construction of an addition to each of the two existing dwelling units on the subject property be approved subject to the conditions outlined in Attachments 2 and 3.

CARRIED

DEVELOPMENT VARIANCE PERMITS

Development Variance Permit Application No. PL2015-068 – 1542 Madrona Drive, Electoral Area ‘E’.

Bryan Rudgard spoke in opposition.

David Roach spoke in opposition.

David Wallace spoke in favour.

Nicholas Keen spoke in favour.

15-641 MOVED Director Rogers, SECONDED Director Fell, that Development Variance Permit Application No. PL2015-068 to permit the extensive renovation and expansion of a dwelling unit and the construction of a freestanding deck be denied.

CARRIED

Development Variance Permit Application No. PL2015-098 – 2957 Dolphin Drive, Electoral Area ‘E’.

15-642 MOVED Director Rogers, SECONDED Director Young, that Development Variance Permit Application No. PL2015-098 to permit the construction of a deck be approved subject to the conditions outlined in Attachments 2 and 3.

CARRIED

Development Variance Permit Application No. PL2015-101 – 3216 Bay Road, Electoral Area ‘H’.

15-643 MOVED Director Recalma, SECONDED Director Young, that Development Variance Permit Application No. PL2015-101 to increase the maximum floor area of an accessory building be approved subject to the conditions outlined in Attachments 2 to 4.

CARRIED

Development Variance Permit Application No. PL2015-103 – 2160 Spurs Road, Electoral Area ‘E’.

15-644 MOVED Director Rogers, SECONDED Director Fell, that Development Variance Permit Application No. PL2015-103 to reduce the side yard setback from 8.0 metres to 2.0 metres for a covered riding ring be approved subject to the conditions outlined in Attachments 2 to 4.

CARRIED

ZONING AMENDMENT APPLICATION

Zoning Amendment Application No. PL2015-062 – 921 & 925 Fairdowne Road, Electoral Area ‘F’ – Amendment Bylaw No. 1285.25, 2015 – 1st and 2nd Reading.

15-645 MOVED Director Fell, SECONDED Director Young, that the Summary of the Public Information Meeting held on June 25, 2015, be received.

CARRIED

15-646 MOVED Director Fell, SECONDED Director Young, that the conditions set out in Attachment 2 of the staff report be completed prior to Amendment Bylaw No. 1285.25 being considered for adoption.

CARRIED

15-647 MOVED Director Fell, SECONDED Director Young, that "Regional District of Nanaimo Electoral Area 'F' Zoning and Subdivision Amendment Bylaw No. 1285.25, 2015", be introduced and read two times.

CARRIED

15-648 MOVED Director Fell, SECONDED Director Young, that the Public Hearing on "Regional District of Nanaimo Electoral Area 'F' Zoning and Subdivision Amendment Bylaw No. 1285.25, 2015" be chaired by Director Fell or his alternate.

CARRIED

COMMITTEE OF THE WHOLE STANDING COMMITTEE

Minutes of the Committee of the Whole meeting held Tuesday, September 8, 2015.

15-649 MOVED Director Houle, SECONDED Director Lefebvre, that the minutes of the Committee of the Whole meeting held Tuesday, September 8, 2015, be received for information.

CARRIED

COMMUNICATIONS/CORRESPONDENCE

Patrick C. Livolsi, Ministry of Transportation and Infrastructure, re New Building Canada Fund N20102 – San Pareil Water System – Treatment Upgrades.

15-650 MOVED Director Westbroek, SECONDED Director Pratt, that the correspondence from Patrick Livolsi, Ministry of Transportation and Infrastructure, regarding the New Building Canada Fund Project #N20102 for the San Pareil Water System treatment upgrades be received.

CARRIED

Beverly Marshall, Arrowsmith Search and Rescue Society, re Appreciation of Regional District of Nanaimo Support.

15-651 MOVED Director Westbroek, SECONDED Director Pratt, that the correspondence from Beverly Marshall, Arrowsmith Search and Rescue Society, regarding appreciation of Regional District of Nanaimo support be received.

CARRIED

Doug Shorter, Industry Canada, re Follow-up on RDN Board resolution requesting Industry Canada withhold approval of the Telus antenna structure proposal for 1421 Sunrise Drive, pending further public consultation.

15-652 MOVED Director Westbroek, SECONDED Director Pratt, that the correspondence from Doug Shorter, Industry Canada, regarding follow-up on Regional District of Nanaimo Board resolution requesting Industry Canada withhold approval of the Telus antenna structure proposal for 1421 Sunrise Drive, pending further public consultation, be received.

CARRIED

Laurie Gourlay and Jackie Moad, re Thistledown Farm.

15-653 MOVED Director Westbroek, SECONDED Director Pratt, that the correspondence from Laurie Gourlay and Jackie Moad regarding Thistledown Farm be received.

CARRIED

CORPORATE SERVICES

ADMINISTRATION

Gabriola Island Recreation Service Loan Authorization Bylaw No. 1735, 2015.

This item was referred to follow In Camera.

TRANSPORTATION AND SOLID WASTE

TRANSIT

Gabriola Island Transit Contribution Service Establishment Bylaw No. 1734, 2015.

15-654 MOVED Director Houle, SECONDED Director Lefebvre, that "Gabriola Island Transit Contribution Service Establishment Bylaw No. 1734, 2015" be introduced and read three times and be forwarded to the Inspector of Municipalities for approval.

CARRIED

15-655 MOVED Director Houle, SECONDED Director Kipp, that the Regional District proceed to referendum to obtain the assent of the electors of Electoral Area 'B' to establish a Transit Contribution Service and that the referendum question be as follows:

"Are you in favour of the Regional District of Nanaimo adopting Bylaw No. 1734 to provide for the following:

- establishing the "Transit Contribution Service" within Electoral Area 'B' to provide for a contribution towards a system of public transit in Electoral Area 'B'; and
- annually requisitioning up to a maximum of the greater of \$250,000 or \$0.25 per \$1,000 of net taxable value of land and improvements to pay for the service?"

CARRIED

15-656 MOVED Director Houle, SECONDED Director Kipp, that the Board approve the synopsis of Bylaw No. 1734 for the publication of notices associated with the referendum as follows:

"Bylaw No. 1734 – "Gabriola Island Transit Contribution Service Establishment Bylaw No. 1734, 2015" — This bylaw provides for the following:

- establishing a service to provide for a contribution towards a system of public transit in Electoral Area 'B';
- establishing the boundaries of the service area to be Electoral Area 'B'; and
- annually requisitioning up to a maximum of the greater of \$250,000 or \$0.25 per \$1,000 of net taxable value of land and improvements in the service area to pay for the service."

CARRIED

15-657 MOVED Director Houle, SECONDED Director Lefebvre, that Jacquie Hill, Manager of Administrative Services, be appointed as the Chief Election Officer and Matt O'Halloran, Legislative Coordinator, be appointed as the Deputy Chief Election Officer for the purpose of conducting this referendum.

CARRIED

Compressed Natural Gas Buses.

- 15-658 MOVED Director Westbroek, SECONDED Director Pratt, that the Board approve the replacement of 24 diesel buses with 24 compressed natural gas buses.

CARRIED

SOLID WASTE

Regional Landfill Bird Control Contract Award.

- 15-659 MOVED Director Westbroek, SECONDED Director Lefebvre, that the Board award the contract for Bird Control services at the Regional Landfill to Pacific Coast Raptors for a period of three years commencing October 5, 2015, at a total cost of \$277,980.

CARRIED

REGIONAL AND COMMUNITY UTILITIES

WATER AND UTILITIES

Challenges and Opportunities for Regional Water Resources.

- 15-660 MOVED Director Lefebvre, SECONDED Director Kipp, that the Board direct staff to work with the region's partners, including municipalities and First Nations, to develop a regional water governance model proposal for the Board's consideration.

CARRIED

- 15-661 MOVED Director Rogers, SECONDED Director Fell, that the Board direct staff to develop recommendations for water pricing and regulation changes to the eight Regional District of Nanaimo (RDN) operated water service areas that reflect water conservation priorities.

CARRIED

- 15-662 MOVED Director Fell, SECONDED Director Rogers, that the Board direct staff to update water requirements for subdivision and development under Bylaw No. 500 for the Board's consideration.

CARRIED

- 15-663 MOVED Director Lefebvre, SECONDED Director Houle, that the Board direct staff to work with member municipalities and other water purveyors to review standardized regional drought communication protocols and water restrictions policies for the Board's consideration.

CARRIED

Whiskey Creek Water Service Area, Potential Groundwater Supply — Crown Land Application.

- 15-664 MOVED Director Fell, SECONDED Director Young, that the Board direct staff to proceed with an application for Crown Land Nominal Rent Tenure related to the investigation and development of a groundwater supply source for the Whiskey Creek Water Service Area.

CARRIED

STRATEGIC AND COMMUNITY DEVELOPMENT

BUILDING, BYLAW, AND EMERGENCY PLANNING

Animal Control Amendment Bylaw No. 941.05, 2015, and Bylaw Enforcement Ticket Regulation Amendment Bylaw No. 1418.04, 2015.

15-665 MOVED Director Fell, SECONDED Director Lefebvre, that Regional District of Nanaimo "Animal Control Amendment Bylaw No. 941.05, 2015" be introduced and read three times.

CARRIED

15-666 MOVED Director Fell, SECONDED Director Lefebvre, that Regional District of Nanaimo "Animal Control Amendment Bylaw No. 941.05, 2015" be adopted.

CARRIED

15-667 MOVED Director Fell, SECONDED Director Lefebvre, that "Regional District of Nanaimo Bylaw Enforcement Ticket Regulation Amendment Bylaw No. 1418.04, 2015" be introduced and read three times.

CARRIED

15-668 MOVED Director Fell, SECONDED Director Westbroek, that "Regional District of Nanaimo Bylaw Enforcement Ticket Regulation Amendment Bylaw No. 1418.04, 2015" be adopted.

CARRIED

Lot 8 Horne Lake Road (Island Pallets), Electoral Area 'H' — Unsightly Premises.

Fernando Costa updated the Board on the progress to date.

15-669 MOVED Director Recalma, SECONDED Director Lefebvre, that the Board, pursuant to Unsightly Premises Regulatory Bylaw No. 1073, 1996, directs the owner of Lot 8 DD 51006N District Lot 90 Newcastle District Plan 1874 Except Part In Plan VIP63298 (Horne Lake Road), to remove the accumulation of derelict vehicles, discarded automobile parts including semitrailers, assorted household garbage, disused construction materials, intact or broken pallets, metal & cargo netting from the property within thirty (30) days, or the work will be undertaken by the Regional District of Nanaimo or its agents at the owner's cost.

CARRIED

545 Ackerman Road, Electoral Area 'G' — Unsightly Premises.

Warren Ackerman spoke to the condition of the property, updated the Board on the progress made to date on the clean-up of the property and asked the Board for direction on reaching a resolution with the Regional District of Nanaimo.

15-670 MOVED Director Rogers, SECONDED Director Fell, that the Board, pursuant to Unsightly Premises Regulatory Bylaw No. 1073, 1996, directs the owners of Lot 1, District Lot 81, Nanoose District, Plan 25321 (545 Ackerman Road), to remove the accumulation of derelict vehicles, derelict boats, discarded automobile parts and assorted household garbage from the property within thirty (30) days, or the work will be undertaken by the Regional District of Nanaimo or its agents at the owner's cost.

CARRIED

EXTERNAL BOARDS

Englishman River Water Service Management Board.

Minutes of the Englishman River Water Service Management Board meeting held Thursday, July 30, 2015.

- 15-671 MOVED Director Lefebvre, SECONDED Director Houle, that the minutes of the Englishman River Water Service Management Board meeting held Thursday, July 30, 2015, be received for information.

CARRIED

Englishman River Water Service Revised 2015 – 2019 Financial Plan.

- 15-672 MOVED Director Lefebvre, SECONDED Director Rogers, that the Englishman River Water Service Revised 2015-2019 Financial Plan be adopted.

CARRIED

SCHEDULED STANDING, ADVISORY, AND SELECT COMMITTEES

Electoral Area 'G' Parks and Open Space Advisory Committee.

Minutes of the Electoral Area 'G' Parks and Open Space Advisory Committee meeting held Monday, June 29, 2015.

- 15-673 MOVED Director Houle, SECONDED Director Young, that the minutes of the Electoral Area 'G' Parks and Open Space Advisory Committee meeting held Monday, June 29, 2015, be received for information.

CARRIED

Sustainability Select Committee.

Minutes of the Sustainability Select Committee meeting held Tuesday, September 15, 2015.

- 15-674 MOVED Director Westbroek, SECONDED Director Lefebvre, that the minutes of the Sustainability Select Committee meeting held Tuesday, September 15, 2015, be received for information.

CARRIED

Release of Corporate Climate Action Reserve Funds.

- 15-675 MOVED Director Westbroek, SECONDED Director Thorpe, that up to \$25,000 be released from the Corporate Climate Action Reserve Fund for a heat recovery system at the Oceanside Place arena.

CARRIED

- 15-676 MOVED Director Westbroek, SECONDED Director Thorpe, that up to \$15,000 be released from the Corporate Climate Action Reserve Fund for a comprehensive energy assessment of the Ravensong Aquatic Centre.

CARRIED

- 15-677 MOVED Director Westbroek, SECONDED Director Thorpe, that up to \$90,000 be released from the Corporate Climate Action Reserve Fund for up to nine energy assessments and follow-up improvements at each rural fire hall owned by the Regional District of Nanaimo.

CARRIED

15-678 MOVED Director Westbroek, SECONDED Director Thorpe, that up to \$8,000 be released from the Corporate Climate Action Reserve Fund to support the purchase of a gas-electric hybrid vehicle for the Building Inspection Service.

CARRIED

ADMINISTRATOR'S REPORTS

Results of Alternative Approval Process – Bylaw 1725.

15-679 MOVED Director Houle, SECONDED Director Fell, that "Gabriola Island Taxi Saver Contribution Service Establishment Bylaw No. 1725, 2015" be adopted.

CARRIED

Zoning Amendment Application No. PL2013-113 – 4320 Garrod Road, Electoral Area 'H' – Bylaw 500.395 – Adoption.

15-680 MOVED Director Recalma, SECONDED Director Young, that "Regional District of Nanaimo Land Use and Subdivision Amendment Bylaw No. 500.395, 2015" be adopted.

CARRIED

2016 – 2020 Financial Plan Schedule – REVISED.

15-681 MOVED Director Westbroek, SECONDED Director Hong, that the following revised schedule for the review and adoption of the 2016 to 2020 Financial Plan be approved:

November 10 & 18, 2015	Information seminars to Board for 2016 preliminary budget & business plans
November 24, 2015	Presentation of 2016 preliminary budget at Board
February 2 & 5, 2016	Information seminars to Board for 2016 to 2020 Financial Plan
February 9, 2016	Presentation of 2016 to 2020 Financial Plan at Committee of the Whole
February 16, 2016	Publication of budget edition of Regional Perspectives
March 8, 2016	Introduce bylaw to adopt the 2016 to 2020 Financial Plan
March 22, 2016	Adopt Financial Plan Bylaw

CARRIED

Regional District of Nanaimo Support Structure for Fire Service Areas Consultant Agreement.

15-682 MOVED Director Rogers, SECONDED Director Fell, that the report on the award of a consultant agreement to Dave Mitchell and Associates for a review of rural fire services be received for information.

CARRIED

BUSINESS ARISING FROM DELEGATIONS OR COMMUNICATIONS

Cedar Community Hall.

15-683 MOVED Director McPherson, SECONDED Director Young, that staff be directed to enter into an agreement with the Cedar Community Association for a contribution of up to \$25,000 from Electoral Area 'A' Community Works Funds for eligible costs related to the purchase and installation of a new heating system for the Cedar Community Hall.

CARRIED

NEW BUSINESS

Notice of Motion – Truth and Reconciliation Commission.

Director Recalma noted that the following motion will be brought forward to the October 13, 2015 Committee of the Whole Agenda:

That staff be directed to hold a Board Seminar to examine those recommendations arising from the Truth and Reconciliation Commission that the Regional District of Nanaimo will act on in a meaningful manner, and the Chiefs of Snuneymuxw, Snaw-Naw-As and Qualicum First Nations be invited to attend.

IN CAMERA

- 15-684 MOVED Director Houle, SECONDED Director Young, that pursuant to Sections 90 (1) (e), (i) and (m) of the *Community Charter* the Board proceed to an In Camera Meeting for discussions related to land acquisition, solicitor-client privilege, and third-party business interests.

CARRIED

TIME: 8:10 PM

RISE AND REPORT

Unsafe Building Remediation Cost Recovery – 1038 Horseshoe Road, Electoral Area 'B'.

- 15-685 MOVED Director Haime, SECONDED Director McPherson, that staff be directed to prepare a letter to the Province of BC, Ministry of Forests, Lands and Natural Resource Operations on behalf of the Board to advise them of the work done to remediate the property and to request consideration for reimbursement of costs upon forfeiture of the property to the Province.

CARRIED

- 15-686 MOVED Director McPherson, SECONDED Director Haime, that staff be directed to adjust the Hazardous Properties Service tax requisition over a five year period (2016 – 2020) to recover the \$36,478 costs of remediating the property in 2012, should the Province decline to reimburse the Regional District of Nanaimo.

CARRIED

Purchase Contract for Emcon Lands – Gabriola Island, BC, Paisley Place Lots 1, 2 and 4 - Gabriola Island Recreation Service Loan Authorization Bylaw No. 1735, 2015.

- 15-687 MOVED Director Houle, SECONDED Director Brennan, that the Regional District of Nanaimo withdraw from the purchase contract with Emcon Services Inc. for the lands on Paisley Place (Lots 1, 2 and 4, Section 19, Gabriola Island, Nanaimo District, Plan EPP11544).

CARRIED

ADJOURNMENT

MOVED Director Lefebvre, SECONDED Director Young, that this meeting be adjourned.

CARRIED

TIME: 8:30 PM

CHAIRPERSON

CORPORATE OFFICER



**ROYAL CANADIAN MARINE
SEARCH & RESCUE**

October 5, 2015

Chairman Joe Stanhope
Regional District of Nanaimo
6300 Hammond Bay Road
Nanaimo, BC
V9T 6N2

Dear Chair Stanhope

**RE: Southern Community Search and Rescue Contribution Service – Nanaimo Marine Rescue Society –
Renewal of Agreement**

The Nanaimo Marine Rescue Society would like to thank the Board participants for its ongoing support of our efforts to promote boating safety in the Region and to provide the highest level of around-the-clock marine search and rescue services as part of the integrated services of the Royal Canadian Marine Search and Rescue operations in BC.

The mission of the RCMSAR is to save lives on the water and our 100 percent volunteer coverage of this essential service is made possible, in large part, through the support of agencies such as the Regional District of Nanaimo and others.

The current RDN agreement for support will expire at the end of 2015, and we wanted to both thank the Board members participating for their support, and to seek their approval for a renewed agreement. Out of courtesy, we wanted to alert you that representatives of the Society will be approaching your staff concerning the process to initiate discussion towards extending the agreement in the near future.

Yours truly,

Mike Atkins
President
Nanaimo Marine Rescue Society

Nicholas Fortin
Station Leader
RCMSAR Station 27 (Nanaimo)

From: Ralph Hagen
Sent: 28 September 2015 10:34
To: Houle, Howard
Subject: Gabriola - Rollo Centre

Good morning Howard

Attached are the drawings for the proposed emergency escape restoration and ramp. We are near completion of the addition of 432 sq ft addition to our building at an anticipated cost of \$27,000 which is slightly more than the funds available for this project. This addition has necessitated an additional fire escape door and ramp in addition to the aforesaid for which we do not have the funds available. We are seeking funding to cover the cost of this additional construction which is detailed in the attachments.

Yours truly

Ralph Hagen
Treasurer
Gabriola Senior Citizens Association - Rollo Centre

MHL Construction

M. Hank Lenko
305 Malaspina Drive
Gabriola, BC V0R 1X1
Phone 250-47-7648 Cell: 250-616-0792
mhlconstruction@live.ca

QUOTE

DATE September 27, 2015

TO

Rollo Senior Centre
685 North Road
Gabriola, BC
V0R 1X3

Description

Emergency Deck and Ramp

*The price is based on the deck being 15 feet by 4 feet, the ramp 18 feet by 4.
The deck and ramp will be wheelchair accessible.*

Labour - \$2,700.00

Material - \$2,400.00

Total

\$5,100.00

GST

\$255.00

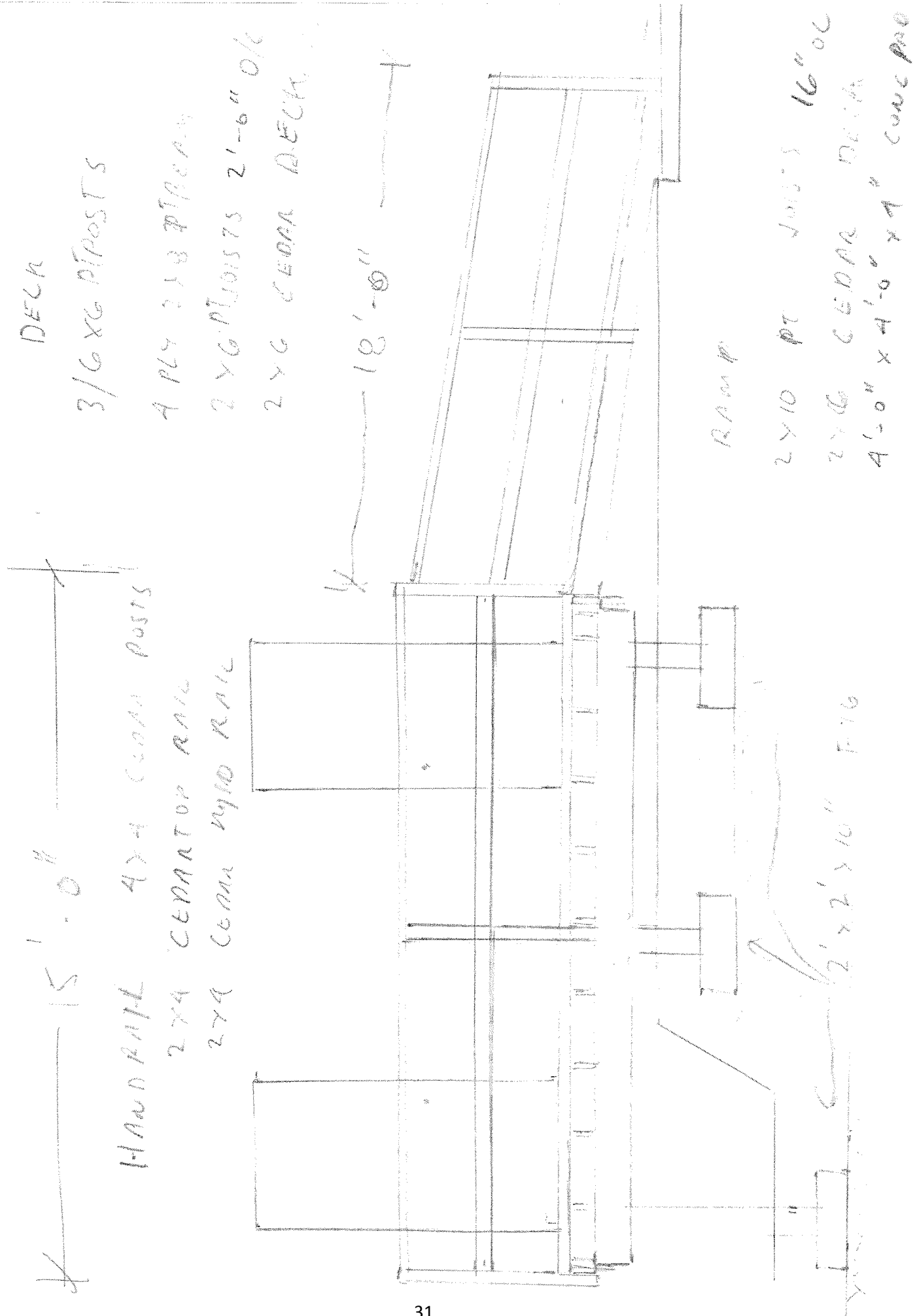
Total - \$5,355.00

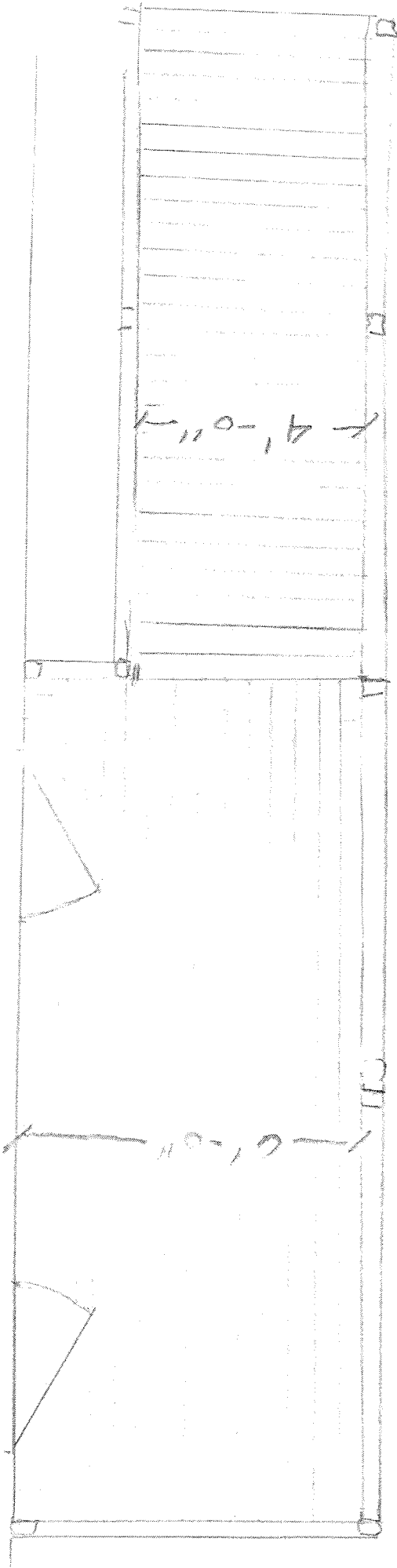
Thank you for giving me the opportunity to bid for your business. I have been in the construction business over 30 years and have established a reputation for quality. I look forward to showing you that it is well deserved.

Quote is good for 60 days.

If you have any questions concerning on this quote, contact Hank Lenko | 250-247-7648 | mhlconstruction@live.ca

GST# 83886-6416-RT0001





2x6 CEDAR DECK BOARDS
 TREATED WITH LIFE TIME
 WOOD PRESERVATIVE

From: SHERYL ARMSTRONG
Sent: Thursday, October 15, 2015 3:15 PM
To: Idema, Wendy
Subject: Good afternoon Wendy,

Good afternoon Wendy,

As per our presentation to the RDN on August 25, 2015 I would like to formally request an additional \$2500.00 be provided to the Nanaimo Police Based victim Services program.

Additional financial information is attached and I would like to provide the following supplementary information as well.

In 2014-January to December Victim Services opened 748 files; a 9.2% increase over the previous year. Of that 23 files were opened in Lantzville, and 99 files in the RDN area. Attached is a breakdown of where our current funding comes from. As of this date funding is not received from Lantzville however we are hoping to make a presentation to them in the near future and request further funding. Of note the Program ran a surplus for a year as we had a vacancy in the Assistant Program Managers spot. The Canadian Bill of Rights is already having an impact on the Program with 40 victim impact statements required this week alone.

Due to the increased pressures put upon our paid staff we the Board made the very difficult decision to no longer provide services after hours. We are looking at ways to increase our funding sources so this can be brought back. We would like to hire auxiliary workers to provide this service however until we can secure funding for this it is simply not possible to do. Any questions or concerns please advise.

Sincerely,

Sheryl

Sgt. Sheryl ARMSTRONG

Admin NCO
Nanaimo RCMP / Government of Canada
sheryl.armstrong@rcmp-grc.gc.ca / Tel: 250-755-3229 / Fax: 250-753-0946

Serg. Sheryl ARMSTRONG

s/off. de l'adm.
GRC de Nanaimo / Gouvernement du Canada
sheryl.armstrong@rcmp-grc.gc.ca / Tél: 250-755-3229 / Téléc: 250-753-0946

FISCAL 2015 – 2016 BUDGET PROPOSAL

Your Budget Proposal should reflect the Province’s costs of delivering a program.
Incomplete Budget Proposals will cause a delay in the assessment of your application.

Program Type:

CWWA STV OR Multi OR CBVS x
 PBVS

Program Location (please provide location, i.e.: Municipality, City (e.g.: Surrey):
City of Nanaimo

1. PROGRAM REVENUES

SOURCE	CASH	IN-KIND	TOTAL
Ministry of Justice - VSCPD	71,280		71,280
Municipal Government	53,229	8,009	61,238
Regional District	7,500		7,500
Applicant Organization			
Other: (Please specify)	9,475 (SURPLUS)		
TOTAL PROGRAM REVENUES	141,484	8,009	149,493

NOTE: Police-Based Victim Service Programs

If the program is cost-shared with your municipality/regional district, the maximum “in kind” amount that may be claimed for under “Municipal Government” or “Regional District” is 20% of cash. “In kind” expenditures include costs for facilities (e.g. rent, utilities and maintenance), telephone, fax, and office supplies, etc.

2. PROGRAM EXPENDITURES

A. Salaries and Benefits (includes direct service delivery, direct supervision and clinical supervision costs only.)

Note: Include receptionist position(s) under Administration “Administrative Support wages”

POSITION(S) by Job Title:	YEARLY SALARY	YEARLY BENEFITS	TOTAL YEARLY COST	FUNDED FROM VSCPD
1. Program Manager	60,915	6,000	66,915	66,915
2. Assistant Program Manager	46,410	4,900	51,310	4,365
3. Part Time Caseworker	12,376	1,323	13,699	
4.				

5.				
6.				
TOTAL SALARIES AND BENEFITS	119,701	12,223	131,924	71,280

B. PROGRAM DELIVERY (*Expenses directly related to the delivery of the program.*)

EXPENSE	TOTAL COST	FUNDED FROM VSCPD
Facilities (<i>e.g. rent, utilities, maintenance</i>)	6,809(in kind)	
Resource Materials	100	
Program Delivery Related Travel	350	
Volunteer Appreciation	750	
Staff Training, Development, and Associated Travel	\$5,000	
Office Supplies	700	
Promotion / Outreach	150	
Telephone / Fax / Internet	1,200(in kind)	
Cellular Phone	760	
Memberships (<i>specify</i>): PVSBC & BCCPA	180	
Program Delivery Supplies (<i>specify</i>):		
Other (<i>specify</i>) Volunteer Insurance	70	
TOTAL PROGRAM DELIVERY COSTS	16,069	

C. ADMINISTRATION (*Expenses indirectly related to the delivery of the program*)

EXPENSE	TOTAL COSTS	FUNDED FROM VSCPD
Facilities (<i>e.g. rent, utilities, maintenance</i>)		
Management Wages		
Administrative Support Wages		

Bookkeeping / Audit	1,300	
Other (<i>specify</i>)	200	
TOTAL ADMINISTRATION COSTS	1,500	

TOTAL PROGRAM EXPENDITURES

EXPENSE	TOTAL COSTS	FUNDED FROM VSCPD
A. Total Salaries and Benefits	131,924	
B. Total Program Delivery Costs	16,069	
C. Total Administration Costs	1,500	
TOTAL EXPENDITURES (A+B+C)	149,493	

RDN CAO'S OFFICE			
CAO		GM R&P	
GMS&CD		GM T&SW	
GM R&CU		DF	
OCT 20 2015			
DCS		BOARD	
CHAIR			

Oct. 19, 2015

J. a. Sarrico
 2348 Yellow Pt Rd
 Nanaimo B.C.
 Canada
 V9X 2W5

To The Regional District of
 Nanaimo Board, including members
 Alex Macpherson and Howard Howly
 area directors

This letter is to ask you to
 grant a "Council Resolution" support-
 ing a application that I have
 been in the process of making to
 the Build Canada Fund. The
 reason is I am trying to get a
 business established. The company
 is registered it is called Hiram Lundy
 Ltd. The Build Canada Fund will
 require from me that I get from
 you the council resolution. They
 will accept the proper R.D.N. support
 as a "Council Resolution".

The dead line for having the
 application in is April 30th, 2016.
 By this I mean the Build Canada
 Fund Canada has a dead line of
 April 30th, 2016. What I would also
 like is help in getting the plan completed
 ready and in to them.

B.

Your help in this issue is welcome. This is respectfully only in regard to the Build Canada Fund that this application to the board is being made.

The project is marine transportation. The areas Ashfield and the Decourcy Group. One of the things the application to the Build Canada Fund covers is the reaction of interest groups. They will not tolerate violent threats. This must be a Council Resolution and I ask that in approving the motion that the R.D.A. as to the (any) respondents to the application they be supportive and respectful.

Your action in passing this motion and granting support ~~may~~ promptly is well come.

Peace
and Blessings
J. A. Jensen

REGIONAL DISTRICT OF NANAIMO

**MINUTES OF THE ELECTORAL AREA PLANNING COMMITTEE MEETING
OF THE REGIONAL DISTRICT OF NANAIMO HELD ON
TUESDAY, OCTOBER 13, 2015 AT 6:00 PM IN THE
RDN BOARD CHAMBERS**

In Attendance:

Director B. Veenhof	Chairperson
Director A. McPherson	Electoral Area A
Director M. Young	Electoral Area C
Director B. Rogers	Electoral Area E
Director J. Fell	Electoral Area F
Director J. Stanhope	Electoral Area G

Also in Attendance:

P. Thorkelsson	Chief Administrative Officer
J. Harrison	Director of Corporate Services
R. Alexander	Gen. Mg. Regional and Community Utilities
G. Garbutt	Gen. Mgr. Strategic & Community Development
D. Trudeau	Gen. Mgr. Transportation & Solid Waste
J. Holm	Mgr. Current Planning
J. Hill	Mgr. Administrative Services
C. Midgley	Mgr. Energy and Sustainability
C. Golding	Recording Secretary

CALL TO ORDER

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

DELEGATIONS

Jack Anderson, Greenplan, re Development Permit with Variance – 1604 Cedar Road, Electoral Area ‘A’.

Jack Anderson provided a visual presentation along with details of changes the property owner is willing to make to the original application by reducing the number of signs requested, lessening the height of the free-standing sign, and limiting the amount of backlighting to the sign.

ELECTORAL AREA PLANNING COMMITTEE MINUTES

Minutes of the Regular Electoral Area Planning Committee meeting held Tuesday, September 8, 2015.

MOVED Director Stanhope, SECONDED Director Rogers, that the minutes of the Regular Electoral Area Planning Committee meeting held Tuesday, September 8, 2015, be adopted.

CARRIED

COMMUNICATIONS/CORRESPONDENCE

Jack Anderson, Greenplan, re Development Permit with Variance – 1604 Cedar Road, Electoral Area ‘A’.

MOVED Director Stanhope, SECONDED Director Rogers, that the correspondence from Jack Anderson, Greenplan, regarding Development Permit with Variance – 1604 Cedar Road, Electoral Area ‘A’, be received.

CARRIED

Ministry of Agriculture, re Regulating Agri-Tourism and Farm Retail Sales in the Agricultural Land Reserve – Discussion Paper and Proposed Minister’s Bylaw Standards.

MOVED Director Stanhope, SECONDED Director Rogers, that the correspondence from the Ministry of Agriculture regarding regulating agri-tourism and farm retail sales in the Agricultural Land Reserve – Discussion Paper and Proposed Minister’s Bylaw Standards be received.

CARRIED

DEVELOPMENT PERMIT WITH VARIANCE

Development Permit with Variance Application No. PL2015-026 – 1604 Cedar Road, Electoral Area ‘A’.

MOVED Director McPherson, SECONDED Director Stanhope, that Development Permit with Variance Application No. PL2015-026 be referred back to staff for further discussion with the applicant.

CARRIED

Development Permit with Variance Application No. PL2015-117 – 1713 Admiral Tyron Boulevard, Electoral Area ‘G’.

MOVED Director Stanhope, SECONDED Director Fell, that staff be directed to complete the required notification.

CARRIED

MOVED Director Stanhope, SECONDED Director Fell, that Development Permit with Variance Application No. PL2015-117 to permit the construction of a rip rap seawall on the subject property be approved subject to the conditions outlined in Attachments 2 to 4.

CARRIED

ZONING AMENDMENT

Zoning Amendment Application No. PL2015-025 – Electoral Area ‘H’ – Amendment Bylaw No. 500.400 – 1st and 2nd Reading.

MOVED Director Stanhope, SECONDED Director Fell, that the Summary of the Public Information Meeting held on August 10, 2015, be received.

CARRIED

MOVED Director Stanhope, SECONDED Director Fell, that the conditions set out in Attachment 2 of the staff report be completed prior to Amendment Bylaw No. 500.400 being considered for adoption.

CARRIED

MOVED Director Stanhope, SECONDED Director Fell, that "Regional District of Nanaimo Land Use and Subdivision Amendment Bylaw No. 500.400, 2015", be introduced and read two times.

CARRIED

MOVED Director Stanhope, SECONDED Director Fell, that the Public Hearing on "Regional District of Nanaimo Land Use and Subdivision Amendment Bylaw No. 500.400, 2015" be chaired by Director Veenhof or his alternate.

CARRIED

PERIMETER FRONTAGE

Request for Relaxation of the Minimum 10% Perimeter Frontage Requirement in Relation to Subdivision Application No. PL2015-055 – 2855 Ashcraft Road, Electoral Area 'E'.

MOVED Director Rogers, SECONDED Director Stanhope, that the request to relax the minimum 10% perimeter frontage requirements for the proposed remainder of Lot 5 in relation to Subdivision Application No. PL2015-055 be approved.

CARRIED

Request for Relaxation of the Minimum 10% Perimeter Frontage Requirement in Relation to Subdivision Application No. PL2015-067 – 2045 Fisher Road, Electoral Area 'F'.

MOVED Director Fell, SECONDED Director Stanhope, that the request to relax the minimum 10% perimeter frontage requirements for Lot 1 District Lot 75 and the Remainder of the District Lot 155 in relation to Subdivision Application No. PL2015-067 be approved.

CARRIED

Request for Relaxation of the Minimum Perimeter Frontage Requirement in Relation to Subdivision Application No. PL2015-112 – Electoral Area 'F'.

MOVED Director Fell, SECONDED Director Stanhope, that the request to relax the minimum perimeter frontage requirement from 80.0 metres to 63.0 metres for proposed Lot 2 in relation to Subdivision Application No. PL2015-112 be approved.

CARRIED

OTHER

Sustainability Review of Regional District of Nanaimo Official Community Plans.

MOVED Director Stanhope, SECONDED Director Fell, that the Regional District of Nanaimo Board of Directors direct staff to explore policies that enable on-site renewable energy generation as an economic opportunity for residents and businesses in the Regional District of Nanaimo.

CARRIED

MOVED Director Stanhope, SECONDED Director Fell, that the Regional District of Nanaimo Board of Directors direct staff to explore criteria for evaluating community impacts of renewable energy systems and develop various policy alternatives for future consideration.

CARRIED

MOVED Director Stanhope, SECONDED Director McPherson, that the Regional District of Nanaimo Board of Directors direct staff to complete a renewable energy capacity analysis for the region.

DEFEATED

MOVED Director Stanhope, SECONDED Director Fell, that the Regional District of Nanaimo Board of Directors direct staff to consider area-specific climate change mitigation and adaptation measures for inclusion in Official Community Plans through the public consultation process used during future Official Community Plans reviews.

CARRIED

BUSINESS ARISING FROM DELEGATIONS OR COMMUNICATIONS

Ministry of Agriculture, re Regulating Agri-Tourism and Farm Retail Sales in the Agricultural Land Reserve – Discussion Paper and Proposed Minister’s Bylaw Standards.

MOVED Director Stanhope, SECONDED Director Fell, that the correspondence from the Ministry of Agriculture regarding regulating agri-tourism and farm retail sales in the Agricultural Land Reserve – Discussion Paper and Proposed Minister’s Bylaw Standards be referred to the Agricultural Advisory Committee.

CARRIED

MOVED Director Young, SECONDED Director McPherson, that this meeting be adjourned.

CARRIED

TIME: 6:49 PM

CHAIRPERSON

CORPORATE OFFICER

**REGIONAL DISTRICT OF NANAIMO
BYLAW NO. 500.400**

**A Bylaw to Amend Regional District of Nanaimo
Land Use and Subdivision Bylaw No. 500, 1987**

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

- A. This Bylaw may be cited as “Regional District of Nanaimo Land Use and Subdivision Amendment Bylaw No. 500.400, 2015”.
- B. The “Regional District of Nanaimo Land Use and Subdivision Bylaw No. 500, 1987”, is hereby amended as follows:

- 1. By rezoning portions of the lands shown on the attached Schedule ‘1’ and legally described as

Lot A, District Lot 90 and of Block 359, Newcastle District, Plan VIP67156; and

Block 1372, Newcastle District

from Rural 1, Subdivision District ‘V’, to Rural 1, Subdivision District ‘B’; from Resource Management 1, Subdivision District ‘A’, to Rural 1, Subdivision District ‘B’; and from Rural 1, Subdivision ‘B’ to Resource Management 1, Subdivision District ‘A’

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

Public Hearing held this ___ day of _____ 20XX.

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

Adopted this ___ day of _____ 20XX.

Chairperson

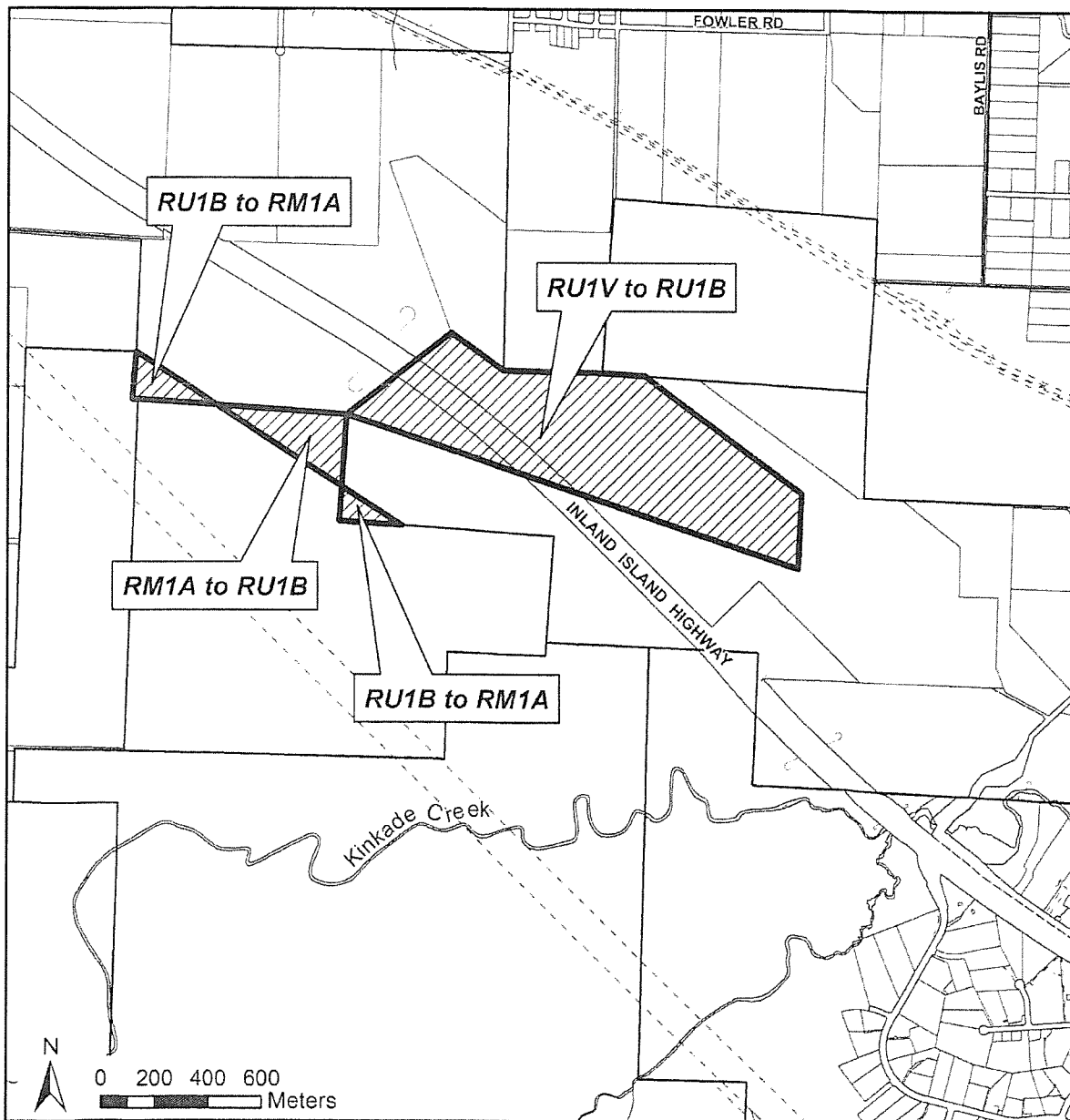
Corporate Officer

Schedule '1' to accompany "Regional District of Nanaimo Land Use and Subdivision Amendment Bylaw No. 500.400, 2015".

Chairperson

Corporate Officer

Schedule '1'



REGIONAL DISTRICT OF NANAIMO

MINUTES OF THE REGULAR COMMITTEE OF THE WHOLE MEETING
OF THE REGIONAL DISTRICT OF NANAIMO HELD ON
TUESDAY, OCTOBER 13, 2015 AT 7:02 PM IN THE
RDN BOARD CHAMBERS

In Attendance:

Director J. Stanhope	Chairperson
Director C. Haime	Deputy Chairperson
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 B. Veenhof	Electoral Area H
Director B. McKay	City of Nanaimo
Director B. Bestwick	City of Nanaimo
Director J. Hong	City of Nanaimo
Alternate	
Director G. Fuller	City of Nanaimo
Alternate	
Director D. Brennan	City of Nanaimo
Director I. Thorpe	City of Nanaimo
Director B. Yoachim	City of Nanaimo
Director M. Lefebvre	City of Parksville
Director T. Westbroek	Town of Qualicum Beach

Regrets:

Director J. Kipp	City of Nanaimo
Director W. Pratt	City of Nanaimo

Also in Attendance:

P. Thorkelsson	Chief Administrative Officer
J. Harrison	Director of Corporate Services
W. Idema	Director of Finance
R. Alexander	Gen. Mgr. Regional & Community Utilities
D. Banman	A/Gen. Mgr. Recreation & Parks
G. Garbutt	Gen. Mgr. Strategic & Community Development
D. Trudeau	Gen. Mgr. Transportation & Solid Waste
J. Hill	Mgr. Administrative Services
C. Golding	Recording Secretary

CALL TO ORDER

The Chairperson called the meeting to order and welcomed Alternate Directors Brennan and Fuller to the meeting.

LATE DELEGATIONS

MOVED Director Westbroek, SECONDED Director Lefebvre, that late delegations be permitted to address the Board.

CARRIED

Tim and Holly Clermont, Guardians of Mid-Island Estuaries Society, re Canada Goose Management Strategy.

Holly and Tim Clermont provided a slide presentation highlighting management strategies of the Canada Goose population and asked for the Board's support by participating in a regional working group to plan next steps.

COMMITTEE OF THE WHOLE MINUTES

Minutes of the Regular Committee of the Whole meeting held Tuesday, September 8, 2015.

MOVED Director Houle, SECONDED Director Veenhof, that the minutes of the Regular Committee of the Whole meeting held Tuesday, September 8, 2015, be adopted.

CARRIED

CHIEF ADMINISTRATIVE OFFICER

Strategic Planning Process.

MOVED Director Veenhof, SECONDED Director Lefebvre, that the Board receive for information the overview report on the Strategic Planning Process Session of July 31, 2015, provided by Paragon Strategic Services Ltd. as attached to the staff report.

CARRIED

MOVED Director Veenhof, SECONDED Director Lefebvre, that the Board adopt the recommended strategic plan process as outlined in the staff report, and direct the Chief Administrative Officer to schedule the sessions as described as soon as practically possible and engage Paragon Strategic Services (Tracey Lorenson) to facilitate the strategic planning process.

CARRIED

CORPORATE SERVICES

WHMIS Policy.

MOVED Director Lefebvre, SECONDED Director Thorpe, that Policy No. A4.2 - WHMIS be converted from a Board Policy to a Chief Administrative Officer Policy and referred to staff.

CARRIED

ADMINISTRATION

Alternative Approval Process to Establish a District 69 Search and Rescue Contribution Service – Bylaw No. 1736.

MOVED Director Fell, SECONDED Director Westbroek, that "Northern Community Search and Rescue Contribution Service Establishment Bylaw No. 1736, 2015" be introduced and read three times and be forwarded to the Inspector of Municipalities for approval.

CARRIED

MOVED Director Fell, SECONDED Director Westbroek, that participating area approval is to be obtained for the entire proposed service area.

CARRIED

MOVED Director Fell, SECONDED Director Westbroek, that the Board establish 4:30 pm on Thursday, February 25, 2016, as the deadline for receiving elector responses for the alternative approval process.

CARRIED

MOVED Director Fell, SECONDED Director Westbroek, that the Board approve the Elector Response Form as provided in Attachment 2.

CARRIED

MOVED Director Fell, SECONDED Director Westbroek, that the Board determine the total number of electors to which the approval process applies to be 36,826.

CARRIED

REGIONAL AND COMMUNITY UTILITIES

WASTEWATER SERVICES

Bylaws No. 888.06 and 889.71 – Wastewater Service Requisition Amendments.

MOVED Director Lefebvre, SECONDED Director Yoachim, that "Regional District of Nanaimo Southern Community Sewer Local Service Amendment Bylaw No. 888.06, 2015" be introduced, read three times, and forwarded to the Inspector of Municipalities for approval.

CARRIED

MOVED Director Lefebvre, SECONDED Director Yoachim, that "Regional District of Nanaimo Northern Community Sewer Local Service Amendment Bylaw No. 889.71, 2015" be introduced, read three times, and forwarded to the Inspector of Municipalities for approval.

CARRIED

Greater Nanaimo Pollution Control Centre Marine Outfall Replacement Construction Award.

MOVED Director Bestwick, SECONDED Director Rogers, that the Board award the construction contract for the Greater Nanaimo Pollution Control Centre Marine Outfall Replacement Project to Vancouver Pile Driving Ltd. for a value of \$8,829,000.

CARRIED

MOVED Director Bestwick, SECONDED Director Rogers, that the Board award the engineering services contract for the Greater Nanaimo Pollution Control Centre Marine Outfall Replacement Project to Opus Dayton Knight for \$600,000.

CARRIED

MOVED Director Bestwick, SECONDED Director Rogers, that "Southern Community Sewer Service Area Development Cost Charge Reserve Fund Expenditure Bylaw No. 1737, 2015" be introduced and read three times.

CARRIED

MOVED Director Bestwick, SECONDED Director Rogers, that "Southern Community Sewer Service Area Development Cost Charge Reserve Fund Expenditure Bylaw No. 1737, 2015" be adopted.

CARRIED

ADVISORY, SELECT COMMITTEE AND COMMISSION

Electoral Area 'A' Parks, Recreation and Culture Commission.

Minutes of the Electoral Area 'A' Parks, Recreation and Culture Commission meeting held Wednesday, September 16, 2015.

MOVED Director McPherson, SECONDED Director Young, that the minutes of the Electoral Area 'A' Parks, Recreation and Culture Commission meeting held Wednesday, September 16, 2015, be received for information.

CARRIED

Electoral Area 'H' Parks and Open Space Advisory Committee.

Minutes of the Electoral Area 'H' Parks and Open Space Advisory Committee meeting held Wednesday, September 16, 2015.

MOVED Director Veenhof, SECONDED Director Thorpe, that the minutes of the Electoral Area 'H' Parks and Open Space Advisory Committee meeting held Wednesday, September 16, 2015, be received for information.

CARRIED

Garbage and Recycling Cans at the Lighthouse Community Park Ball Fields.

MOVED Director Veenhof, SECONDED Director Thorpe, that staff be directed to initiate efforts to provide two garbage and recycling cans at the Lighthouse Community Park ball fields.

CARRIED

MOVED Director Veenhof, SECONDED Director Thorpe, that garbage pickup service for four garbage cans at the Lighthouse Community Park ball fields during the Slo-pitch season be allocated in the 2016 budget.

CARRIED

BUSINESS ARISING FROM DELEGATIONS OR COMMUNICATIONS

Guardians of Mid-Island Estuaries Society re Canada Goose Management Strategy.

MOVED Director Westbroek, SECONDED Director Lefebvre, that staff be directed to work with the regional working group to come up with a strategy to reduce the overabundance of Canada Geese.

CARRIED

NEW BUSINESS

Truth and Reconciliation Commission.

MOVED Director Veenhof, SECONDED Director Lefebvre, that staff be directed to hold a Board Seminar to examine those recommendations arising from the Truth and Reconciliation Commission that the Regional District of Nanaimo will act on in a meaningful manner, and the Chiefs of Snuneymuxw, Snaw-Naw-As, Qualicum and Stz'uminus First Nations be invited to attend.

CARRIED

Transit Fares on October 19, 2015.

MOVED Director Westbroek, SECONDED Director Yoachim, that the Board direct staff to waive daily transit fares on Monday, October 19, 2015, on both the conventional and handyDART systems to assist citizens with travel to voter stations.

CARRIED

Regional District of Nanaimo Strategic Plan.

MOVED Director Veenhof, SECONDED Director Rogers, that the Regional District of Nanaimo Board approve a new strategic plan before approving the 2016 budget and the supporting 5 year financial plan.

CARRIED

IN CAMERA

MOVED Director Lefebvre, SECONDED Director Thorpe, that pursuant to Sections 90 (1) (c), (e), and (i), and 90 (2) (d) of the *Community Charter* the Committee proceed to an In Camera Meeting, for discussions related to labour relations, land acquisitions, solicitor-client privilege, and third-party business interests.

CARRIED

TIME: 8:10 PM

ADJOURNMENT

MOVED Director Veenhof, SECONDED Director Lefebvre, that this meeting be adjourned.

CARRIED

TIME: 8:31 PM

CHAIRPERSON

CORPORATE OFFICER

REGIONAL DISTRICT OF NANAIMO

BYLAW NO. 1736

A BYLAW TO ESTABLISH A SEARCH AND
RESCUE CONTRIBUTION SERVICE

WHEREAS under section 796 of the *Local Government Act* a Regional District may operate any service the Board considers necessary or desirable for all or part of the Regional District;

AND WHEREAS the Board of the Regional District of Nanaimo wishes to establish a contribution service for the purpose of providing a contribution towards search and rescue;

AND WHEREAS the approval of the Inspector of Municipalities has been obtained under section 801 of the *Local Government Act*; and

AND WHEREAS participating area approval in the participating areas has been obtained by alternative approval process for the entire Service Area under section 801.3 of the *Local Government Act*.

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 the "Northern Community Search and Rescue Contribution Service Establishment Bylaw No. 1736, 2015".

2. Service

The service established by this Bylaw is the Northern Community Search and Rescue Contribution Service (the "**Service**") for the purpose of providing a contribution to organizations providing search and rescue in the Service Area.

3. Boundaries

The boundaries of the service area are the City of Parksville, the Town of Qualicum Beach and Electoral Areas 'E', 'F', 'G' and 'H' (the "**Service Area**").

4. Participating Areas

The Participating Areas for the Service are the City of Parksville, the Town of Qualicum Beach and Electoral Areas 'E', 'F', 'G' and 'H'.

5. Cost Recovery

As provided in section 803 of the *Local Government Act*, the annual cost of providing the Service shall be recovered by one or more of the following:

- (a) property value taxes imposed in accordance with Division 4.3 of Part 24 of the *Local Government Act*;

- (b) fees and charges imposed under section 363 of the *Local Government Act*;
- (c) revenues raised by other means authorized by the *Local Government Act* or another Act;
- (d) revenues received by way of agreement, enterprise, gift, grant or otherwise.

6. Apportionment

The costs of providing the Service shall be apportioned among the Participating Areas on the basis of the most recent census population.

7. Maximum Requisition

In accordance with section 800.1(1)(e) of the *Local Government Act*, the maximum amount that may be requisitioned annually for the cost of the Service is the greater of:

- (a) Ten Thousand (\$10,000.00) Dollars; or
- (b) the amount equal to the amount that could be raised by a property value tax rate of \$0.0017 per \$1,000.00 applied to the net taxable value of land and improvements in the Service Area.

Introduced and read three times this ___ day of _____, 2015.

Received the approval of the Inspector of Municipalities this ___ day of _____, 2015.

Participating area approval obtained by alternative approval process under section 801.3 of the *Local Government Act* this ___ day of _____, 2016.

Adopted this _____ day of _____, 2016.

Chairperson

Corporate Officer

REGIONAL DISTRICT OF NANAIMO

BYLAW NO. 888.06

A BYLAW TO AMEND THE APPORTIONMENT FORMULA
OF THE SOUTHERN COMMUNITY SEWER LOCAL
SERVICE CONVERSION BYLAW

WHEREAS the Board of the Regional District of Nanaimo is desirous of amending Regional District of Nanaimo Southern Community Sewer Local Service Conversion Bylaw No. 888, 1993 for the purposes of amending the apportionment formula by removing net septage costs;

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

Regional District of Nanaimo Southern Community Sewer Local Service Conversion Bylaw, No. 888, 1993 is amended as follows:

1. By deleting Section 5 **Apportionment** and substituting the following:

5. **Apportionment**

(a) The following terms shall have the following meanings:

"Annual Costs" means the costs incurred by the Regional District for the service established under this bylaw;

"Benefitting Area" means:

- (i) in respect of the electoral areas, the area shown outlined on Schedule 'A'; and,
- (ii) in respect of the municipalities, the area identified in any bylaw referred to in Section 6(a);

"Non-Benefitting Area" means the part of an electoral area or municipality that is within the service area established under Section 2, but is not included within a Benefitting Area;

(b) The Annual Costs shall be apportioned amongst the Benefitting Areas based on percent use, which shall be measured as a function of sewage flow to be calculated as follows:

- (i) the annual sewage flow for each Benefitting Area shall be the average of the preceding three years, where each year starts October 1st and ends September 30th;
- (ii) the annual sewage flow for each Benefitting Area shall be used to calculate the overall sewage flow for the service and the percent use for each Benefitting Area.

This bylaw may be cited as “Regional District of Nanaimo Southern Community Sewer Local Service Amendment Bylaw No. 888.06, 2015”.

Introduced and read three times this day of _____, 2015.

Received the approval of the Inspector of Municipalities this _____ day of _____, 201_.

Adopted this _____ day of _____, 201_.

CHAIRPERSON

CORPORATE OFFICER

REGIONAL DISTRICT OF NANAIMO

BYLAW NO. 889.71

A BYLAW TO AMEND THE APPORTIONMENT FORMULA
OF THE NORTHERN COMMUNITY SEWER LOCAL
SERVICE CONVERSION BYLAW

WHEREAS the Board of the Regional District of Nanaimo is desirous of amending Regional District of Nanaimo Northern Community Sewer Local Service Conversion Bylaw No. 889, 1993 for the purposes of amending the apportionment formula by removing net septage costs;

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

Regional District of Nanaimo Northern Community Sewer Local Service Conversion Bylaw, No. 889, 1993 is amended as follows:

1. By deleting Section 5 **Apportionment** and substituting the following:

5. **Apportionment**

(a) The following terms shall have the following meanings:

“Annual Costs” means the costs incurred by the Regional District for the service established under this bylaw;

“Benefitting Area” means:

(i) in respect of the electoral areas, the area shown outlined on Schedule ‘A’; and,

(ii) in respect of the municipalities, the area identified in any bylaw referred to in Section 6(a);

“Non-Benefitting Area” means the part of an electoral area or municipality that is within the service area established under Section 2, but is not included within a Benefitting Area;

(b) The Annual Costs shall be apportioned amongst the Benefitting Areas based on percent use, which shall be measured as a function of sewage flow to be calculated as follows:

(i) the annual sewage flow for each Benefitting Area shall be the average of the preceding three years, where each year starts October 1st and ends September 30th;

(ii) the annual sewage flow for each Benefitting Area shall be used to calculate the overall sewage flow for the service and the percent use for each Benefitting Area.

This bylaw may be cited as “Regional District of Nanaimo Northern Community Sewer Local Service Amendment Bylaw No. 889.71, 2015”.

Introduced and read three times this day of , 2015.

Received the approval of the Inspector of Municipalities this _____ day of _____, 201_.

Adopted this _____ day of _____, 201_.

CHAIRPERSON

CORPORATE OFFICER

DISTRICT OF NANAIMO

MINUTES OF THE TRANSIT SELECT COMMITTEE MEETING HELD ON THURSDAY, OCTOBER 8, 2015 AT 12:00 NOON IN THE RDN COMMITTEE ROOM

Present:

Director T. Westbroek	Chairperson
Director A. McPherson	Electoral Area 'A'
Director M. Young	Electoral Area 'C'
Director B. Rogers	Electoral Area 'E'
Director J. Stanhope	Electoral Area 'G'
Director B. Veenhof	Electoral Area 'H'
Director M. Lefebvre	City of Parksville
Director Colin Haime	District of Lantzville
Director Bill McKay	City of Nanaimo
Director B. Bestwick	City of Nanaimo
Director J. Hong	City of Nanaimo

Also in Attendance:

P. Thorkelsson	Chief Administrative Officer, RDN
D. Marshall	Manager, Fleet Operations, RDN
J. Logan	Supt, Transportation Planning & Scheduling, RDN
M. Moore	Senior Regional Transit Manager, BC Transit
M. Lockley	Senior Transit Planner, BC Transit
G. Foy	Traffic & Transportation Planning Engineer, CON
M. Sparks	Recording Secretary, RDN

CALL TO ORDER

The meeting was called to order at 12:00 pm by the Chair.

MINUTES

MOVED Director Stanhope, SECONDED Director Lefebvre that the minutes of the regular Transit Select Committee meeting held July 16, 2015 be adopted. CARRIED

COMMUNICATIONS/CORRESPONDENCE

MOVED Director Stanhope, SECONDED Director Bestwick that the correspondence be accepted. CARRIED

BC TRANSIT UPDATES

Extension of Route #7.

Maria Lockley provided information regarding future interregional service strategy directed at commuter type services.

REPORTS

Taxi Saver – handyDART Cost Comparison

D. Trudeau reviewed the report and provided an overview of the services offered and the costs of the handyDART and Taxi Saver Programs.

MOVED Director Lefebvre, SECONDED Director Stanhope that the Board receive this report for information. CARRIED

Route 15/15A Analysis

D. Trudeau reviewed the report and gave an overview of the current 15/15A routes within the Conventional Transit System.

MOVED Director McKay, SECONDED Director Lefebvre that the Board direct staff to retain Route 15 VIU Connector in the Conventional Transit System. CARRIED

NEW BUSINESS

Free Transit – Election Day

MOVED Director McKay, SECONDED Director Stanhope that staff prepare a report on the cost analysis of free transit for future election days. CARRIED

ADJOURNMENT

MOVED Director Stanhope that the meeting be adjourned. CARRIED

NEXT MEETING

The next meeting of the Transit Select Committee is set tentatively for January 21, 2016 in the RDN Committee Room.

CHAIRPERSON

TO: Dennis Trudeau
General Manager, Transportation & Solid Waste Services

DATE: September 25, 2015

FROM: Daniel Pearce
Manager, Transit Operations

MEETING: TSC – Oct. 8, 2015

FILE: 8500-01

SUBJECT: Route 15/15A Analysis

RECOMMENDATION

That the Board direct staff to retain Route 15 VIU Connector in the Conventional transit system.

PURPOSE

To complete a review of the Route 15 and 15A VIU Connector (Jingle Pot Road).

BACKGROUND

At the July 28, 2015 Board meeting, the following motion was approved:

That staff be directed to prepare a report on the elimination of Route 15, with the reallocation of Route 15 operating hours to Route 15A.

The 15 VIU Connector transit route operates between Woodgrove Centre, along the Nanaimo Parkway to Vancouver Island University (VIU) (*Appendix A*). The route was implemented in 1998 as an express service to VIU and currently provides 20 trips from Woodgrove Centre to VIU and 23 trips from VIU to Woodgrove Centre. Ridership on the Route 15 is strong. There is an average of 516 rides per weekday and an average of 25 rides per service hour.

The 15A VIU Connector (Jingle Pot) transit route was implemented as part of the March 2013 Conventional transit expansion at the direction of the Board (*Appendix A*). The 'A' part of Route 15 operates 11 trips a day, using Jingle Pot Road instead of the regular routing for Route 15, i.e., along the Nanaimo Parkway (*Appendix A*). There are a total of 21 stops along Route 15A that are in the City of Nanaimo boundaries. Route 15A operates year round, Monday to Friday. Further, at the June 23, 2015 Board meeting, a motion was passed to remove all Route 15A transit stops on Jingle Pot Road in Electoral Area 'C'.

Ridership on Route 15A is considered good for a rural route. There is an average of 41 rides per weekday and 17 rides per hour.

Ridership vs Coverage Routes

Ridership routes generally operate on arterial roads, service corridors with mixed land use and provide frequent or, in cases, express type connection between urban centres or major community type facilities like public institutions. Ridership type routes are often sufficiently competitive enough with personal vehicle travel that commuters can be persuaded to choose transit as their preferred mode for work and

school travel, helping to reduce congestion on busy commuter corridors and contribute to reducing greenhouse gas emissions.

Coverage style routes generally serve less densely populated suburban and rural areas with a focus on connections to local centres and to frequent ridership type routes. Coverage routes are carefully implemented to cover as much urban area as probable as efficiently as possible. Typical coverage type routes have low frequencies.

Please refer to *Appendix B* for a comparison image of a ridership route and coverage style route.

RDN Transit System Routes

The RDN Transit System has a mixture of ridership and coverage routes. To date, 68% of the weekday service hours are allocated towards ridership style routes compared with 32% of weekday service hours allocated to coverage style routes. Route 15 is considered a ridership style route and the Route 15A is considered a coverage style route. Together these styles of routes create a robust transit system. Focusing more of the transit service hours towards ridership style routes ensures the transit system is efficient and convenient, while balancing coverage style routes to ensure residents have access to the system.

BC Transit planning staff have said, "Ridership on the 15 VIU functions as an important Ridership route along the Nanaimo Parkway and patronage has continued to grow year over year as students recognize this route as a direct frequent limited stop service with peak services often carrying full loads. Simply redirecting full buses down Jingle Pot Road will not improve service but may in fact damage the good ridership habits established on the route 15 VIU Connector and the route 15A. The 15A in its current coverage style delivers the expected service benefits to the City of Nanaimo residents located in the Jingle Pot Road Area."

Consideration should also be given to the transport function of the Nanaimo Parkway versus the Jingle Pot Road. Limited coverage type services along Jingle Pot road direct 10 Heavy Duty buses along a two-way rural type collector road. This type of limited service is considered appropriate for this level of local residential road. If, however, directed to move all 15 VIU services to Jingle Pot Road this would direct over 50 bus trips along this route most likely raising significant concerns for residents in the locality."

ALTERNATIVES

1. That the Board direct staff to retain Route 15 VIU Connector in the Conventional transit system.
2. That the Board direct staff to eliminate Route 15, with the reallocation of Route 15 operating hours to Route 15A.

FINANCIAL IMPLICATIONS

The 2015 Southern Transit Tax requisition for Nanaimo is \$7,893,054.

Under Alternatives 1 and 2:

There would be no changes to the City of Nanaimo tax requisition.

STRATEGIC PLAN IMPLICATIONS

The Board Vision expresses a desire to build a future where the air is clean and safe to breathe. Transit service throughout the RDN allows residents the option to leave their personal vehicles at home, helping to reduce emissions and particulate matter. Further, a transit service that operates in areas throughout the region allows a greater number of residents to access the transit service and further helps the local economy and helps reduce environmental emissions.


SUMMARY/CONCLUSIONS

At the direction of the Board, staff are bringing forward a report on the elimination of Route 15, with the re-allocation of Route 15 operating hours to Route 15A.

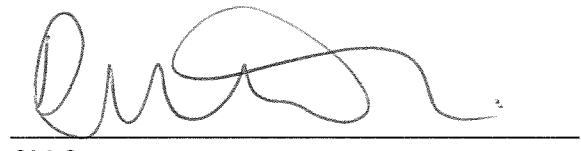
Route 15 VIU Connector was implemented in 1998 as an express service to VIU. Route 15A VIU Connector (Jingle Pot) was implemented as part of the March 2013 Conventional transit expansion and operates 11 trips a day using Jingle Pot Road instead of the regular routing along the Nanaimo Parkway.

Staff have received correspondence from BC Transit regarding Routes 15 and 15A, and are recommending that the 15 route should not be eliminated.

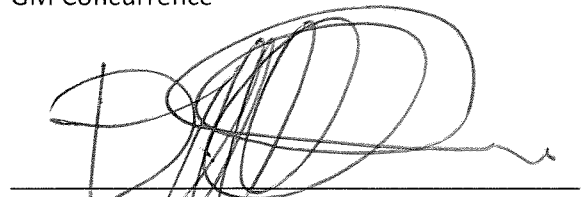
Based on ridership, transit planning and feedback from BC Transit, staff are recommending that Route 15 not be eliminated.



Report Writer



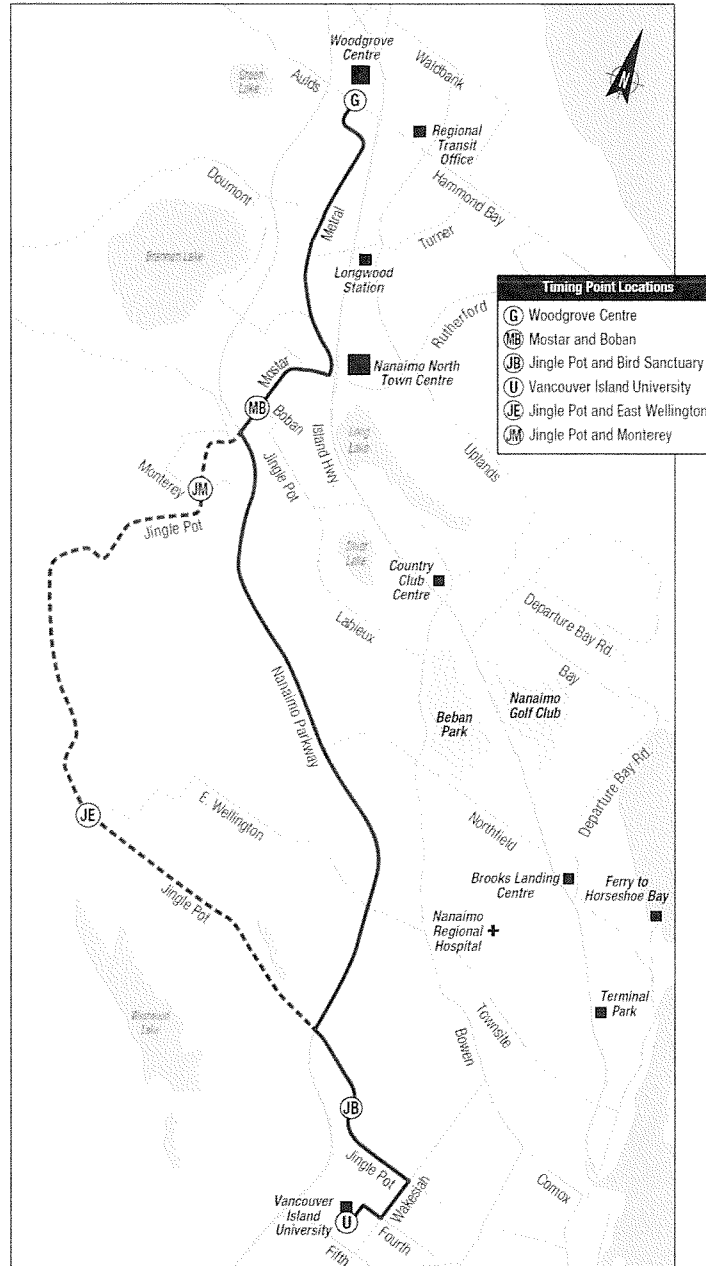
GM Concurrence



C.A.O. Concurrence

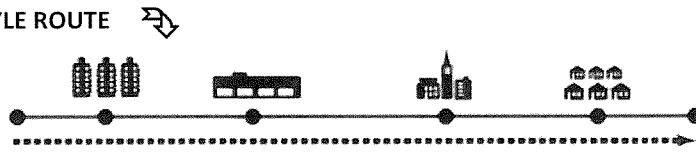
APPENDIX A

15 VIU Connector

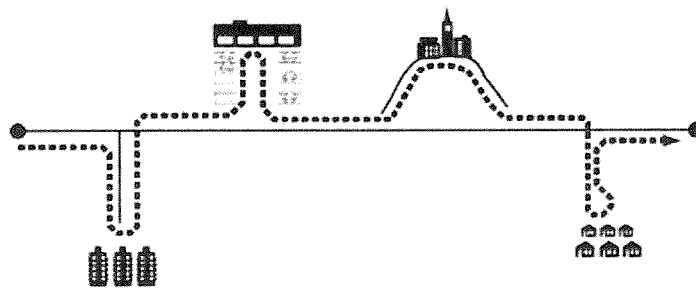


APPENDIX B

RIDERSHIP STYLE ROUTE ↗



COVERAGE STYLE ROUTE ↗



REGIONAL DISTRICT OF NANAIMO

**MINUTES OF THE SOLID WASTE MANAGEMENT SELECT COMMITTEE
MEETING HELD ON WEDNESDAY, OCT. 7, 2015 AT 1:30 PM
IN THE RDN COMMITTEE ROOM**

Present:

Director J. Stanhope	Chairperson
Director A. McPherson	Electoral Area 'A'
Director H. Houle	Electoral Area 'B'
Director B. McKay	City of Nanaimo
Director J. Kipp	City of Nanaimo
Director T. Westbrook	Town of Qualicum Beach

Also in Attendance:

D. Trudeau	Gen. Mgr., Transportation & Solid Waste Services, RDN
L. Gardner	Manager of Solid Waste, RDN
S. Horsburgh	Senior Solid Waste Planner, RDN
R. Graves	Recording Secretary, RDN

Regrets:

Director B. Yoachim	City of Nanaimo
Director M. Young	Electoral Area 'C'
Director M. Lefebvre	City of Parksville
P. Thorkelsson	CAO, RDN

CALL TO ORDER

The meeting was called to order at 1:34pm by the Chairperson.

MINUTES

CORRESPONDENCE

ADVISORY COMMITTEE

MOVED Director McPherson, SECONDED Director Westbrook, that the following Advisory Committee minutes be received for information only.

Minutes of the Regional Solid Waste Advisory Committee meeting held Thursday, April 16, 2015.

Minutes of the Regional Solid Waste Advisory Committee meeting held Thursday, May 14, 2015.

Minutes of the Regional Solid Waste Advisory Committee meeting held Thursday, May 28, 2015.

Minutes of the Regional Solid Waste Advisory Committee meeting held Thursday, June 18, 2015.

Minutes of the Regional Solid Waste Advisory Committee meeting held Thursday, July 9, 2015.

Draft Minutes of the Regional Solid Waste Advisory Committee meeting held Thursday, September 17, 2015.

CARRIED

REPORTS

PRESENTATION

Solid Waste Management Plan Review Update – *Where Are We, How We Got Here and What Are The Next Steps?*

L. Gardner gave a presentation to provide the committee with an update of the current Solid Waste Management Plan (SWMP). L. Gardner outlined the committee's roles which are to provide political oversight of the SWMP review and to act as a liaison between the RSWAC and the Regional Board. The presentation also included the stages of the SWMP review and the next steps. Next steps includes presenting the RSWAC with a review of Technical Reports, finalize the short list of options, determine if additional regulatory authorities are required, Stage 3 consultation on preferred options and Plan adoption by the Board and draft Plan to be submitted to the Ministry for approval.

MOVED Director Westbrook SECONDED Director McKay that the Solid Waste Management Plan Review Update be received.

CARRIED

NEW BUSINESS

ADJOURNMENT

Moved Director McKay SECONDED Director Houle that the meeting be adjourned.

CARRIED

NEXT MEETING

Next SWMSC meeting will be December 2, 2015.

CHAIRPERSON

REGIONAL DISTRICT OF NANAIMO

**MINUTES OF THE NORTHERN COMMUNITY ECONOMIC DEVELOPMENT SELECT COMMITTEE
MEETING HELD ON MONDAY OCTOBER 19, 2015 AT 12:00 PM
AT THE RDN OCEANSIDE PLACE**

Present:

Director J. Stanhope	Chairperson
Director B. Rogers	Electoral Area E
Director J. Fell	Electoral Area F
Director B. Veenhof	Electoral Area H
Director T. Westbroek	Town of Qualicum Beach
Director M. Lefebvre	City of Parksville

Also in Attendance:

Geoff Garbutt	General Manager, Strategic & Community Development
Chris Midgley	Manager, Energy & Sustainability
Bev Farkas	Recording Secretary

CALL TO ORDER

The meeting was called to order at 12:00 p.m. by Chair Stanhope.

DELEGATIONS

Lilo Kallai, Qualicum Beach Downtown Business Association - Website and Mobile Responsive Design Project

Lilo Kallai, Chair of the Qualicum Beach Downtown Business Association, outlined the website and mobile responsive design project.

Bill Preston, Qualicum Beach Community Education and Wellness Society – Vision 2020 Market Development Roadmap

Gil Sampson was scheduled to give a presentation but was unable to attend the meeting. Bill Preston and Dr. Bob Rowe, both co-chairs of the Qualicum Beach Community Education and Wellness Society, provided an overview of the newly formed society and outlined the Vision 2020 Market Development Roadmap project. Janet Thony, President of the Coombs Farmers' Institute, spoke in support of the society and its funding application.

MINUTES

MOVED Director Lefebvre SECONDED Director Rogers that the minutes of the Northern Community Economic Development Select Committee meeting held on May 12, 2015, be received.

CARRIED

BUSINESS ARISING FROM THE MINUTES

MOVED Director Veenhof, SECONDED Director Rogers, that an updated cumulative list of funds allocated by this Committee be appended to future Committee agendas for reference.

CARRIED

REPORTS

Northern Community Economic Development Program – Fall 2015 Proposals.

Website and Mobile Responsive Design Project: Qualicum Beach Downtown Business Association

MOVED Director Veenhof, SECONDED Director Lefebvre, that the Website and Mobile Responsive Design project – Qualicum Beach Downtown Business Association be awarded full funding in the amount of \$5,510.25.

CARRIED

Vision 2020 Market Development Roadmap - Qualicum Beach Community Education and Wellness Society

MOVED Director Veenhof, SECONDED Director Lefebvre, that the Vision 2020 Market Development Roadmap project – Qualicum Beach Community Education and Wellness Society be awarded full funding in the amount of \$6,000.00.

CARRIED

IN CAMERA

MOVED Director Lefebvre, SECONDED Director Rogers, that pursuant to Sections 90 (2) (d) the Committee proceed to an In Camera Meeting, for discussions related to third-party business interests.

CARRIED

Time 1:23 p.m.

ADJOURNMENT

MOVED Director Lefebvre, SECONDED Director Westbroek, that this meeting be adjourned.

CARRIED

Time 1:35 p.m.

CHAIRPERSON

TO: Board of Directors
FROM: Paul Thorkelsson
Chief Administrative Officer
DATE: October 20, 2015
MEETING: BOARD October 27, 2015
FILE:
SUBJECT: Regional District of Nanaimo – Operational and Efficiency Review (OER) Final Report

RECOMMENDATION

1. That the Board receive for information the final report of the Operational and Efficiency Review as outlined and attached to the staff report.
2. That the Board refer the final report of the Operational and Efficiency Review to the Board’s strategic and budget/financial planning processes.

PURPOSE

The report and attachments present the final report of the Operational and Efficiency Review (OER) for consideration by the RDN Board.

BACKGROUND

The RDN Board directed staff to undertake an internal review of the operations of the Regional District of Nanaimo. The OER process adopted by the Board outlined a “bottom-up” approach to a review that engaged the corporate planning group (senior management team), the management team, and CUPE staff in review teams to undertake the examination of efficiencies, effectiveness and deficiencies in each department and their respective service areas.

In addition, the review process, while undertaken with an internal focus through the established staff review teams, had a significant external focus on assessing community and citizen satisfaction with current service levels, and directly engaged external ‘stakeholders’ in the process through interviews and the Citizen Survey and included additional external review and advice through the engagement of advisory external Subject Matter Experts.

The OER is now complete and the final report, with the full range of recommendations, is available for consideration by the Board.

ALTERNATIVES

1. To receive the final report of the Operational and Efficiency Review.
2. To provide alternate direction to the Chief Administrative Officer.

DISCUSSION

Following the British Columbia local government elections in 2011 the call for a “core services review” became a common and fashionable clarion in many municipalities and regional districts in the Province. A quickly growing number of British Columbia local governments paid significant sums to external consultants to conduct “core services review” of the programs and services they deliver.

Frequently these approaches resulted in reports recommending reductions in services, disposal of facilities and lands, reductions in management and union jobs and in some cases outsourcing of municipal services.

Evident in a review of completed “core service reviews” was the significant cost of those projects and the concerns raised, by both elected officials and the general public in the various communities, of the benefits arising from the review versus those costs.

Following an extensive review and discussion of “core service reviews”, in the Fall of 2013 the RDN Board considered and approved a fully envisioned Operational and Efficiency Review (OER) process for the RDN. Work on the project was carried out through 2014 and this report represents the final reporting out of results of the process. This statement from the Board’s consideration of the project provides the fundamental description and direction for the review:

The purpose of the review is to identify opportunities to streamline service delivery where possible, achieve cost efficiencies, improve service delivery and effectiveness, reduce duplication, enhance services where required and appropriate, and facilitate ongoing performance measurement and analysis. The review is expected to strengthen the link of service delivery to the strategic priorities of the RDN.

This review, while undertaken with an internal focus through the established review teams, will have a significant focus on assessing community and citizen satisfaction with current service levels and will directly engage external ‘stakeholders’ in the process.

This is an approach that recognizes the organizational, political and financial challenges inherent in the review process as typically undertaken; that builds on the “bottom-up” review work that has been successfully undertaken in other jurisdictions; and that provides a framework for the review, and a process, that fully engaged the organization (including CUPE members, management and elected officials), the community and other stakeholders in an examination of the efficiency and effectiveness of each department of the RDN and their respective service areas.

The Board directed an innovative approach to “core review” in local government services. The resulting recommendations provided will enable the RDN to meet future challenges in an equally innovative, effective and efficient fashion. In addition, the process undertaken by the RDN, and lessons learned, may well serve as a model for other jurisdictions considering similar operational reviews in the future.

FINANCIAL IMPLICATIONS

The OER has identified a large and wide range of recommendations for improvements to the organization which bring with them both costs savings to the RDN as well as additional costs necessary to fill the gaps identified. The priority recommendations included and detailed in the final report highlight for the Board the most significant recommendations; they are part of the larger set of recommendations developed in the review process that are attached as an appendix to the report document.

The priority recommendations represent in excess of \$1 million in direct savings for the organization with an additional \$250,000 in potential avoided costs. This does not include the deferral/elimination of significant future infrastructure projects that have been made possible through the OER.

As outlined in the report and recommendations, some of the savings from the OER have already been implemented, including a number of recommendations in Transit and Solid Waste areas which carry significant savings. Aligned with the Board direction for the OER, the priority recommendations also identify a number of gaps in the organization where additional resources are required to meet service expectations. The main areas of significance include Human Resources Administration, Fire Services Coordination and support, and Recreation and Parks. Prioritization of additional resources will be undertaken through the Board's strategic planning and budget discussions as particular recommendations are considered for implementation.

STRATEGIC PLAN IMPLICATIONS

The Operational and Efficiency Review is well aligned with the Board's established Strategic Plan. Part of the intent, and expected outcome, of the OER is to ensure that existing services, service levels, and resourcing are all strongly linked to the established strategic priorities. More specifically the OER works toward greater progress in three of the four current Strategic Priority areas - Self-Sufficiency, Economic Viability, and Monitoring and Communication.

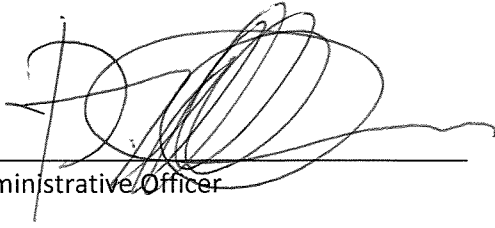
In addition, the Board has established a strong link between the OER and the forthcoming review of the Strategic Plan. It is expected that the OER will form an important input into the Board's strategic planning process and directly aid the determination of the future direction of this organization as established in a renewed Strategic Plan.

SUMMARY/CONCLUSIONS

The final report of the Operational and Efficiency Review draws to completion the RDN's unique approach to "core review" in local government. This process built on the "bottom-up" review work that has been successfully undertaken in other jurisdictions, and engaged the organization and the community in an examination of efficiencies and effectiveness of each department of the RDN and their respective service areas.

While identifying savings and gaps in the organization, perhaps most importantly, the OER process has resulted in significant changes to the way we do business. These changes will allow us to continue to identify new and ongoing cost savings and improvement opportunities.

Subsequent decisions made by the Board during the strategic planning, budget and financial plan processes will prioritize and formalize the implementation of the OER recommendations.

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Chief Administrative Officer



REGIONAL DISTRICT of NANAIMO Operational and Efficiency Review

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Introduction

Following the British Columbia local government elections in 2011 the call for a “core services review” became a common and fashionable clarion in many municipalities and regional districts in the province. A quickly growing number of British Columbia local governments paid significant sums to external consultants to conduct “core services reviews” of the programs and services they deliver.

Frequently these approaches resulted in reports recommending reductions in services, disposal of facilities and lands, reductions in management and union jobs and in some cases outsourcing of municipal services.

Evident in a review of completed core service reviews was the significant cost of those projects and the concerns raised, by both elected officials and the general public in the various communities, of the benefits arising from the review versus those costs. Other jurisdictions have noted that the gaps in knowledge and understanding by external consultants in local government operation and community priorities have also dampened the effectiveness of the traditional top-down approaches. In a number of jurisdictions these concerns have resulted in the organizations abandoning their traditional external consultant based “core review” for well-developed bottom-up service reviews.

Following an extensive review and discussion of core service reviews, in the Fall of 2013 the RDN Board considered and approved a fully envisioned Operational and Efficiency Review (OER) process for the RDN. Work on the project was carried out through 2014 and this report represents the final reporting out of results of the established process. This statement from the Board’s consideration of the project provides the fundamental description and direction for the review:

The purpose of the review is to identify opportunities to streamline service delivery where possible, achieve cost efficiencies, improve service delivery and effectiveness, reduce duplication, enhance services where required and appropriate, and facilitate ongoing performance measurement and analysis. The review is expected to strengthen the link of service delivery to the strategic priorities of the RDN.

This review, while undertaken with an internal focus through the established review teams, will have a significant focus on assessing community and citizen satisfaction with current service levels and will directly engage external ‘stakeholders’ in the process.

This is an approach that recognizes the organizational, political and financial challenges inherent in the review process as typically undertaken; that builds on the bottom-up review work that has been successfully undertaken in other jurisdictions; and that provides a framework for the review, and a process, that fully engaged the organization (including CUPE members, management and elected officials), the community and other stakeholders in an

examination of the efficiency and effectiveness of each department of the RDN and their respective service areas.

The Board has directed an innovative approach to “core review” in local government services. The resulting recommendations provided will enable the RDN to meet future challenges in an equally innovative, effective and efficient fashion. In addition, the process undertaken by the RDN, and lessons learned, may well serve as a model for other jurisdictions considering similar operational reviews in the future.

The OER has identified a large and wide range of recommendations for improvements to the organization which bring with them both costs savings to the RDN as well as additional costs necessary to fill the gaps identified. The Priority Recommendations included and detailed in this report highlight for the Board the most significant recommendations; they are part of the larger set of recommendations developed in the review process that are attached as an appendix to the report document.

The Priority recommendations represent in excess of \$1 million in direct savings for the organization with an additional \$250,000 in potential avoided costs. This does not include the deferral/elimination of significant future infrastructure projects that have been made possible through the OER.

As outlined in the report and recommendations some of the savings from the review have already been implemented, including a number of recommendations in Transit and Solid Waste areas which carry significant savings. Aligned with the Board direction for the review, the priority recommendations also identify a number of gaps in the organization where additional resources are required to meet service expectations. The main areas of significance include Human Resources Administration, Fire Services Coordination and support and Recreation and Parks. Prioritization of additional resources will be undertaken through the Board’s strategic planning and budget discussions as particular recommendations are considered for implementation.

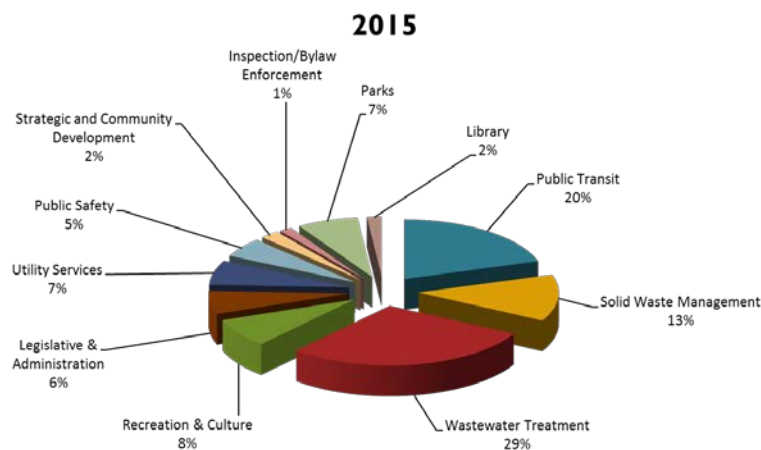
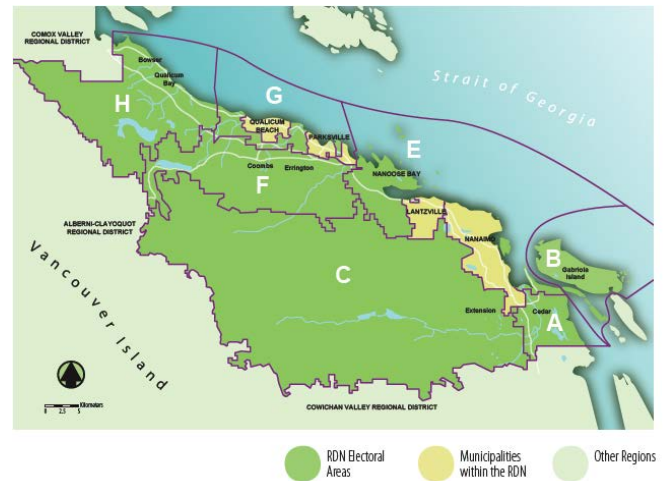
It is also noteworthy that the priority recommendations highlight a large number of potential changes that are aimed at improvements to the efficiency and effectiveness of approval processes at the RDN. While providing indirect savings to the RDN organization in terms of resource efficiency, these recommendations have the potential to provide significant and direct financial savings to applicants in addition to the benefits of streamlined processes.

While identifying savings and gaps in the organization, perhaps most importantly, the OER process has resulted in significant changes to the way we do business, that will allow us to continue to identify cost savings and efficiencies on an ongoing basis. Not just a one off list of cost savings, but an ongoing process that will continue to identify new and ongoing cost savings and improvement opportunities.

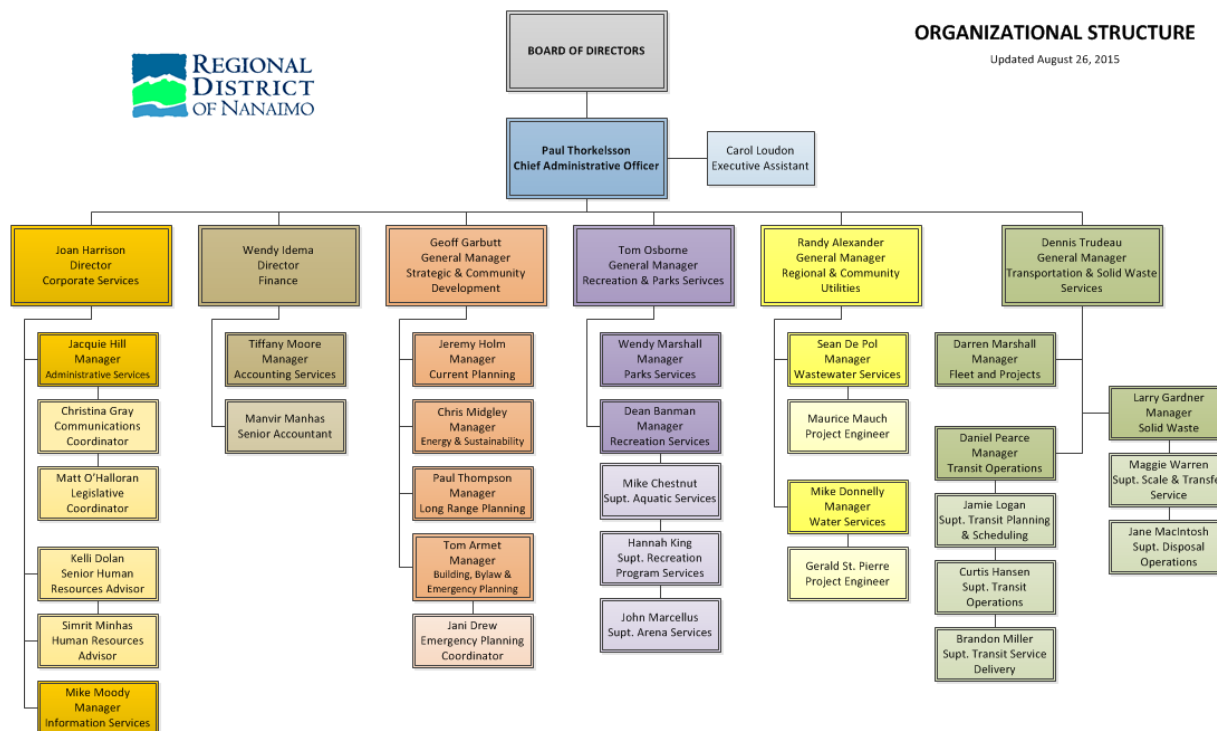
The RDN Organization

The Regional District of Nanaimo was established in 1967 and is one of 27 regional districts in British Columbia. The RDN encompasses an area of more than 200,000 Ha with a population over 146,000 residents in 4 municipalities and seven 7 electoral areas.

The RDN is governed by a Board consisting of 17 members, both directly elected (Electoral Area Directors) and appointed from member municipal councils, responsible for annual expenditures of approximately \$120 million including both operational and capital budgets.



The organization includes about 370 employees (including permanent and casual CUPE employees and excluded staff) that provide services to the region, sub-regional areas, and 'rural' electoral areas through 6 divisions or departments lead by a 21 member management team consisting of the Chief Administrative Officer, 4 General Managers, 2 Directors and 14 Managers.

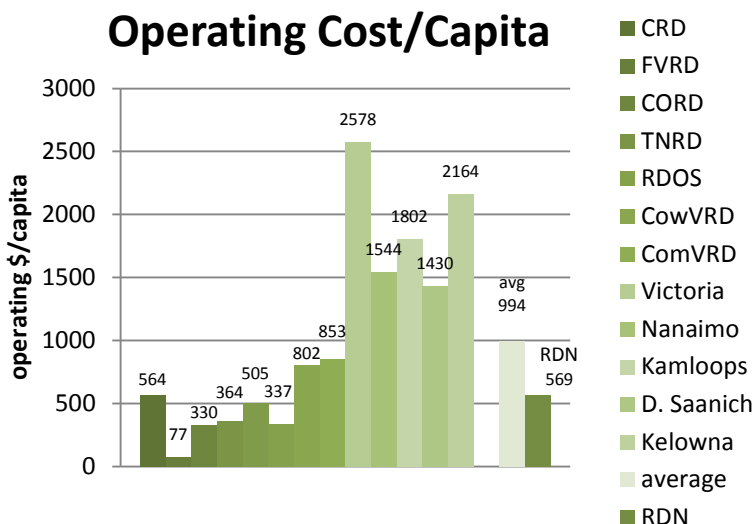


The Operational and Efficiency Review directed by the RDN Board has an internal, “bottom-up” focus that is aimed, as described previously, at reviewing the internal operations and service delivery of the organization. As such this review does not have as a focus the comparison of the RDN with other organizations. It is helpful however, as part of this review, to put the RDN in the context of other regional districts and comparable municipal organizations in terms of a small number of useful and descriptive criteria.

The RDN is the fifth largest regional district in the Province by way of population while, as a result of the breadth and depth of services provided, it is the third largest regional district behind Metro Vancouver (Greater Vancouver Regional District) and the Capital Regional District in terms of operational budget.

In terms of per capita operating costs the RDN compares quite favorably to a comparison group of other regional districts (one larger and seven smaller by operating budget) and municipalities.

The RDN falls significantly below the average per capita operating cost of the comparison group and in the mid-range of the pack of comparator regional districts.



The RDN is quite unique amongst regional districts in BC due to the combination of urban, rural, and ‘urban-rural’ or suburban areas in the RDN. The urban municipal populations in the cities of Nanaimo and Parksville, the Town of Qualicum Beach and the District of Lantzville, are combined with very rural populations in some electoral areas and comparatively dense suburban populations in portions of other electoral areas to produce a unique local government area. Along with this variety of communities come an equally varied group of regional, sub-regional and electoral area services that is specific to the RDN and that defies comparison to most regional districts.

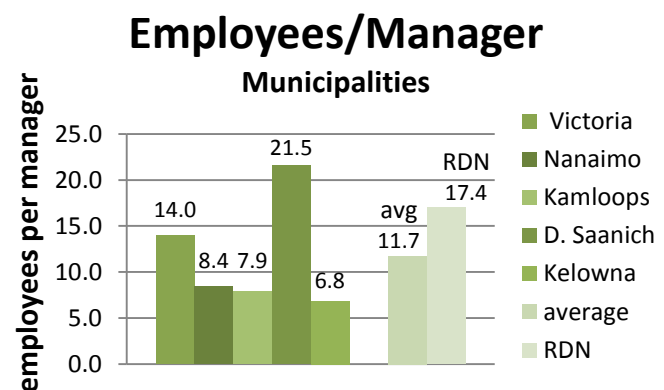
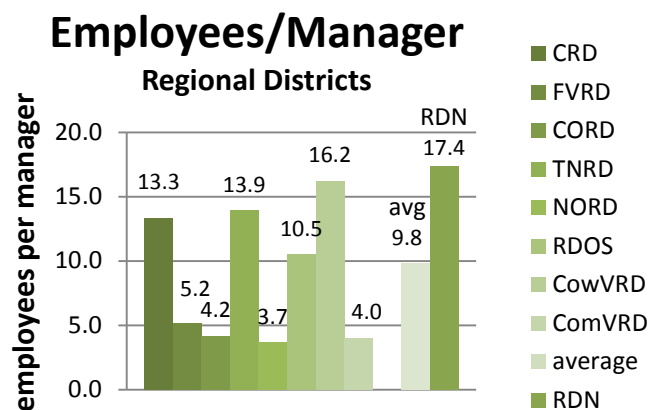
In any case, the scale, scope and costs of services provided by the RDN against those of other regional districts and municipalities indicate that the services of the RDN are provided to the community in a comparatively cost effective manner.

In terms of other organizational comparisons, many “core service reviews” evaluate the “leanness” of a particular organization on the basis of the comparisons of the ratio of staff to management in the organization. On this basis, the RDN also compares very favorably against the organizational structures of other regional districts in the Province.

Of the 9 largest regional districts (by population) in the Province, excluding Metro Vancouver, the RDN has the “leanest” operation, having more than 17 employees per manager and 7 more employees per manager than the average of the comparison group.

In a comparison against mid-sized municipalities in BC, the RDN would also be considered a comparatively “lean” operation.

Except for the District of Saanich, which has a comparatively large number of casual employees in the organization, the RDN has largest number of employees to managers in this comparison group as well, and approximately six more employees per manager than the average for the group.



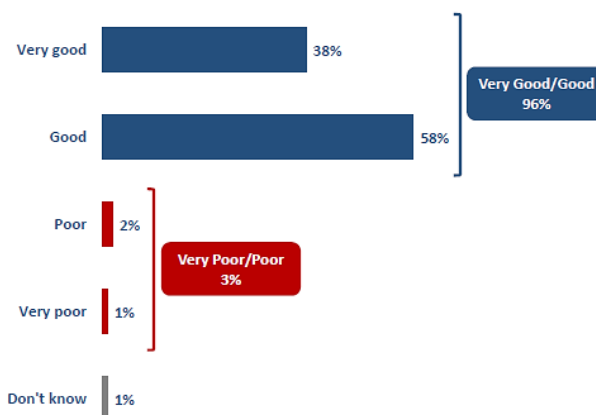
Community Survey

In early 2014, the Regional District of Nanaimo engaged Ipsos Reid to complete a community survey. The survey was undertaken by both telephone contact of residents in the RDN and by online access to the survey electronically.

The goals of the survey were to find out how satisfied residents are with RDN governance and services, determine the public’s perception of value for taxes, identify how residents would prefer us to fund our services, and assess public perception of the quality of life in the RDN. The results of the survey formed an external, community based, source of information for the review.

Overall, citizens expressed positive views of the RDN. While there are issues that citizens would like to see receive greater attention, the predominantly positive tone suggests the survey results should be viewed in a favourable context.

Nearly all residents who were surveyed speak positively about the quality of life in the RDN. In total, 96% rate the overall quality of life in the RDN as either ‘Very Good’ (38%) or ‘Good’ (58%). These perceptions vary by community. In Lantzville and in Electoral Area ‘B’, 99% of residents surveyed said their quality of life is ‘Very Good’ or ‘Good’, while in Nanaimo, Qualicum Beach and Electoral Area ‘E’, combined ‘Very Good’ and ‘Good’ responses totaled 97%. Electoral Area ‘F’ residents are the least likely to rate their quality of life as ‘Very Good’ or ‘Good’ (88%).



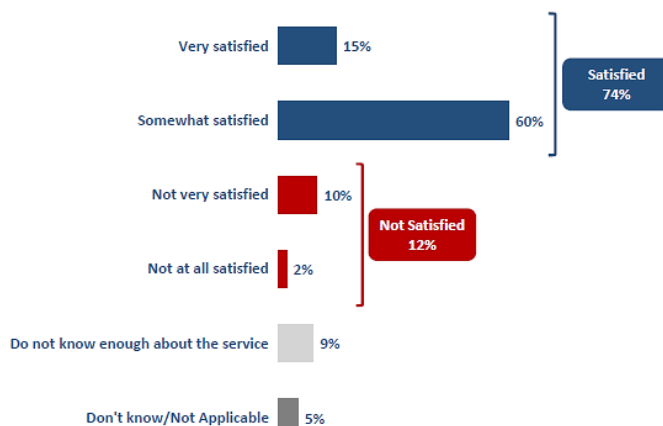
Base: All respondents (n=1325)
Q2. How would you rate the overall quality of life in the Regional District of Nanaimo today?

Citizen Satisfaction – Services

Three-quarters (74%) of citizens who completed the survey are satisfied with the overall level and quality of services provided by the RDN, including 15% who say they are ‘Very Satisfied’. Overall satisfaction is higher among those living in Electoral Area ‘G’ (79%), Electoral Area ‘E’ (78%), and Nanaimo (76%).

Residents of Electoral Area ‘F’ are the least likely to say they are satisfied with the overall level and quality of services (61%).

Citizens were also asked to rate their satisfaction with a variety of different



services, grouped into two broad categories. Of the services that were asked to all respondents, residents are most satisfied with “parks, trails, and other green space” (89% ‘Satisfied’, 53% ‘Very Satisfied’).

The majority of residents are also satisfied with:

- “Cost and accessibility to regional landfill and transfer station” (68% Satisfied, including 26% ‘Very Satisfied’)
- “Recreational programs” (66% Satisfied, including 26% ‘Very Satisfied’)
- “Communication with residents” (63% Satisfied, including 17% ;Very Satisfied) and,
- “Waste water treatment” (57% Satisfied, including 23% ‘Very Satisfied’).

In comparison, only one-third (32%) are satisfied with public transit. A sizeable minority of respondents (36%) is dissatisfied with this service.

Of the services that were asked only to those living in electoral areas, respondents are most satisfied with:

- “Garbage pickup from your residence” (83% Satisfied, including 54% ‘Very Satisfied’)
- “Recycling pickup from your residence” (83% Satisfied, including 54% ‘Very Satisfied’) and,
- “Fire protection services” (77% Satisfied, including 38% ‘Very Satisfied’)

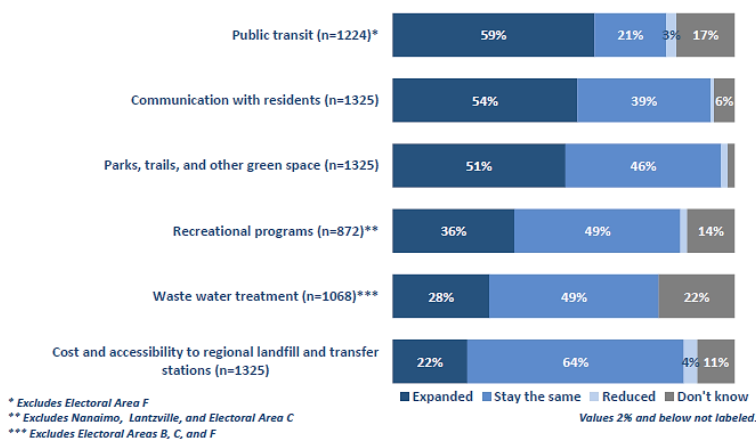
Less than one-half are satisfied with:

- “Emergency planning/preparedness” (48% ‘Satisfied’, 17% ‘Dissatisfied’)
- “Land use and community planning” (45% ‘Satisfied’, 37% ‘Dissatisfied’)
- “Bylaw enforcement and building inspection” (43% ‘Satisfied’, 33% ‘Dissatisfied’); and,
- “Drinking water quality” (41% ‘Satisfied’, 12% ‘Dissatisfied’, 26% ‘Not Applicable’).

Citizens were also asked whether these services should be expanded, reduced, or kept the same. In total, 59% of residents would like to see public transit services expanded.

A slight majority (54%) would also like to see communication with residents expanded.

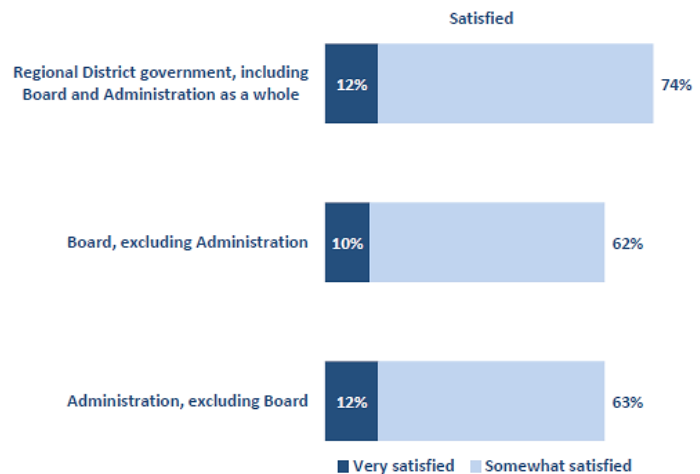
Interestingly, 51% would like to see expanded “parks, trails, and other greenspace” despite other survey findings showing that residents are already highly satisfied with this service.



Citizen Satisfaction – RDN Board and Administration

Overall, residents surveyed are satisfied with how the “Regional District government, including Board and Administration as a whole” (86% report as Satisfied) is providing services to the community, with 12% reporting they are ‘Very Satisfied’.

Satisfaction with “Regional District government, including Board and Administration as a whole” is highest among those living in Parksville (85%) and Qualicum Beach (84%), followed by those living in Lantzville (77%), Nanaimo (76%), and Electoral Area ‘G’ (72%). Only 56% of those living in Electoral Area ‘H’ are satisfied with RDN government as a whole.

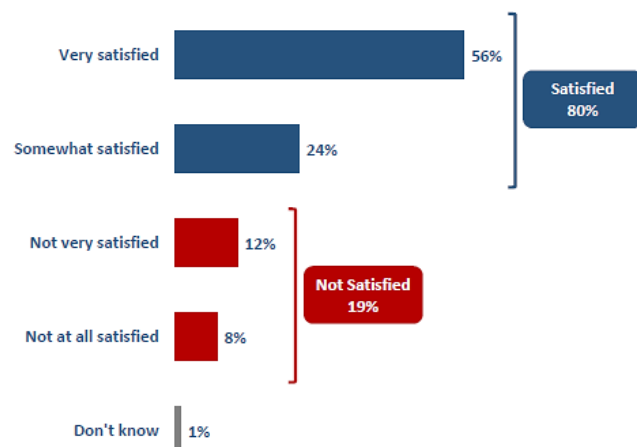


When residents were asked about the Board and Administration separately, satisfaction ratings proved slightly lower (Board, excluding Administration, 72% are ‘Satisfied’, including 10% ‘Very Satisfied’; Administration, excluding the Board, 75% are ‘Satisfied’, including 12% ‘Very Satisfied’).

Customer Service

In the last 12 months, 36% of citizens say they personally contacted or dealt with the RDN or one of its employees. When asked to provide the main reason for contacting the RDN, 7% mention garbage/recycling collection. Other reasons include transportation/public transit (3%), bylaws (3%), building permit (3%), and water leak/outage (3%). Of note, six-in-ten (60%) are unable to recall the reason they contacted the RDN.

Among those who contacted or dealt with the RDN in the past 12 months, 80% are ‘Satisfied’ with the overall service they received, including more than one-half (56%) responding that they are ‘Very satisfied’. Citizens are most satisfied with staff’s courteousness (92% ‘Satisfied’, 72% ‘Very Satisfied’).



Citizens are also satisfied with:

- “Staff’s helpfulness” (86% Satisfied, including 59% ‘Very Satisfied’);
- “Staff’s knowledge” (86% Satisfied, including 54% ‘Very Satisfied’);
- “The speed and timeliness of service” (86% Satisfied, including 53% ‘Very Satisfied’); and,
- “The ease of reaching staff” (86% Satisfied, including 49% ‘Very Satisfied’).

Communication

When asked about the kinds of information they would like to receive from the RDN, 7% of residents mention community updates/what’s new, and 6% mention RDN taxes/property taxes/budget. Nearly half of the respondents (48%) indicate they have no pressing information needs.

Citizens identified the newspaper (25%) as the best method for the RDN to communicate information to them, while 22% prefer to get information by mail. Other communication methods residents identified include email (19%) and newsletters, pamphlets, flyers or brochures (13%).

Financial Planning

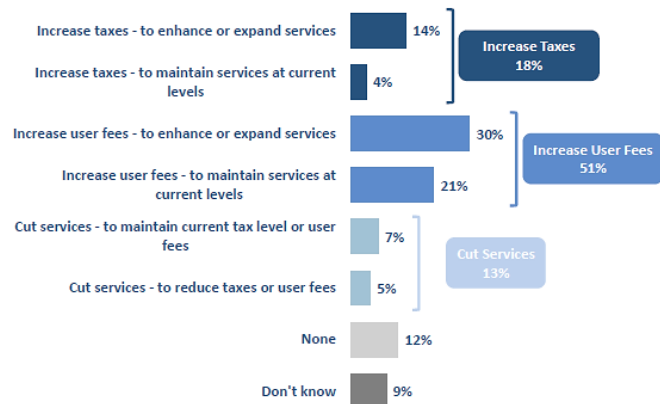
Three-quarters (74%) of citizens think they receive good value for the taxes they pay to the RDN, including 11% who say they receive very good value.

Residents of Parksville are the most likely to rate their value for taxes highly (87% ‘Very Good’ or ‘Fairly Good Value’), followed by those living in Qualicum Beach (83%), Electoral Area ‘G’ (79%), and Nanaimo (74%). Conversely, only 62% of those living in Electoral Area ‘C’ and 62% of those living in Electoral Area ‘F’ say they receive good value for their taxes.

To manage the increased cost of maintaining current service levels and infrastructure, 51% of survey participants would prefer the RDN to increase user fees compared to 18% who opt for increased taxes and 13% who would prefer service cuts.

Of the 51% who have a preference for increases in user fees, 30% would prefer to increase user fees in order to increase or expand services, while 21% prefer to increase user fees in order to maintain services at current levels.

Of the residents who would opt for increased taxes, 14% have a preference of increasing taxes in order to increase or expand services while four percent prefer to maintain services at current levels.



Overall, 44% of residents are willing to pay more (either by increased user fees or increased taxes) so that services can be increased or expanded.

This survey and its results are a key component of the Operational and Efficiency Review and in addition to providing the RDN with community feedback on the services it provides (an external view of services), the community survey is part of an internal review of RDN departments and procedures aimed at service improvement, efficiency and effectiveness. All of the individual departments have used the results from the Community Survey in reviewing their particular operations and in establishing the recommendations outlined in this report.

Departmental Reviews

The following sections outline the review process as it was implemented and carried out in each department of the RDN. The review teams in individual departments developed, under the general framework of the review, specific areas of focus for the respective department. While the processes undertaken in any one department in some instances differed from each other, they all focused on the review, investigation and response to the full range of areas and questions expected in an in-depth operational and efficiency review of service. Each of the departments have established particular and unique recommendations (and employed a similarly varying emphasis of the review developed during the process) however, in all cases, the review processes undertaken considered opportunities to address:

Alignment – What is the industry standard level of service? What level of service are we exceeding/lacking? Should we be doing the work or is it more effective for others to do the work? Should we be in the business at all? Is the work of the department or service adequately aligned with the Board Strategic Plan?

Financial / Budgeting – Is the budget reflective of the work performed? Is staff following policies and procedures? Are true costs captured in the budget? Are costs accurately related to the services provided (benchmarking)? Are we measuring the right things?

Organizational Structure – Is there an appropriate amount of supervision and span of control? Are employees capable of performing the required work, as listed in job classifications? Is the organization capable of flexibility, as situations dictate? Is there enough staff resources to complete priorities/too many? Are there barriers to hiring the right personnel for the positions?

Process Improvements / Efficiencies – Can technology create more efficiencies? Is there a business case to do the work? How can we partner with other departments/organizations? How can we streamline services? Are we meeting expectations of the community and our stakeholders? Are there opportunities to become more accountable to citizens/taxpayers? Is there the potential to combine resources with another service area to create efficiencies?

Staff Morale – Are employees satisfied in what they contribute to the Regional District? Do employees understand their roles and responsibilities? Does staff feel they are supported by the organization? How does sick time in the department/service area compare to other areas/organizations? Does staff work safely?

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CORPORATE SERVICES

Corporate Services

General Findings from the Review:

As the process was underway, staff proceeded with implementing change where possible. A number of recommendations have already been implemented or are in the process of being implemented.

Some of the findings of the review related to the organization as a whole and were not specific to the Corporate Services Department, as noted below:

- Improved internal communications between all departments - Steps are already being taken in this regard, including the establishment of a new Coordinators Interdepartmental Committee.
- Wellness – many staff commented on a desire for improved health and wellness to be promoted within the organization. The implementation of a Corporate Pass for the recreation facilities and the establishment of a Wellness Committee start the RDN along that path.
- Graphic Design – It became evident that cost savings and consistencies could be achieved by centralizing graphic design in-house. Currently graphic design is either contracted out or done by staff from various departments off the side of their desk.
- Website content management – Bringing the content management aspect of the RDN website in-house will ensure that the consistencies achieved by bringing graphic design in-house will extend to the website as well.
- Relationship with First Nations – Positive steps have been taken in this regard, initially with the implementation of an acknowledgement at the start of RDN Board meetings. With the approval for a First Nations and intergovernmental relationships liaison position, the Board has made significant commitments in this regard.

A full listing of recommendations is included on the attached spreadsheet and summary of the priority recommendations at a departmental and organizational level is provided below.

Methodology

Corporate Services Team:

The Corporate Services Team was comprised of six members representing the various roles of the department:

- Joan Harrison, Director of Corporate Services (Team Lead)
- Adrienne Breen, Communications Coordinator
- Kelli Dolan, Senior Human Resources Advisor
- Jacquie Hill, Manager of Administrative Services
- Mike Moody, Manager of Information Services
- Kevin Robillard, GIS Technician

Subject Matter Experts:

Subject Matter Experts for each of the departmental functions:

- Communications – Leigh Carter, General Manager, Public Affairs and Information Systems, Comox Valley Regional District
- Human Resources – Karen Cousins, Manager of Human Resources, Town of Ladysmith
- Administrative Services – Trudy Coates, Director of Corporate Administration, Town of Lantzville
- Information Technology / Geographic Information Systems – Brian Pearson, Senior Manager of Information Systems & GIS, Comox Valley Regional District

Review Consultation:

In preparation for undertaking this project, the Corporate Services Team discussed themes that they expected to emerge during the process, based on their individual views. It was interesting to see that, while each division within the department works somewhat independently from the other divisions, common themes were identified almost immediately:

- Communication
- Workflow / Processes
- Perception
- Business Planning / Integration
- Business Continuity

These themes were re-visited throughout the process to ensure that concerns and opportunities within these themes were identified.

Members of the Corporate Services Team met with all permanent staff within the divisions of Corporate Services over a three week period. Staff were provided with the interview questions in advance and most staff members came with prepared notes that, with their approval, were provided to the team members. Additional notes were taken to capture the full content of the interview.

Following the interviews with staff, team members met with staff representing all departments within the RDN, recognizing that the “stakeholders” for the Corporate Services Department are, for the most part, the other departments. The results of the Citizen Survey, conducted by Ipsos Reid added additional information to that already received internally, as did the information received by the CAO during his interviews with individual Board members.

Corporate Services - Overview

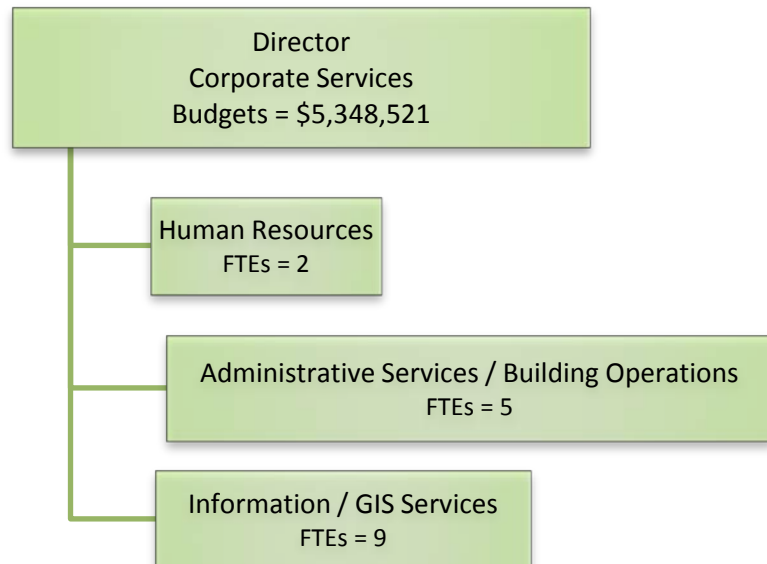
The Corporate Services Department liaises with citizens, external agencies, staff of the member municipalities and other Regional District staff to strengthen and support the regional federation. This department is often the first point of contact for citizens seeking information and assistance from the Regional District.

Corporate Services oversees and coordinates the legislative business of the Regional District, Corporate Communications services and provides Human Resources management, Information Technology and Geographic Information Services. Corporate Services is one of the most diverse service departments in the Regional District.

Corporate Services staff enjoy their work and the contributions they make to the organization. They do believe that they have talents that are useful to the organization but are not being utilized, possibly because other departments are not fully aware of the assistance that can be offered.

Despite that, the stakeholders interviewed all noted the value of the work done within Corporate Services, referring to the department as “the glue that holds it all together” and as the “guiding hands” of the organization.

The opportunities to provide a higher level of service to the other departments lead the team to discuss and recommend options for promoting the divisions within Corporate Services through SharePoint and other means.



Administrative Services

Administrative Services provides general support to the Board, oversees preparation of Board and Committee agendas and minutes, manages all aspects of referendums, elector approval and general elections, and coordinates records management including bylaws and agreements. This department also processes requests made under the *Freedom of Information and Protection of Privacy Act*, administers updates to the Regional District’s website, and manages the Property Management Contract for the Administration and Transit buildings.

Areas of improvement identified through the review centred on streamlining and standardizing processes, updating policies and implementing meeting management software. Through staff and stakeholder interviews it was evident that the need for legislative support with bylaw

drafting, interpretation of bylaws and legislation, etc. will continue to be an essential service provided by this department.

Corporate Communications

As part of the Administrative Services department, the Communications Coordinator oversees scheduling and preparation of all RDN corporate communications, including the writing and publication of the *Perspectives* newsletter, *Electoral Area Updates*, special publications (such as elections and budget), news releases and website content. The Communications Coordinator is also the key liaison with local media, is responsible for media event coordination and regularly works with communications officers from other agencies.

Increased use of social media, improvements to the RDN website, and options for better internal communications were highlighted during the review process. As noted above, the team recognizes the importance of First Nations and intergovernmental relationships and emphasized in the review the important linkage between the liaison position and the communications staff in the department.

Human Resources

Human Resources staff are responsible for providing advice, consultation and assistance to the organization on all aspects of personnel management including health and safety, employee benefit plans, employee wellness, recruitment and selection, employee and labour relations, corporate training and development, job evaluation and employee orientation.

Human Resources staff is well respected for their professionalism and ability to provide sound advice to both management and union staff. Resourcing for this division was identified as a crucial issue with the workload and need for support to other departments far exceeding the current staffing level with just two Human Resources Advisors. Occupational Health and Safety for the RDN is, for the most part, decentralized throughout the organization. The team heard clearly a need for more centralized support within the Human Resources Division. The addition of another HR Advisor will assist with meeting the needs of the RDN departments with regard to Occupational Health and Safety, while providing a higher level of service for all aspects of Human Resources. It is important to note that this gap in internal operational support was identified by all departments in the RDN in their individual review processes.

Information Technology & GIS Services

The Information Technology and GIS Services department oversees and provides technology and telecommunications support as well as delivering geographic information services. Technology is a critical organizational support element assisting all departments in achieving their business goals and objectives. The Regional District has computing resources in 21 facilities throughout the region with approximately 261 personal computers, application servers and related peripheral equipment.

Information Technology Services are provided regionally from the corporate head office. The department continually strives to improve technology-related services in order to increase organizational efficiency.

One of the most popular parts of the Regional District’s website is the RDN Map section which allows citizens, property developers and real estate agents to find property information without staff assistance.

The Geographic Information Services section maintains the system and plays a key role in producing maps for Official Community Plans, Regional Growth Strategy reviews and numerous projects throughout the organization. The department can run scenarios and illustrate the different results in formats that allow for detailed analysis, policy development and operational activities/projects.

Consultation and coordination with regard to other departments’ projects was a strong theme for both Information Technology and GIS. Including both divisions in discussions early on in a project will help ensure that timelines can be met and cost savings achieved.

Corporate Services – Priority Recommendations

Issues and Opportunities

During the Operational and Efficiency Review it became evident that the Corporate Services Department is viewed as a centre of knowledge for the rest of the organization. Many of the recommendations coming out of the review identify ways to improve processes and methods to communicate with the other departments, the Board and the public; and to support the work of the various departments.

Corporate Services staff is passionate about ensuring that their work and the work of the organization as a whole are presented in a professional and consistent manner.

Graphic Design

Issue	Decentralized or contracted out graphic design
Recommendation	Establish Web Tech/Designer position by grouping graphic design and website content responsibilities currently decentralized or contracted out.
	Achieve cost savings; ensure quality and consistency of look and feel. Recognizes that graphic design is crucial to the RDN interaction with the public.
Desired Outcome	Cost Savings/Cost Neutral: Currently web site content management and graphic design services are contracted on an hourly and by project basis. Annual expenditures \$80,000 per year. That amount would support a staff position (salary and benefits) and provide double the hours for graphic design and web content work to the organization.

Relationship with First Nations

Issue	Directors and staff are seeking guidance in building relationships with First Nations.
Recommendation	Create First Nations protocol resource document.
Desired Outcome	Ensures that Directors and staff are aware of appropriate protocols when working with First Nations. Avoids embarrassment or confusion. Cost Neutral

Paper-Based Processes

Issue	Paper-based processes are inefficient
Recommendation	Implement electronic and centralized review, signatures for reports & submission for agenda.
Desired Outcome	Streamlines current process. First steps toward meeting management software implementation. More efficient and effective service to the community and Board. Cost Neutral: Additional costs of software offset by higher productivity, efficiency and effectiveness of existing resources.

Issue	Cost of producing paper agendas
Recommendation	Discontinue production of paper agendas.
Desired Outcome	Provides cost savings through reduction of paper and fits with promotion of zero waste. Cost Savings: Annual costs (paper material only, nic staff time) = \$12,000, reduced from 2012 (\$20,000) following iPad introduction. Further transition away from paper based agendas could result in further annual savings in addition to increased efficiency in use of existing staff resources.

Website

Issue	Website content managed by external contractor
Recommendation	Develop business case to bring content management of website in house (to Web Tech/Designer position). Continue to host externally (no cost savings to host in-house).
Desired Outcome	Provides greater control, certainty, consistency and more frequent refresh. Some additional cost savings over time. Cost Savings/Cost Neutral: Currently website content management and graphic design services are contracted on an hourly and by project basis. Annual expenditures \$80,000 per year. That amount would support a staff position (salary and benefits) and provide double the hours for web content management and graphic design to the organization.

Issue	50 th Anniversary of the RDN occurs in 2017.
Recommendation	Add new features in 2017 to celebrate 50 year anniversary of RDN.
Desired Outcome	Recognizes milestone for the RDN. Opportunity to provide historical information that may be of interest to the public.

Issue	Desire for increased transparency
Recommendation	Develop an open data strategy for release of data to the public - building permit information, land use permits, budget.
Desired Outcome	Reduces number of requests for data from the public as already available. Allows opportunities for the public to create reports and analyses that may be useful to the RDN. More efficient and effective service to the community. Cost Neutral

Information Services

Issue	Reaching capacity for the storage of data on the RDN network
Recommendation	Purchase additional Dell Storage Area Network (SAN) equipment in 2015.
Desired Outcome	Project will alleviate lack of disk storage, increase network information access speed, and allow for an incremental and more cost effective approach to adding disk space to the SAN in future. In addition, allows for quicker recovery time in the event of a system failure, avoids increased network communications cost increases (more efficient data transfer), and avoids increased staffing resources. Savings: \$8,000 annually in capital costs for the next five years (\$40,000 total) \$68,000 in network communications costs (expected increases) in 2016/2017 \$75,000 in avoided additional staff resource costs

Board Meetings

Issue	Board Meetings not easily accessible to community members
Recommendation	Implement web-streaming of Board meetings.
Desired Outcome	Provides access to Board meeting debate and decision-making processes to those unable to attend at the RDN office. Additional cost to existing budgets however, increased transparency and improved efficiency and effectiveness of organization would result. Additional Costs: Additional cost associated with systems upgrade previously estimated for the Board = \$50,000 (nic additional operational cost).

Issue	Preparation of meeting agendas not as efficient as possible
Recommendation	Implement meeting management software - including digital voting, etc.
Desired Outcome	Streamlines agenda preparation, minute taking and Board follow-up processes. Additional cost to existing budgets however, more efficient and effective processes and use of existing resources would result. Additional Costs: Additional cost associated with systems upgrade and operations \$45,000 (est.).

HR Support

Issue	Insufficient HR resources v. OH&S requirements and workload. (This issue (gap) was identified within the departmental review processes of all RDN departments)
Recommendation	Increase resources to meet the needs for Health & Safety support and general HR advice (permanent HR Advisor).
Desired Outcome	Addresses workload issues of current HR staff and provides a higher level of support to the organization as requested by all departments. Improved consistency and efficiency in implementing Health & Safety responsibilities across the organization reduce duplication of effort, improve level of effectiveness in meeting WorkSafeBC obligations. Longer term reduction in financial risks and costs to the organization. Additional Cost: \$45,000. Additional cost of new position offset by savings in terms of efficiency of HR process and reduced future costs and financial risk associated with claims arising from OH&S requirements. Reduced budget impact through offset by current temporary staff funding. Cost Savings: In addition implementing greater focus on OH&S requirements will result in direct reduction of WorkSafeBC premium costs to the RDN - estimated to be a \$40,000 annual reduction.

Board Communication

Issue	Seeking improvements to relaying information to the Board
Recommendation	Expand Directors SharePoint site to include Board correspondence and UBCM Compass.
Desired Outcome	Provides a site for Directors to view various items of interest at their convenience. Reduces number of routine emails received by Directors and increased efficiency of existing resources. Cost Neutral

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Summary Table: RDN Expenditures 2010-2011

	2010	2011
General Government	\$1,356,541	\$1,356,541
Planning & Development	2,474,374	2,474,374
Wastewater & Solid Waste	19,170,171	24,170,171
Water, Sewer & Street Lighting	4,135,601	4,135,601
Public Transit	13,902,296	15,902,296
Protective Services		



FINANCIAL SERVICES and FIRE PROTECTION

Financial Services

General Findings from Review

During the review process, it became clear that Finance staff at the RDN take significant pride in their work and customer service levels. We are generally perceived as providing excellent service to our internal and external customers with minimal complaints. Staff are pursuing best practices and looking for efficiencies wherever possible. There is regular participation in software upgrades that provide new methods of delivering services and electronic transaction processing wherever possible. Finance staff is active in Regional District and Finance Officer forums and the Vadim Software user group and are seen as expert users of that software by Vadim staff.

New budgeting software and processes were implemented over 2014/15 which have been very well received by other departments and found to be much more effective for financial planning. Finance staff actively seek out new opportunities to leverage software to improve effectiveness and reduce costs. For example, Schedule Force was recently implemented for payroll uploads from Transit (reduced processing time) and the implementation of electronic payments for staff and Board expenses. As well, staff have worked with other departments to improve the Cityview processes for building permits and dog licensing in order to reduce processing time for customers at the counter and to improve the utility billing meter read/upload processes wherever possible.

In general, staff report that their physical work environment, training, and compensation, are satisfactory, and that workloads and stress are manageable. Workload increases due to specific circumstances such as yearend, departmental retirements and collective agreement implementation are a concern.

There is recognition of a clear need for improved interdepartmental training for accounting, payroll and budgeting processes which will improve transaction processing time and assist with accurate and timely financial reporting. Staff identified the need for better communication across the RDN, both vertically between Board, management and staff, and horizontally across departments. The need for better communication, and understanding of the roles and resources in other RDN divisions was identified.

It is recognized there is a need for improved procurement support for departments who deliver capital projects and manage contracts. An assessment of needs across the RDN should be carried out to look for opportunities to improve procurement processes and identify resource requirements. It is also recognized that high workload related to fire services management is limiting Finance's ability to focus on core duties.

Staff are proceeding with implementing change where possible as a result of the review process, for example in ensuring improved communications within the department, improved cross training and the provision of budget software training sessions.

A full listing of recommendations is included on the attached spreadsheet and summary of the priority recommendations at a departmental and organizational level is provided below.

Methodology

Finance Department Team:

The Finance Services Team was comprised of 3 members representing the various roles of the department:

- Wendy Idema, Director of Finance
- Ivy Linthorne, Payroll Coordinator
- Corinne L'Heureux, Accounting Clerk

Subject Matter Experts:

Subject Matter Expert for the Finance Department:

- Mike Veenbaas, Director of Finance – Fraser Valley Regional District

Review Consultation:

All Finance department staff members were interviewed by the Director of Finance either with one of the other team members or by the Director alone.

Stakeholder feedback was obtained from the RDN departments serviced by Finance both through meetings with other departments and by written request.

Community feedback was based on the Citizen's Survey completed in 2014 by Ipsos Reid along with the information received by the CAO during his interviews with individual Board members and on the general feedback received by Finance staff in their interactions with the community.

As well, Mike Veenbaas, Director of Finance for the Fraser Valley Regional District, has been identified as our Subject Matter Expert for Finance. This report has been prepared reflecting the feedback of the SME.

Financial Services - Overview

The 12 member Financial Reporting team develops financial management policies, performs financial forecasting services and maintains accounting systems necessary to assist departments to achieve capital and operational targets. The Accounting Services section maintains over 17,000 utility accounts generating over 21,000 customer invoices annually. We process over 18,000 vendor invoices annually and provide payroll services for all RDN employees issuing approximately 500 T4s annually.

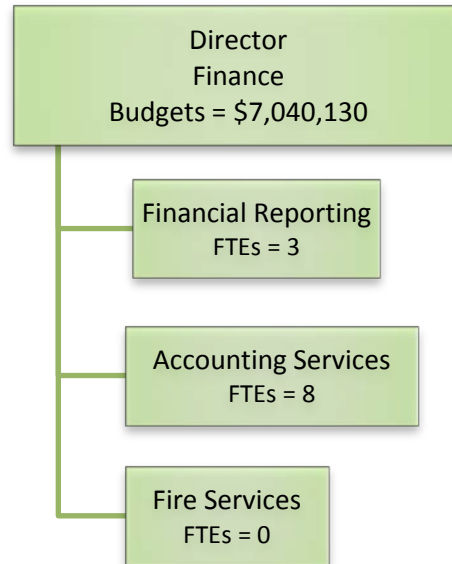
There is an extensive level of customer service related to the work including provision of property billing information to lawyers/notaries and the public, building permit issuance, dog license processing, utility bill and accounts receivable payment processing.

The department relies on technology to achieve its goal of providing accurate and timely information to staff and the public. Customers can go online through

the Web Customer Services Access Point to view their account transactions. This Access Point also contains general property information including assessments and lawyers and notaries are able to generate online certificates of outstanding utility charges. As an example of how technology has helped the department, 74% of account payments are received electronically, eliminating the need for customers to make a trip to our offices. Ongoing goals for Finance are to increase electronic payments to greater than 75% and to increase the number of customers receiving email delivery of their invoices from 2.5% to greater than 3%.

Staff in the Financial Reporting section coordinate and prepare the Regional District’s five-year financial plan, the audited financial statements and the annual financial report as well as a number of monthly reports and ad hoc reports on request.

The Financial Plan quantifies current year workplans and forecasts activities for the next five years. There are over 100 service areas within the RDN each operating as a specific service with its own budget that result in over \$100 million in planned capital and operational spending for 2015 for the RDN as a whole. In addition Finance staff manage the reserves and investments of the RDN which include more than \$60 million in a wide range of reserve funds allocated to future projects and \$80 million in short and long-term investment accounts.



It is important to note the significant role the Department plays in supporting the development of departmental operations and capital budgets across the organization. The support provided by Finance staff is well recognized and highly regarded by other departments in the organization. In addition, the department coordinates the annual presentation of the Budgets and Financial Plan to the RDN Board and the Community.

The Finance Department budget is \$1.34 million in 2015 with the majority of spending allocated to \$1.18 million in wages and the remainder spread across items like audit expenses, software licensing and postage for utility billing.

Finance Department – Priority Recommendations

These are recommendations specific to improving Finance Department operations and creating an improved work environment for staff.

Issue	Work/life balance. (This issue (gap) was identified within the departmental review processes of multiple RDN departments)
Recommendation	Expand flex hours program and job sharing opportunities.
Desired Outcome	Improved staff morale and potential cost savings to organization through reduced absenteeism, and opportunity to reduce overtime. Pilot project is under development following provisions of the Collective Agreement. Cost Savings: \$20,000 annually - estimate for reduction in overtime organization-wide. Pilot project on 'Flex-Time' to confirm savings. Potential additional savings from reduced absenteeism.
Issue	Lack of consistent information sharing between departments and process lacking for keeping up to date on changes. (This issue (gap) was identified within the departmental review processes of multiple RDN departments)
Recommendation	Corporate newsletter or some other method of update, tours of other sites, video of what they do, possible electronic noticeboard or staff only Facebook page.
Desired Outcome	Reduce silo effects starting to happen because of growth in size of organization. Staff feel informed and have better understanding of their role in RDN. Cost Neutral.

Issue	New staff orientation lacking, new staff/managers not aware of processes/policies, eg, purchasing, payroll. (This issue (gap) was identified within the departmental review processes of multiple RDN departments)
Recommendation	Develop a manual or an orientation package or a video for new staff. Provide regular training sessions for budget, payroll, purchasing, risk management and accounts payable coding.
Desired Outcome	New staff have resources and are able to carry out common tasks and have a clear understanding of responsibilities. Cost Neutral: Cost neutral, no new resources required however, recommendation has potential to provide significant cost savings in the future in terms of more effective and efficient orientation processes and work.
Issue	Ongoing processes to ensure accuracy and reliability of source documents and information received from other departments.
Recommendation	Provide regular training sessions for budget, payroll, purchasing, risk management and accounts payable coding. Ensure information/processes readily available on SharePoint.
Desired Outcome	Staff able to easily access resources to ensure accuracy and reliability of data in the organization. Staff confident in processes and their knowledge of policy/process. Improved accountability for decisions by management staff. Cost neutral, no new resources required, however recommendation has potential to provide significant cost savings in the future in terms of more effective and efficient orientation processes and work.
Issue	Process for approval of HandyDart customers and subsequent sale of tickets to customers is not very efficient. Customers have to go back and forth between Admin building and Transit and are often elderly or have challenges making this more difficult. (Similar issue (gap) was identified within the departmental review processes of multiple RDN departments)
Recommendation	Review process with Transit staff, possible to have Transit directly sell HandyDART tickets when they approve a customer.
Desired Outcome	Improved customer relations, simplification of process. Additional Costs: Additional costs associated with equipment and systems to process and receive payments in multiple locations – offset by increased service to community.

Issue	Financial policies/procedures are out of date.
Recommendation	Review and update purchasing, training and development, employee expense, contract management, fees and charges and all related policies.
Desired Outcome	<p>Updated policies and procedures that reflect current best practices, eg, as recommended by AGLG and that allow other departments to carry out their business more effectively. Standardized contract and RFP templates compliant with current laws.</p> <p>Cost Neutral: Cost neutral, no new resources required, however updates have potential to provide significant cost savings in the future in terms of more effective and efficient procurement processes.</p>
Issue	Lack of a cohesive organization-wide asset management plan (This issue (gap) was identified within the departmental review processes of multiple RDN departments)
Recommendation	Continue implementation of an integrated asset management process at RDN that includes all departments and will allow for better asset tracking and improved long-term planning as well as identification of risk areas for asset replacement and insurance purposes. Identify resource/staffing complement necessary to implement.
Desired Outcome	<p>High level of information which can easily be converted to asset plans to inform staff, management and Board on current status of assets, risk areas, and long-term infrastructure replacement plans. Successful implementation results in long-term savings for RDN. Work in progress.</p> <p>Additional Cost/Cost Neutral/Cost Savings: Additional costs in terms of dedicated staff resources to asset management (1 FTE = \$90,000) largely offset in the longer term by more efficient management and maintenance of RDN capital assets and by securing grant funds for major projects.</p> <p>It is expected that investment in a robust Asset Management Program will result in significant lifecycle cost savings in overall infrastructure costs. The long term benefits are expected to be in the order of 10% to 20% of lifecycle costs due to improved management of assets, potential to realize savings in the order of \$100,000's in individual departments depending on the scale of capital asset pool being managed.</p>

Issue	Multiple requests for additional resources from all departments, impact of increased demand from public and politicians for more services and capital projects as well as impact of additional regulations from higher levels of government.
Recommendation	Corporate and/or Board review of position requests/temporary positions to prioritize need and look for areas of overlap and potential to share resources. Identify staff complement needed to maintain operations and complete projects. Possible as an outcome of strategic planning process. Look at areas where largest risk to organization.
Desired Outcome	Board informed of resource shortages as well as increased operational requirements related to capital projects which are directly impacting ability to provide service, complete projects.
Issue	Fire Services support provided through Finance Dept not an effective means of providing support to Fire Departments, poor allocation of resources given specialized knowledge/experience required for effective fire services administration
Recommendation	Addition of personnel or contract resources with appropriate qualifications to support regional fire services model at RDN. Possible redirection of the work to an alternate department
Desired Outcome	<p>Finance staff able to focus and expand efforts on financial and risk management issues as well as procurement for RDN. Expert knowledge applied to fire services to ensure risk reduction and effective long-term plans in that area.</p> <p>Additional Costs: Additional costs to the Fire Services Budgets are required to support appropriate and effective support of these important services. One additional FTE – Fire Services Coordinator required = \$100,000.</p> <p>Forthcoming consultant review of current Fire Service levels and structure will inform next steps and refine potential costs as well as process for implementation.</p>

Fire Protection Services

General Findings from the Review:

The majority of the ten fire departments in the RDN rely extensively on volunteers for their services (City of Nanaimo is the only department with significant numbers of career paid staff), and insurance coverage is provided under the Regional District's Municipal Insurance Association (MIA) liability coverage for their volunteers. Liability insurance coverage is an ongoing issue for the RDN and fire service boards because they are autonomous boards and MIA has had some difficulty in providing insurance to organizations that are not under RDN control. Also, there has been a move to more paid fire chiefs which impacts insurance coverage as well if they are no longer able to be considered volunteers.

As these fire departments are largely staffed by volunteers, there is often pressure in terms of retention of volunteers and in maintaining fully-trained firefighters because of the time/training commitments required of volunteers. It can take up to two years and a significant cost to achieve the NFPA 1001 Firefighter 1 standard required by the Playbook for Interior Operations service level. Additionally, volunteers sometimes move on to paid fire service positions in other areas once they are trained, exacerbating the maintenance of adequately trained staff for the departments.

The Fire departments have established and are utilizing mutual and automatic aid agreements between themselves in order to meet the demand for fully-trained responders in various situations, particularly during weekday daytime hours when the firefighters are at their regular jobs.

The most significant issues identified by the fire departments were volunteer recruitment, retention, administrative burden as a result of increasing regulation and the need for better support for long-term planning. There has been excellent cooperation between the fire chiefs to share resources and to look at group purchasing and sharing of operational guidelines; however, they have also expressed a need for assistance with these areas and have indicated this sharing could be expanded.

There was also an identification of a lack of support from the RDN for operational and capital planning as well as human resources issues that are arising. The RDN does not have dedicated staff trained in fire services supporting the fire departments. The work is done off the side of several staff members desks and requests for assistance are often not responded to in a timely manner which is frustrating for the fire department volunteers.

All of the respondents indicated a high level of satisfaction and pride in regards to their contribution to their community and their dedication to these difficult and time consuming volunteer positions was clearly evident in discussions.

Ahead of the completion of this review, and with the support of the Board, staff have proceeded with an RFP for a consultant to undertake a review and analysis of the impacts to the RDN's rural fire services resulting from the implementation of the Office of the Fire Commissioner's *Structure Firefighters Competency and Training Playbook Second Edition*, (Playbook) released May 2015.

The consultant's work will address many of the areas identified in the review and will provide the RDN and fire departments with a strong basis to move forward with to maintain the high standards of service currently provided while recognizing where improvements to the structure and efficiencies may be obtained.

A full listing of recommendations is included on the attached spreadsheet and summary of the priority recommendations at a departmental and organizational level is provided below.

Methodology

Fire Protection Services Review Team:

The Fire Protection Services review was carried out by Wendy Idema, Director of Finance.

Subject Matter Expert:

Subject Matter Expert for Fire Protection Services:

- Brian Carruthers, CAO – Cowichan Valley Regional District

Review Consultation:

The review included attendance at volunteer and Board meetings for the various volunteer fire departments that provide services to the Regional District to present the review process to the members, provide them with the survey questions and the on-line survey tool. The review team worked with the departments to obtain verbal feedback from members and as broad of participation as possible.

Open discussion at the May 14, 2015 Fire Services Advisory Committee meeting regarding impacts to the RDN Fire Protection Services (as a result of the recently issued Structure Firefighters Competency and Training Playbook) was also taken into account in developing the recommendations in this review. This discussion overviewed how the RDN support structure to Fire Protection Services could be improved to support the fire departments in meeting Playbook standards as well as in other areas where the volunteer departments are experiencing challenges.

Fire departments consulted included, Cranberry Fire Protection Improvement District (in relation to their contract to manage the Hallberg Road Fire Hall), Extension, Nanoose Bay, Errington, Coombs-Hilliers, Dashwood and Bow Horn Bay.

Community feedback was based on the Citizen's Survey completed in 2014 by IPSOS Public Affairs along with the information received by the CAO during his interviews with individual Board members and on the general feedback received by RDN staff in their interactions with the community.

Brian Carruthers (currently CAO of the Cowichan Valley Regional District, previously with the Regional District of the Central Kootenay) has been identified as our Subject Matter Expert for Fire Services. This report reflects the input received from the SME.

Fire Protection Services – Overview

The Regional District of Nanaimo is the local government authority that provides property and liability insurance and financing (via taxes) for the operations and capital improvement requirements of the various rural fire service areas within its boundaries. Fire protection and rescue services are provided through a variety of contractual arrangements as noted in the table below with ten specific fire service areas managed by the RDN.

Service Area	Electoral Area	Contract with	Establishing Bylaw	2015 Operating Budget
Cassidy-Waterloo	A & C	Cranberry Fire Protection District	1388	\$180,940
Extension	C	Extension & District Volunteer Fire Department Society	1439	\$200,870
Wellington	C	City of Nanaimo	992	\$68,055
Nanoose Bay	E & G	Nanoose Fire Protection Society	991	\$567,050
Errington	F	Errington & District Volunteer Fire Department	821	\$419,600
Coombs-Hilliers	F	Coombs-Hilliers Volunteer Fire Department	1022	\$370,000
Parksville Local (San Pareil)	G	City of Parksville	1001	\$89,990
French Creek	G	City of Parksville & Town of Qualicum Beach	794	\$429,390
Dashwood/Meadowood	F, G & H	Dashwood Volunteer Fire Department	964	\$503,440
Bow Horn Bay	H	Bow Horn Bay Volunteer Fire Department	1385	\$304,400

In general the RDN is responsible for the capital planning of the fire departments and for providing the operational funding to the various contracted providers. The contracts with the different societies and communities transfer the operating responsibility to the individual departments.

There are varying levels of RDN assistance to each service depending on how each department runs their operations and their requests for assistance from the RDN. For example, the RDN issues all payments for Nanoose Bay and Extension as well as producing their T4s, but departments such as Dashwood pay their own bills and have a separate audit, and the agreements with Parksville and Qualicum are a contract for service only.

Budget amounts noted above are for operating expenses only. There are also significant capital requirements for the Fire Protections Services with multiple hall upgrades required and a number of truck purchases, costs are well into the millions of dollars over the next few years.

There are also other fire protection services provided within the RDN boundaries that are not directly under the RDN's responsibility including:

- Municipal fire departments in Lantzville, Parksville, Qualicum Beach and Nanaimo.
- Five independent improvement districts providing fire services to various areas within the RDN boundaries - Gabriola Fire Protection Improvement District, North Cedar Improvement District, Cranberry Fire Protection District, Mountain Fire Protection District, and Deep Bay Improvement District.

Outdoor burning regulation bylaws are in place for three of the RDN fire protection service areas: French Creek (Bylaw 920), Parksville Local (Bylaw 922), and Extension (Bylaw 1028) Fire Service areas.

Fire Protection Services – Priority Recommendations

Issue	Training (time) requirements are making it difficult to obtain and retain volunteers and to ensure adequately trained firefighters are available for response and to ensure firefighter safety.
Recommendations	<p>Look for efficiencies/shared training opportunities, share staffing more generally as well as through mutual and automatic aid agreements.</p> <p>Review opportunities for merging departments or portions of the services somehow.</p>
Desired Outcome	<p>Appropriately trained volunteers available as needed for response.</p> <p>Elimination of duplication of work by various departments.</p> <p>Cost Neutral</p> <p>New costs associated with RDN resourcing to support these needs at the department level carries opportunity to neutralize some of the additional costs by reduced impact on FD operations and increased efficiency through sharing of training, automatic aid, restructure etc.</p>
Issue	Volunteer retention as a result of training requirements, conflict with regular jobs, demographics. Lack of well-paying jobs in community is driving volunteers away.
Recommendations	Review alternatives for improving volunteer retention, eg, pay or other incentive programs, possibly linked to regular jobs in the community to ensure support from regular employers for response attendance. Possible benefit programs for volunteers through RDN, eg, OHS, health plans and Employee Family Assistance Program. Discounted access to RDN facilities as a perk of volunteering. Lobby Provincial and Federal government for improved tax structure for volunteers.
Desired Outcome	<p>Less volunteer turnover = lower costs for training new recruits and a fully-trained force to respond to emergencies.</p> <p>Additional Costs: Introduction of incentives to support volunteers will carry new costs for the service areas, potential for some of those additional costs to be offset by savings as volunteer ranks stabilize and costs of recruitment and initial training similarly are reduced.</p>

<p>Issue</p>	<p>Administrative burden in relation to WorkSafeBC and records requirements for training is very cumbersome especially for Fire Chiefs who are not experts in this area.</p> <p>Increased regulatory environment, eg, OFC & WorkSafeBC create need for better human resources management for volunteers to reduce likelihood of both physical & mental health claims.</p> <p>Regulatory environment becoming more complex and related impact on Fire Underwriters rating.</p>
<p>Recommendation</p>	<p>Look for opportunities to share resources for this reporting both software and human resources for support services.</p> <p>Possible overlap with RDN processes to ensure compliance.</p> <p>Look for opportunities to improve ratings across the RDN, eg, superior tanker shuttle service ratings.</p>
<p>Desired Outcome</p>	<p>Full compliance with regulatory requirements, safe work procedures, reduced potential costs for WorkSafeBC coverage.</p> <p>Ensure health and safety of community volunteers.</p> <p>Improved insurance ratings for communities.</p> <p>Additional Costs/Cost Neutral New costs associated with RDN resourcing to support these needs at the department level, and will be determined following the consultant review of the RDN Fire Services. Opportunity to neutralize some of the additional costs by reduced impact on FD operations and increased efficiency as RDN resources can increase support to FDs.</p>
<p>Issue</p>	<p>Development of operational guidelines and policies processes is cumbersome and each fire department is doing it.</p>
<p>Recommendation</p>	<p>Shared resources for areas like operational guidelines and training plans, etc.</p> <p>Training & equipment standardization where possible.</p>
<p>Desired Outcome</p>	<p>Improved efficiencies, allows for similar processes in each service area and shared training.</p> <p>Cost Savings: Difficult to quantify, and will differ by Fire Service Area and Department, however, mid-term savings should be accruable to fire services budgets from standardization and consistency of service. Opportunity hinges on appropriate resourcing and support by the RDN.</p>

Issue	<p>Long term capital planning for halls and trucks needs improvement to ensure adequate funding. Realistic and affordable upgrades to fire halls.</p> <p>RDN provide more support for truck and building maintenance.</p>
Recommendation	<p>Facilities review for operational savings related to energy use and conservation.</p> <p>Review whether processes/staffing already in place at RDN could also support fire departments, eg, transit mechanics.</p>
Desired Outcome	<p>Best possible geographic coverage with post disaster facilities in place that will service areas of growth. Fire Service equipment that meets Fire Underwriters standards for improved insurance ratings. Incorporation of Fire Services into integrated asset management process of RDN.</p> <p>Additional Costs/Cost Neutral</p> <p>New costs associated with RDN resourcing to support these needs at the department level carries with it opportunity to neutralize some of the additional costs by reduced impact on FD operations and increased efficiency in operation. Some additional costs may be the result of service level changes necessitated by OFC Playbook requirements.</p>
Issue	<p>Long term human resource and fire chief succession planning is required to ensure continuity of halls. Difficult to find volunteers able to make time commitment to take on chief role particularly given growing administrative burden on fire chiefs.</p>
Recommendation	<p>Review models used in other departments, possible combination of paid and volunteer staff to ensure career path available. Work with fire departments to review possible plans.</p>
Desired Outcome	<p>Development of succession plan for all fire service areas and development of a progressive career path that is available to volunteers.</p>
Issue	<p>OFC Playbook standards requirement for RDN as authority having jurisdiction to ensure compliance and set standards.</p>
Recommendation	<p>Use of contracted resources to review Playbook impacts and make recommendations on how to implement for RDN Fire Services.</p> <p>Contracts with various departments and other communities to be updated particularly in relation to current regulatory environment and in relation to liability insurance/risk management.</p>
Desired Outcome	<p>Volunteer firefighter safety is supported and ensures compliance with legislation. Consistent and clear definition of standards can reduce long term costs and some financial risk associated with Fire Protection.</p> <p>Additional Costs/Cost Neutral</p> <p>Costs and benefits arising from Playbook standards are not clear at this time. First step in reviewing current conditions underway with Consultant review of existing services and structure.</p>

Issue	Limited support from RDN for fire department staffing, purchasing, capital planning and operational issues and long delays in responding to requests for assistance.
Recommendation	That RDN develop a new support structure for fire services including allocation of budget towards either contracted or staff resources with experience in fire services administration.
Desired Outcome	<p>Timely, knowledgeable and experienced support for fire departments. Ability to ensure best resource allocation across all departments.</p> <p>Additional Costs/Cost Neutral</p> <p>New costs associated with RDN resourcing to support these needs at the department level carries with it opportunity to neutralize some of the additional costs by reduced impact on FD operations and increased efficiency in operation.</p>

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STRATEGIC and COMMUNITY DEVELOPMENT

Strategic and Community Development

General Findings from Review

The review process allowed for the Core Review Team and Priorities Team to synthesize input from staff, stakeholders and the subject matter experts to formulate a series of general recommendations. It is recognized however that the focus of the organizational and efficiency review may not align with all of the general recommendations, some recommendations are at a level that can be addressed at the staff or individual manager level or those recommendations may not be an organizational priority. Through the review process the overall staff team in SCD and the Core/Priorities Review Teams acknowledged that the general recommendations would be vetted by the GM of SCD and presented to the CAO and Corporate Planning for consideration. Through that process some recommendations may be dropped as an organizational priority, may be assigned to the division level, some may be adjusted to meet organizational needs

While the interviews with staff, customers, development advocates, and stakeholders pointed to inefficiencies and other issues observed within the operations and services provided by the department, it is worth noting that staff and customers consistently mentioned that the people in the Division are a great group, who overall do a great job. Staff see each other as supportive, helpful, talented, committed and knowledgeable. Customers, stakeholders and development advocates echoed this as well. Of particular note were comments by customers and development advocates that staff looked for opportunities to save time and effort for the public and applicants where they had that authority.

While staff and development advocates noted that the work in this department, given its regulatory focus, is often thankless and frequently disparaged, it was also frequently mentioned that staff are motivated by the belief that their work is in the interest of the community as a whole, makes a positive difference, and is meaningful.

Methodology

Interviews with staff were conducted between March and April, 2014. All staff received a copy of interview questions in advance, and they were encouraged to submit detailed written comments to complement information shared in the face-to-face interviews. Staff also had the option to submit comments anonymously.

The interview process involved a Review Team responsible for conducting interviews. The Review Team was comprised of exempt and CUPE staff from all departments. Interview panels were structured to ensure that no staff member was interviewed by their direct manager or a departmental colleague. Only the General Manager sat in on all interviews.

Following the interviews a Priorities Team was established to review the interview responses, summarize the results and report back to staff for review, revision, addition and confirmation. A core team made up of both union and exempt staff members was created to conduct the

internal review. In accordance with the focus of the RDN wide operational efficiency review project, guided by the project deliverables, a sub-group was created to analyze staff responses, summarize data to identify key issue areas, develop priority actions and expected outcomes. As with the core team, this group was made up of both union and exempt staff members.

Strategic and Community Development (SCD) Core Team:

- Geoff Garbutt, General Manager, SCD
- Tom Armet, Manager of Building, Bylaw and Emergency Planning Services
- Jeremy Holm, Manager of Current Planning
- Chris Midgley, Manager of Energy and Sustainability
- Paul Thompson, Manager of Long Range Planning
- Jack Eubank, Bylaw Enforcement Officer
- Karen Hamilton, Departmental Secretary
- Al Dick, Supervisor of Building Inspection Services
- Kristy Marks, Planner
- Lainya Rowett, Senior Planner
- Greg Keller, Senior Planner

SCD Priorities Team:

- Geoff Garbutt, General Manager, SCD
- Chris Midgley, Manager of Energy and Sustainability
- Lainya Rowett, Senior Planner
- Greg Keller, Senior Planner

Secretarial support to teams: Nicole Hewitt, Senior Secretary

Subject Matter Experts:

Given the focus of the project, two Subject Matter Experts were engaged in the review of Strategic and Community Development.

For Building, Bylaw and Emergency Planning Services, Doug McPherson, Manager of Building Services, Comox Valley Regional District was engaged. Mr. McPherson met with the General Manger and Building Services staff and gave feedback on the recommendations as well a comparison of the approach to building review and permitting in his experience. His review assisted in the prioritization of recommendations as well as outcomes for identified issue areas.

For Development Services, the Subject Matter Expert that was engaged in the review was Alana Mullaly, Manager of Planning Services, Comox Valley Regional District. Ms. Mullaly met with the General Manager and then gave feedback on the issue areas, recommendations and performance outcomes. Her review assisted in the prioritization of recommendations as well as outcomes for identified issue areas.

Internal Stakeholders:

Internal stakeholders were engaged through a variety of methods. Interviews with staff were conducted between March and April 2014. All staff received a copy of the interview questions in advance, and were encouraged to submit detailed written comments to complement information shared in the face-to-face interviews. Staff also had the option to submit comments anonymously. The responses recorded and, with permission of the staff member, their notes were collected. In addition, members of the Core Review Committee met with other RDN Divisions (Parks and Recreation, Legislative Services, Information Technology/GIS, and Regional and Community Utilities) to discuss common areas of service and to receive input on the issues identified through staff interviews and to get input on potential for departmental efficiencies.

The themes and recommendations noted later in this report were drawn in large part from this data.

External Stakeholders:

External stakeholders were engaged through three mechanisms:

- **Survey and Meetings with Key Customers and Development Advocates :**
Individual meetings were held with willing high-volume applicants and development advocates to obtain input on strengths and gaps in service levels. The discussions were informal, free-flowing, and guided by a series of questions administered in face to face meetings or phone interviews. The themes and recommendations from staff were discussed in general terms to gauge accuracy and solicit further input on sources of efficiencies. The key recommendations noted later in this report also reflect input by these key customers and development advocates.
- **Survey of Community Stakeholder Groups:**
In coordination with Regional and Community Utilities, an email survey was provided to over 60 community stakeholder groups, seeking input on stakeholder satisfaction with service levels. Commentary from this group was limited but those comments received informed the recommendations noted later in the report.
- **Citizen Survey by Ipsos Reid:**
The results of the Ipsos Reid citizen survey were reviewed to inform and supplement the SCD process, results, and recommendations.

As outlined above, in coordination with Regional and Community Utilities (RCU), over 60 community groups were canvassed. Although response was limited and primarily focused on community infrastructure, the following points were raised:

- It was important to support the development of urban nodes identified in the Regional Growth Strategy and provide appropriate services.
- Ensure a sustainable supply of high quality water in response to growing populations.
- Concern was expressed about the management of surface water run-off in electoral areas. It was recognized that Ministry of Transportation and Infrastructure has

responsibility for road drainage, but runoff frequently affects surrounding areas as well. There was also interest in enhancing rainwater management in more urbanized areas.

- The RDN policy of not expanding services outside “urban containment boundaries except for health or environmental reasons” was supported.
- The need for a regional strategy for water and sewer. One respondent suggested that planning and servicing of the infrastructure could be more efficiently carried out with a more centralized model.
- Respondents are hoping that the DWWP program will provide more focused reports on their watersheds, including “sustainable water plans”.
- One respondent representing the development industry identified the need for streamlined approval process and simplification of the development permit process in order to proceed in a similar timeframe to the Building Permit process.

Individual meetings were held with willing high volume applicants and development advocates to obtain input on strengths and gaps in service levels. As above, these external stakeholders were provided with a survey; however, all respondents preferred to provide general comments on the opportunities to provide efficiencies and streamline the approval process both for community planning and building permits.

In the area of community planning the following points were raised:

- Staff do an excellent job with the tools they are given and generally have the interests of the community and the property owner in mind, always room for improvement
- Over-reliance on the Development Permit to manage land development, with the implementation of universal building inspection and subdivision approval, address development issues when lots are created (planning stage) and when building permits are issued (operational/practical construction)
- Reconsider Development Permits to include exemptions to guide development as opposed to forcing property owners to go through permitting process, most property owners would avoid the need to get a DP if that was an option
- Standardize Development Permit guidelines and requirements between Electoral Area OCP’s and potentially with area municipalities so there are consistent development requirements in the RDN
- Delegate the issuance of Development Permits to speed up the approval process as is the case with Building Permits, would vastly improve timelines
- RDN committees and Board should meet more often to speed up approval process where delegation is not possible (ie. variance permits)
- Review the RDN zoning bylaws to account for new construction techniques and building/architectural styles, especially height regulations and the measurement of setbacks from the foundation as opposed to the outermost portion of the building
- Review the referral of parkland dedication to POSAC as all OCP’s have parks policy and additional meetings add to the cost of timeline for subdivision approval.
- Consider where the RDN can defer to the Subdivision Approval Process to manage land development as opposed to property by property approvals

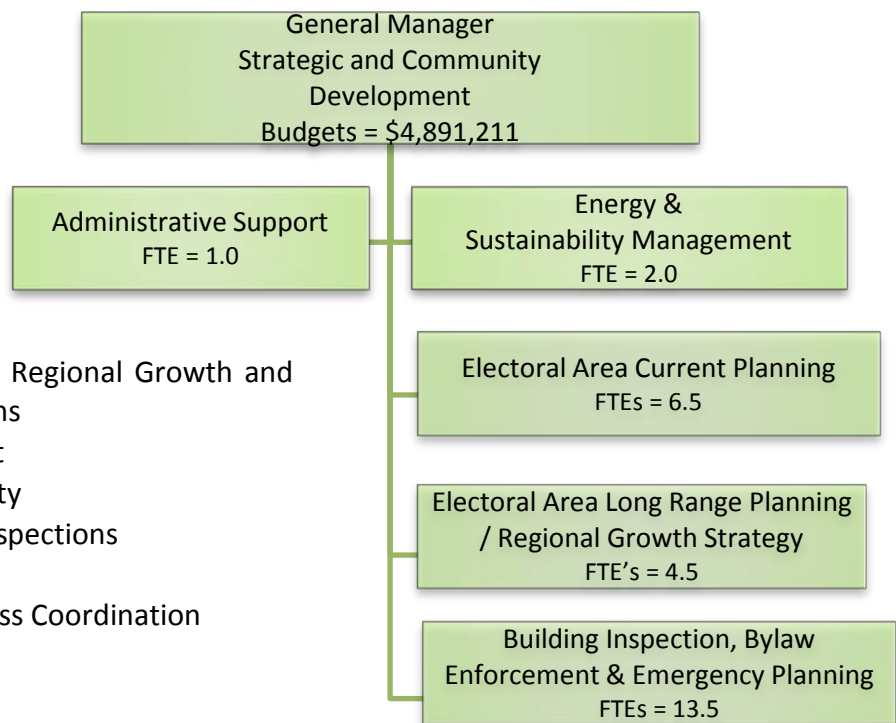
In the area of building inspection, the following points were raised:

- Overall satisfaction with the building inspection service but always room to improve and streamline service
- Strong support for technology that allows building inspectors to speed up inspection service and email inspection reports and documents; has been effective in other RDN member municipalities
- Support for a fast track permitting process for professional builders, belief that this will save time for both builders and owner/builders, more time available for staff to work with non-professionals
- Request for an online application process to limit need to go to RDN office or site office and an online inspection booking process to give flexibility to builders
- Comment that it should be more clear/consistent when the RDN requests professionals to be involved in building code reviews and design

Strategic and Community Development - Overview

The Strategic and Community Development Division provides eight primary services, some of which are regional in nature while others are specific to a certain district of the RDN or an Electoral Area.

- Current Planning
- Long Range Planning – Regional Growth and Official Community Plans
- Economic Development
- Energy and Sustainability
- Building Permits and Inspections
- Bylaw Enforcement
- Emergency Preparedness Coordination



Services	Nanaimo	Lantzville	Parksville	Qualicum	Electoral Area 'A'	Electoral Area 'B'	Electoral Area 'C'	Electoral Area 'E'	Electoral Area 'F'	Electoral Area 'G'	Electoral Area 'H'
Current Planning (Zoning/Subdivision/Permits)					x		x	x	x	x	x
Long Range Planning (OCP)					x		x	x	x	x	x
Regional Growth Management	x	x	x	x	x	x	x	x	x	x	x
Economic Development District 68					x	x	x				
Economic Development District 69			x	x				x	x	x	x
Energy and Sustainability Services		x			x	x	x	x	x	x	x
Building Inspection		x			x	x	x	x	x	x	x
Bylaw Enforcement		x			x	x	x	x	x	x	x
Emergency Planning		x			x	x	x	x	x	x	x

Current Planning

Current Planning is responsible for the review and processing of all development related applications within six of the Electoral Areas ('A', 'C', 'E', 'F', 'G' and 'H') and provides advice to the Board and its committees with respect to planning related issues. The Department responds to enquiries from the general public, external agencies and developers regarding application and evaluation processes, policies and procedures. Current Planning also provides advice and administrative support to the Board of Variance and the Agricultural Advisory Committee.

Long Range Planning

The Long Range Planning department coordinates the review and implementation of Official Community Plans for the Electoral Areas and the Regional Growth Strategy which is the guiding master planning document for the whole Regional District.

Economic Development

In 2014, Regional District of Nanaimo Electoral Areas 'A', 'B' and 'C' contributed \$152,000 to the Nanaimo Economic Development Corporation (NEDC). Over the next three years, Electoral Areas 'A', 'B' and 'C' will increase their contribution to a maximum of \$191,000 in 2017.

The NEDC is managed independently by an Executive Director and staff. Its performance is overseen by members of a Board of Directors, and reports results of the Corporation's work to the Regional District on a quarterly basis.

The District 69 members administer the Northern Community Economic Development Program, allocating \$38,000 in grants toward economic development in Electoral Areas 'E', 'F', 'G' and 'H', and the communities of Parksville and Qualicum Beach.

Energy and Sustainability

The purpose of the Energy & Sustainability Department is to coordinate initiatives that enhance community and corporate sustainability by taking strategic approaches to climate change, energy management and community self-sufficiency.

Building Inspection

In addition to advising on the issuing of building permits and inspecting construction within the electoral areas of the Regional District, the department also provides building permit and inspection services under contract to the District of Lantzville.

Bylaw Enforcement

Bylaw Enforcement staff respond to noise, nuisance and a range of land use complaints as well as concerns regarding dangerous dogs at large in the electoral areas and the District of Lantzville. Enforcement staff responds to approximately 1600 individual complaints annually.

The investigation of Regional District bylaw contraventions can be complex and often require staff to assume a coordinating role with other agencies such as the RCMP, Agricultural Land Commission, Federal Fisheries and Conservation Officers. To promote positive working relationships with these agencies, Bylaw Enforcement staff regularly participate in inter-agency training and meetings. Bylaw Enforcement staff also provide support to the Regional District's Emergency Program.

The Bylaw Services component of the Regional District's website includes comprehensive information on Regional District regulations and allows the public to submit complaints on-line.

Emergency Management Program

The Regional District of Nanaimo's Emergency Management Program plans and prepares communities and staff to respond and recover from emergencies and major disasters.

Strategic and Community Development – Priority Recommendations

Over the course of interviews with stakeholders and staff in Strategic and Community Development, it was very apparent that issues and opportunities to improve the effectiveness and efficiency of operations, oriented around several common themes, with consistent recommendations regarding how to improve departmental efficiency and effectiveness. Through interactions with the stakeholders and staff 58 areas were identified and there were five common themes that emerged. The following discussion outlines the issues, action item/recommendation and a desired outcome categorized in the five themes which are:

- Communication and Information
- Tools and Training
- Process and Procedures
- Staff Roles
- Wellness and Morale

Communication and Information

Issues and Opportunities:

Based on interviews with staff, the greatest opportunity to enhance operational efficiency and effectiveness is to improve organizational and departmental communications; and to ensure that staff, elected officials and the general public have access to high quality, accurate information. This includes all types of communication: formal and informal; written, verbal and visual; and online, in print and face-to-face.

External Outreach

Issue	Uncoordinated approach to public communication and corporate branding across departments and the organization results in duplication of effort and inconsistent or repetitive messaging.
Recommendation	Task one department with responsibility for coordinating communications. Ensure all staff are aware of policies relating to corporate communications and branding.
Desired Outcome	Consistent, unified information going to the public resulting in better managing and meeting community expectations; reduced departmental time spent on communications. For efficient use of existing resources and potential for cost savings. Cost Neutral: Recommendation does not include additional resources, refocus and consistent use of existing resources

Issue	Communications not reaching large enough or intended audience.
Recommendation	Improve RDN's skills with use of social and multi-media as a communication avenue. Explore online collaboration tools and invest in appropriate new technologies, systems or software. Research and learn about successful approaches to communications employed elsewhere.
Desired Outcome	Partnering with other departments to streamline communications; using technology more effectively to reach a larger audience with same resources; encouraging broader participation in community events; and laying a foundation for greater accountability to the public. More effective and efficient use of existing services. Cost Neutral: Recommendation does not include additional resources, refocus and consistent use of existing resources.

Board Reporting and Accountability

Issue	Political involvement in SCD operations and enforcement files generates competing workload priorities.
Recommendation	Communicate rationale behind existing regulations, policies and processes to elected officials. Make stronger connections to Board Strategic Plan.
Desired Outcome	Better understanding of operations, policies and jurisdiction for elected officials; stronger support for Board policies and better alignment with Strategic Plan. Cost Neutral: No additional resources required, stronger understanding of policy and jurisdiction by Directors could impact more effective and efficient use of existing resources.

Issue	Shifting directions from Board impacts work plan, reallocates resources, and generates unanticipated costs or delays.
Recommendation	Create a reporting structure that establishes stronger linkages between departmental workplans and the Board Strategic Plan. Include amendment of workplans to accommodate change in direction.
Desired Outcome	Diminished likelihood of unanticipated changes in direction. Better alignment between departmental work and Board Strategic Plan. More efficient and effective use of existing resources. Cost Neutral: No additional resources required, stronger alignment, focus and understanding of strategic priorities would result in more effective and efficient use of existing resources.

Tools and Training

Issues and Opportunities:

Operational efficiency and effectiveness are enhanced when staff has the tools and training they need to do their job. By contrast, work flows are slowed when staff lack the necessary tools, or are not trained to use the tools they need. As a result, projects may take additional unnecessary time, or result in additional costs to bring in consultants to execute work that could otherwise be delivered in-house.

Internal and external, and formal and informal training opportunities present an ideal opportunity to ensure broad staff capacity to deliver services expected by the public. Training also has a particularly strong relationship to staff morale. When training opportunities are not adequately provided, or are not shared equally across staff members, morale is negatively affected and staff potential goes unrealized.

Tools and Technology

Issue	Lack of online application submissions closes opportunities to more effectively use technology to streamline the application process.
Recommendation	Allow more digital and online submission of development and building permit applications. Provide application tracking and summaries online.
Desired Outcome	Online applications could improve the efficiency of the application process for applicants and result in higher quality application submissions, better meeting the expectations of development sector stakeholders. More effective and efficient use of resources and reduced time and development costs for applicants. Cost Savings: Direct cost savings to applicants with indirect savings to RDN operations through increased efficiency and effectiveness of existing resources. Example - Online Application process estimated to result in \$200-\$500 reduction in cost to a property owner in time to attend/repeated trips to RDN offices to submit documentation. Most applicable to those property owners who use agents or professionals to take their application through the approval process.
Issue	Lack of access to information technology in the field reduces the efficiency of the building inspection service.
Recommendation	Provide smart phones or tablets for building inspectors. Status update: CityView Mobile rollout is underway.
Desired Outcome	Better use of technology to deliver building and development services more efficiently. More effective and efficient service to development community. Cost Neutral: Project is underway. No additional resources required, expected result is more effective and efficient use of existing resources. Higher level of service.

Peer to Peer Training and Internal Capacity Building

Issue	Lack of transfer of knowledge within/between departments limits professional development, reduces capacity and eliminates redundancy when key project management and project delivery staff are unavailable.
Recommendation	Cross-train staff. Build integrated, interdepartmental teams to deliver projects effectively.
Desired Outcome	Increased capacity of organization as staff can fulfill multiple roles. Improved staff learning, motivation and morale. Potential efficiencies from combining resources across departments and a streamlined review process.
	Cost Neutral
Issue	Limited opportunities for staff to develop knowledge and skills in related service areas.
Recommendation	Provide cross-training and opportunities for job shadowing and job rotations within and across departments.
Desired Outcome	Increased staff capacity to deliver broader range of services resulting in greater organizational flexibility. Improved staff engagement and increased capability to take on new challenges or additional work with existing resources.
	Cost Neutral

Formal Training and Professional Development

Issue	Corporate Succession Plan to build leadership and expertise within the organization.
Recommendation	Develop a Strategic Corporate Education Program for the purpose of succession planning. Provide opportunities for staff mentoring and to develop leadership experience. Allow senior staff to act in managers' absence.
Desired Outcome	Increased ability to hire experienced and well qualified personnel for positions, enhanced organizational flexibility to deal with staffing changes and shortfalls; greater capacity for staff to perform a wide range of functions; and increased staff morale.
	Cost Neutral

Process and Procedures

Issues and Opportunities:

The most specific recommendations for improving operational efficiency are centred around SCD processes and procedures. Presently, a lack of documentation for regular processes and procedures increases staff time taken to complete job functions. In addition, the approval process for development and building permits can be streamlined to reduce costs and wait time for applicants, thereby delivering better service to the public. Finally, staff also highlighted internal procedures and structural/office layout features that can be improved so that the department can function more efficiently.

Documentation

Issue	Older bylaws do not accommodate new and emerging ideas, technologies, or systems, including planning innovations, green building or renewable energy systems. This creates opportunities for redundant applications and misinterpretation. Updated Bylaw regulations will result in decrease in the requirement for Development Variance Permits and Board of Variance applications.
Recommendation	Review and update older bylaws (zoning, floodplain management)
Desired Outcome	<p>Better ability to align services delivered by departments with the Board Strategic Plan; more streamlined services when innovative applications are submitted; increased departmental flexibility to meet the need and expectations of sophisticated applicants.</p> <p>Cost Savings: Direct cost savings to applicants with indirect savings to RDN operations through increased efficiency and effectiveness of existing resources. Example – Bylaw change resulting in the elimination of variances could result in \$500-\$2,000 reduction in cost to a property owner by elimination of variance application, fees, professional reports, drawings etc.</p>

Streamline and Improve the Application Process

Issue	Protracted timeline for some development approvals.
Recommendation	Either delegate authority to issue Development Permits to staff when applications are consistent with DP Guidelines or hold bi-monthly Board and EAPC meetings to reduce wait times for development permit applicants.
Desired Outcome	<p>More streamlined and reduced cost of development process for applicant. More effective and efficient use of existing resources.</p> <p>Cost Savings: Delegation of Development Permits significantly speeds up the issuance of applicable permits (1-2 months) as approvals are no longer tied to the EAPC review - RDN Board approval cycle. Reduction in two key cost drivers; borrowing costs and agent/professional involvement. Estimated reduction in cost to a property owner = \$1,500-\$3,500 due to the faster construction timeframe, reduced total borrowing period, ability to schedule trades and reduced/eliminated involvement of Agent/Professional.</p>

Issue	High cost of development due to large number of often repetitive professional reports required.
Recommendation	Reduce the number of professional reports required through the development process by focusing information requirements at the time of subdivision and/or at building permit. Eliminate requirements for reports that are repetitive.
Desired Outcome	<p>Lower cost of development, better meeting the expectations of residents and stakeholders involved in the development process. Reduction in need for professional reports through requirement for more information at subdivision – similar processes as in place in other jurisdictions. May also reduce the requirement for BOV or DP applications and associated costs.</p> <p>Cost Savings: Direct cost savings to applicants with indirect savings to RDN operations through increased efficiency and effectiveness of existing resources. Example – could result in \$1,500-\$3,000 reduction in cost to a property owner by elimination of professional reports for geotechnical, biology and RAR issues.</p>

Issue	Time consuming and in many cases, unnecessary plan reviews on building permit applications submitted by registered builders.
Recommendation	Develop an accelerated building permit processing stream for registered home builders.
Desired Outcome	<p>A reduction in permit approval times resulting in a more streamlined service delivery and enhanced efficiencies in the use of staff resources.</p> <p>Cost Savings: Direct cost savings to applicants with indirect savings to RDN operations through increased efficiency and effectiveness of existing resources. Example – accelerated processing could result in \$1,500-\$3,500 reduction in cost to a property owner by reducing construction timeframe, reduced borrowing costs and greater certainty/efficiency in scheduling trades on site.</p>

Maximize the Impact and Effectiveness of Staff Time and Effort

Issue	Time spent on issues where the RDN has limited impact and no jurisdictional authority increases overall costs of service delivery, and delays completion of higher priority work (eg, cellular communication towers, liquor licences).
Recommendation	Cease involvement or charge for involvement in processes where RDN involvement has no impact on the outcome.
Desired Outcome	<p>Increased staff capacity to perform required work. Greater efficiency and effectiveness of resources – potential for cost savings.</p> <p>Cost Savings: Inefficient, ineffective and redundant application of existing resources on significant issues that are outside of RDN jurisdictions and authorities distracts resources from Board priorities and established workplans/projects. Example – for out of authority issues there is no methodology to recover costs of resources involved. Recent cell tower sites are cases in point diverting \$10-\$12,000 of staff time on work that is not within any service funding or RDN authority.</p>

Issue	Offsite public hearings are inefficient.
Recommendation	Review location of public hearings (for example held before Board meetings in Board Chambers) to reduce overtime/mileage/rental costs. Look for balance between access and service to community and cost of service provided.
Desired Outcome	<p>Opportunity for reduced costs associated with public hearings, reduced overtime, improved staff morale from better work-life balance; more effective and efficient development process including reduced time and costs for applicants.</p> <p>Cost Savings: \$12,000 annually. Important to note that cost savings must be balanced with service to the community. Recommendation brought forward for awareness and consideration.</p>
Issue	Subdivision process is lengthened and made onerous for planning staff and parks planners when parkland or cash-in-lieu of parks are proposed. All RDN Official Community Plans provide specific direction related to the provision of parkland in the electoral areas which was based on a comprehensive public consultation program (note similar recommendation in R&P).
Recommendation	Review and consider the elimination of, or amendment to, the POSAC review process; amend Board Policy C-1.5 (<i>Review of the Consideration of Park Land in Conjunction with the Subdivision Application Process</i>) when applications reflect community priorities as established in OCP policy.
Desired Outcome	<p>More streamlined subdivision process, increased accountability of staff and Board to citizens, reduced costs related to overtime and provision of services. POSAC oversight over the provision of parkland is not required; potential for significant reduction in approval time and costs to applicants.</p> <p>Cost Savings: Direct cost savings to applicants with indirect savings to RDN operations through increased efficiency and effectiveness of existing resources. Example – accelerated processing could result in \$1,500-\$3,000 reduction in cost to a property owner by reduced application review time, reduced borrowing costs, reduced agent/professional fees and involvement and greater certainty/efficiency in scheduling trades on site.</p> <p>Estimated RDN could save \$350 in staff time associated with each application currently reviewed by POSAC.</p>

Issue	Potentially providing inspections that are unnecessary under current construction practice in the region, increasing the duration of the development process, increasing costs and reducing stakeholder satisfaction.
Recommendation	For Building Inspection, review the range of inspections provided, identify any that can be eliminated.
Desired Outcome	Lower cost, more efficient and streamlined delivery of the building inspection service. Enhanced service provision to stakeholders in the development process. Cost Savings: Direct cost savings to applicants with indirect savings to RDN operations through increased efficiency and effectiveness of existing resources. Not quantified at this time.
Issue	Organizational effectiveness impacted or compromised when OCP and RGS policies are not implemented.
Recommendation	Include plan implementation as part of every planning process and carry out implementation concurrent with plan adoption.
Desired Outcome	Clear implementation process for planning projects. Interdepartmental follow-through on plan implementation. More consistency between plans and other bylaws. Longer term savings in operational costs and cost to applicants when policy is clear and supports streamlined approval processes. Cost Savings: Direct cost savings to applicants with indirect savings to RDN operations through increased efficiency and effectiveness of existing resources. Not quantified at this time.

Staff Roles

Issues and Opportunities:

Clearly defined staff roles and responsibilities are essential to ensure that committed work is matched to departmental staffing resources and those qualified to do the work. At the same time, flexibility in roles and responsibilities is necessary to promote staff capacity across departments, provide diversity in tasks over time, and encourage skill development. Office structure and lay-out can be an important factor affecting roles and responsibilities, ensuring that staff with complementary roles can reinforce one another; senior staff can coach or mentor junior staff; and ensuring that professional staff are not distracted or interrupted with inquiries best dealt with at an administrative level.

Roles and Responsibilities

Issue	Too much time is spent entering new applications, calculating fees, and sending acknowledgement letters.
Recommendation	Standardize and streamline the application intake process.
Desired Outcome	More efficient and effective service delivery which results in faster application processing times. Potential reduced costs of operations. Cost Savings: Direct cost savings to applicants with indirect savings to RDN operations through increased efficiency and effectiveness of existing resources. Not quantified at this time.

Issue	Efficient delivery of Bylaw Enforcement and Investigations across RDN Divisions.
Recommendation	Address duplication of enforcement/investigations staff resources by consolidating responsibility for enforcement/investigations to existing Strategic Planning and Community Development Bylaw Enforcement staff.
Desired Outcome	Eliminate the duplication of staff resources, provide effective service delivery and decrease the cost to deliver the service to the Solid Waste function. Cost Savings: (also noted in SW Recommendations) \$50,000 annual – saving resulting from review of SW Enforcement services and consolidating Bylaw Enforcement in one department.

Organizational Structure

Issue	Workload and project assignment process impacts opportunities to jointly work on projects in Long Range and Current Planning.
Recommendation	Provide opportunities to work in policy and development planning. Engage staff from multiple departments to deliver large or complex projects
Desired Outcome	Increased staff knowledge and capacity, better staff coverage and improved front end service delivery. Supportive environment for career development. More effective and efficient use of existing resources. Cost Neutral.

Issue	Activity Level and impact on staff resources associated with satellite site offices.
Recommendation	Review the value that satellite offices offer to services and consider method to implement/adjust satellite offices to respond to demand/development activity levels.
Desired Outcome	A strong business case to adequately resource satellite offices and maintain, relocate or close office as activity levels and projects require. More effective and efficient use of existing resources and reduced cost of operations. Cost Savings/Additional Costs: Depending on outcome of review, office closure would result in significant annual savings, additional satellite offices would require new funding support.

Office Layout and Workspace Configuration

Issue	Planning and Building Inspection front counters act as reception for whole building.
Recommendation	Review the business case for establishing a 'one-stop-shop' for customer service on the lower level of the Admin Building. Review opportunity to accept payments (permits and inspections) in department.
Desired Outcome	<p>Reduced time answering general inquiries and redirecting staff. More effective and efficient use of existing resources and increased efficiency in customer service.</p> <p>Additional Costs: Additional costs associated with equipment and systems to process and receive payments in multiple locations – partially offset by increased service to community.</p>



RECREATION and PARKS

Recreation and Parks

General Findings from Review

Department as a whole

Staff enjoy the work that they do and generally feel appreciated by the regional community. As the Department is comprised of various service functions that provide service to a variety of residents throughout the Regional District, there is a sense within the staff team that long term planning for the department as a whole could be improved while maintaining individual service area plans (e.g. Regional Parks and Trails, Electoral Area 'A' Recreation and Cultural Services, District 69 Recreation Services master plans).

Staff currently work collaboratively; however, there are areas of improvement that can be gained which are highlighted later in this report.

It was noted that efficiencies could be gained by reviewing the Parks Advisory Committee structure, the provision of recreation programming in Electoral Area 'H' and realignment of programming duties at the Aquatic Centre. The review also identified challenges in staff responding promptly to political direction and to shifts in service delivery methods within specific electoral areas (e.g.: Community Parks, Recreation Services in rural areas).

Stakeholders surveyed confirm satisfaction with the services provided by the Department with certain requests to provide additional recreation and parks services and sport field facilities within the community. In terms of the provision of additional recreation and parks services, themes noted included expansion of the Ravensong Aquatic Centre, funding assistance with electoral area community halls, and more resources dedicated to the Parks Division, in particular the community parks system.

Arena Services - Oceanside Place

Of all the services provided by the Department, Arena Services are meeting the expectations of both staff and the community most successfully. Areas for improvement centre around efficient scheduling of the facility's three arena surfaces and continued work in ensuring the facility is used at optimum levels when surfaces are used as dry floor rental space. Although the 2005 master plan for the District 69 Recreation Services identified the need to review expansion needs of the facility after ten years of operation, based on current usage patterns, expansion of the facility is not required at this time.

The review also identified the need to verify that the current reporting structure is effectively working, primarily for the Arena Program Secretary.

Aquatic Services - Ravensong Aquatic Centre

The review noted that Ravensong Aquatic Centre is a key social hub within the community; it is a friendly place with a comfortable atmosphere where residents can obtain a sense of

community. This was attributed in large part to the customer service provided by all of the team members.

The expansion of the aquatic facility was frequently noted during the staff and community consultation process. Facility expansion was requested due to the perceived need for additional pool space based on current user demand and the addition of a public fitness (gym) facility.

Staff resourcing of lifeguards and instructors at the facility was identified as a challenge. The review also identified the need to provide assistance to the Aquatic Programmer and to better utilize the skills and abilities of the Team Leaders. Establishing a stronger sense of 'team' was another goal identified by the staff. Based on the feedback administration, programming, maintenance, and lifeguarding staff tend to view each area as generally independent of one another.

Recreation Services

The Recreation Service Division provides services to a variety of districts within the Regional District and to a broad range of demographic groupings. For services provided through the Northern Communities Recreation function, both staff and users were generally satisfied with the services being provided.

Key areas for improvement identified included; the redistribution of the task of sport field allocations from the programming team to a clerical position (which has since occurred), the need for redistribution of duties of the part-time Programmer based in Electoral Area 'H', which is currently under-utilized to a service area which requires additional resources. The Programmer has fostered a strong working relationship with the Qualicum First Nations which is providing some expanded opportunities in the provision of recreation services in the community at large.

The review confirmed that continuation of the provision of the contract services for rural recreation programming in Electoral Area 'B' and Electoral Area 'F' is necessary. A similar delivery model for Electoral Area 'H' could perhaps be revisited. It is understood however these contract arrangements require the existence of a willing and able organization to take them on. The provision of rural recreation services in Electoral Area 'A' continues to be an area that will require monitoring and Board direction.

Staff feedback identified the lack of dedicated program space creates a challenge in achieving the department's goal of delivering appropriate and accessible community programming. The department has made inroads in this area, primarily in District 69, with the utilization of space in closed schools.

The review also identified that synergies could be gained between the recreation function and the parks system in order to meet the requests and demands for additional nature based programming.

Parks Services

Parks division members are very proud of what they have been able to accomplish with the current resource levels but have indicated the current model is not sustainable. The provision of adequate staff resourcing for the parks area was a recurring theme, both in interviews with staff within the service area as well as staff in the other divisions and RDN departments.

The review identified that the current staff levels are not in alignment with current and expected work plans both for park development and planning but as well as for the capital projects and maintenance of the parks and trails system. At present, the Parks team comprised of seven staff (one manager, two planners, one Parks and Trails Coordinator, two operation coordinators and two parks technicians) is unable to keep pace with the demands from a current inventory of 12 regional parks, a growing regional trail system and in excess of 195 community parks.

The review also identified that over the past decade not only has the parks and trails system grown, but the sophistication and complexity of park developments has increased. The parks division has been required to move from maintaining largely undeveloped regional and community parks to overseeing community parks that are more urban in scale and undertaking increasingly complex trail and bridge projects. The expertise required for these large capital projects and the tendering process involved is currently not provided for within the current parks staffing positions.

Inefficiencies have also been created through the distribution of work tasks. Staff with specialized skills are used to do jobs that could be covered by another staff position with a skill set that better matches the task. As an example, Parks Planners do administrative tasks that could be better covered by a receptionist or secretary. Shifting tasks based on skills and expertise would provide more time for staff to focus on their tasks that require their specific expertise.

Of all the service divisions within the department, staff from the parks services area indicated the least satisfaction in the quality of the work that they are able to deliver due in part to resources being spread too thin. The staff also has indicated that they are unable to meet the growing expectations of the public, committees and the Regional Board.

Compounding the issue is recent grant funding that has been secured provides funds for construction of park and trail initiatives, however staff costs are an ineligible expense, therefore the additional projects have to be absorbed by the current workforce.

The most challenging area in service expectations is the community parks system where there is for all intents and purpose one planner and two operations staff resourced to this system.

Also identified through the interview process was the need to review the Parks and Open Space Advisory Committees. At present staff are challenged in resourcing these committees and then

meeting the expectations of committee members. In excess of 21 meetings are scheduled throughout the year in the rural areas under the current system. At times committee member frustrations have provided for volatile meetings for staff. As the RDN is required to ensure the work place is free of harassment and members are treated in a respectful manner, a thorough review of the parks advisory committee structure and the appointment process is required. The review will also consider a cost benefit analysis in resourcing the current advisory committee structure.

Other key issues for improvement include: the allocation of Regional and Community workloads, the development of a project management system, working with RDN Planning on subdivisions, park use permits and programming.

Methodology:

Recreation and Parks Team:

Two teams comprised of both union and non-union staff members were created to conduct the internal review.

Regional and Community Parks and Trails Acquisition, Planning and Operations:

- Tom Osborne, General Manager, Recreation and Parks
- Wendy Marshall, Manager of Parks Services
- Kelsey Cramer, Parks Planner
- Chris Van Ossenbruggen, Parks Operations Coordinator

Recreation Programs and Facility Operations:

- Tom Osborne, General Manager, Recreation and Parks
- Dean Banman, Manager of Recreation Services
- John Marcellus, Superintendent of Arena Services
- Melinda Burton, Senior Program Secretary OP/RAC
- Charles Stockand, Maintenance Worker OP
- Monica Garcia, Lifeguard / Instructor
- Cathy MacKenzie, Recreation Programmer Northern Rec

Secretarial support to teams: Ann-Marie Harvey, Senior Secretary

Subject Matter Expert:

The Subject Matter Expert that was engaged in the review for the two divisions was Ernie Mansueti, Parks and Recreation Director, District of North Cowichan. Mr. Mansueti met with the General Manager and the Committee and gave feedback on the recommendations. Mr. Mansueti also provided information and reference material that can be accessed in the implementation of some of the recommendations.

Review Consultation:

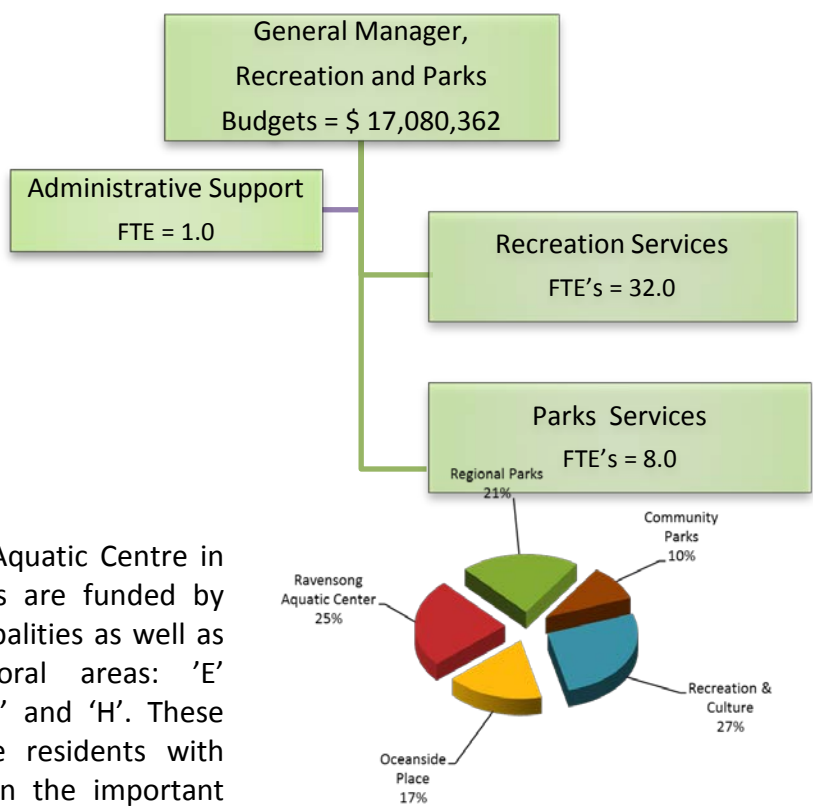
Members of the two teams met with all permanent department staff in March and April of 2014. Staff were provided with a set of questions in advance. The responses recorded and, with

permission of the staff member, their notes were collected. The themes noted later in this report were drawn in large part from this data.

The review, while undertaken with an internal focus, recognized the value of assessing community, citizen and stakeholder satisfaction with current service levels. Feedback from these specific user groups was collected online, in-person surveys and in-person interviews. This external input was specific to the Department’s services and was collected in addition to the Citizen Survey by Ipsos Reid conducted across the region.

Recreation and Parks Services - Overview

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 assisting people with disabilities and families with lower incomes to attain their sport and recreation goals. The members of the Regional District collaborate in a variety of creative ways to provide their residents with high quality recreational opportunities. 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. Both facilities are funded by residents living in these municipalities as well as the four surrounding electoral areas: 'E' (Oceanside Arena only), 'F', 'G' and 'H'. These sub-regional amenities provide residents with high quality places to utilize in the important pursuit of active and healthy living. The four northern Electoral Areas also contribute funding to the maintenance and operations of municipal sports fields, and Regional District staff schedule sport field use on behalf of the School District 69, Parksville and Qualicum Beach.



The Recreation and Parks Department provides eight primary services, some of which are regional in nature while others are specific to a certain district of the RDN or an electoral area.

Services/Facilities	Nanaimo	Lantzville	Parksville	Qualicum	Electoral Area A	Electoral Area B	Electoral Area C	Electoral Area E	Electoral Area F	Electoral Area G	Electoral Area H
Regional Parks	x	x	x	x	x	x	x	x	x	x	x
Community Parks					x	x	x	x	x	x	x
Northern Community Recreation/Sports Fields			x	x				x	x	x	x
Oceanside Arena			x	x				x	x	x	x
Ravensong Aquatic Centre			x	x					x	x	x
Gabriola Island Recreation						x					
Southern Community Recreation/Sports Fields		x			x	x	x				
Area A Recreation & Culture					x						

Oceanside Place Arena (Parksville)

Oceanside Place officially opened on October 6, 2003 at 830 West Island Highway, adjacent to Wembley Mall, after moving from its old home at the District 69 Arena at Parksville Community Park.

The facility includes two full size ice arenas (1,000 spectator seating Howie Meeker Arena, 200 spectator seating in Victor Kraatz Arena), a 1,204 sq. ft. multi-purpose room and 259 sq. ft. meeting room available for community bookings and finally a smaller leisure skating surface.

Peak ice season demand is from September to April. From May through June, 1 ½ ice surfaces are removed and the space booked for dry floor activities such as lacrosse, high school graduation ceremonies, home show, etc. Ice rentals, registered programs and public skating continue throughout the year at a low volume than September - April, on the remaining sheet of ice. The 2nd ice sheet is installed in July due to demand for ice rentals, hockey and figure skating schools, and training camps.

The facility also provides amenities such as concession service, skate shop with skate rentals and sharpening service, and office spaces for the Recreation and Parks department.

Oceanside Place typically operates and is open for public use 16-18 hours per day to accommodate all ages in various activities. In 2014, facility usage was at approximately 75% capacity for the ice surfaces and hosted 22,000 admissions.

District 69 Arena (Parksville)

The RDN has a lease agreement with the Parksville Curling Club Society to manage and operate the District 69 Arena as curling facility. The facility is owned by the RDN and is situated on land within the Parksville Community Park leased from the City of Parksville. The Superintendent of Arenas Services carries out regular inspections of the facility and, in cooperation with the Manager of Recreation Services, works cooperatively with the Society to ensure that the terms and conditions are maintained as outlined in the agreement.

Ravensong Aquatic Centre (Qualicum Beach)

The Ravensong Aquatic Centre (RAC) opened in 1995, received facility and equipment upgrades in 2010, and is currently operating at near capacity. The facility is open approximately 16 hours per day year round with the exception of an annual three week maintenance shut down. The facility saw more than 89,000 admissions in 2014 while providing a range of lessons and training programs and acting as the home training facility for the Breakers Swim Club, the Masters Swim Club, Synchronized Swimming Club and assorted physio/rehab groups.

The primary services that are offered to all ages include; lane swimming, water-based fitness classes, learn to swim programs and opportunities for families and individuals to enjoy a variety of unstructured drop in programs. RAC administrative services also supports recreation, parks and arena services and other RDN programs such as RDN Transit, RDN Waste services and a variety of community information dissemination.

Water amenities at RAC include a 25m 6 lane main pool, a zero depth entry leisure pool and a hot tub. In addition, patrons have access to an infrared sauna and steam sauna, a limited variety of exercise and play equipment, four family change rooms and gender specific change rooms. RAC is fully accessible and has a variety of equipment to assist persons with mobility and other challenges enjoy the amenities.

Northern Recreation Services (District 69)

Programming -

The Northern Community Recreation Service provides direct programming primarily for the communities of Parksville and Qualicum Beach, with participants attending from surrounding electoral areas. Strong community partnerships allow for the delivery of affordable and accessible recreation and events within District 69. The service area supplements programming provided by Arrowsmith Community Recreation Association (ACRA) with which holds a service agreement with the RDN to provide supplemental recreation services within Electoral Area 'F'.

RDN programming in Electoral Area 'H' supplements that of the programs offered by local community organizations.

District 69 Field Bookings -

The RDN Recreation and Parks Department administers the allocation of sports fields and tennis courts owned by the Town of Qualicum Beach, the City of Parksville and School District #69. Bookings are coordinated with over 40 community groups including leagues, special events and tournaments. Current practice does not include charging field user groups for bookings.

Financial Access -

RDN Recreation and Parks works with the Society of Organized Services (S.O.S.) within the District 69 area to provide financial assistance for people wanting to participate in recreation programs including swimming, skating, day camps and other registered programs. Financial assistance is available for low-income residents who live in District 69. The RDN assists participants younger than five years and older than 15 years including adults for RDN activities. The S.O.S. assists children 0-18 years of age in other community activities. The process is simple and confidential.

Inclusion Support -

RDN Recreation and Parks take a proactive approach to providing programs and services that are accessible to all residents. Our inclusive approach involves working with individuals and their families and support teams in planning ahead for their participation. The department focuses on including people with disabilities in the general recreation services provided, with swimming, skating and children's summer camps being the most often requested.

Southern Recreation Services (District 68)

Residents in Electoral Areas 'A' and 'B' separately fund local recreation services specific to their communities.

The Gabriola Recreation Society coordinates recreation opportunities on Gabriola Island (EA 'B'). The Society has held a contact with the RDN since 2002 to provide direct recreation programming on the Island. Within Electoral Area 'A', the Parks, Recreation and Culture Commission currently oversees a grant program and advises the RDN Board for the communities of Cedar, Yellow Point, Cassidy and South Wellington.

Additionally the two electoral areas participate in funding with Electoral Area 'C' and the District of Lantzville for recreation programs, facilities and sports fields located within the City of Nanaimo through the Southern Community Recreation Services function.

Regional and Community Parks and Trails

The Parks and Trails service areas encompass both the acquisition, future and current planning, and development of regional and community parks and trails as well as the daily operations and maintenance of existing parks spaces.

Community Parks & Trails -

Since its beginning in the 1960s, the Community Parks and Trails service has been growing at an accelerated pace. The system has grown from two hectares of parkland in 1960 to 612 hectares in 2015, including over 195 Electoral Area Community Parks. The last few years have not only seen an increase in the number of parks but also an increased pace of development and a higher standard of care.

Most community parks are acquired through parkland dedication from subdivision while others are acquired through Crown Licence of Occupation agreements, agreements with private landowners, or by direct purchase or donation. Acquisition through any of these processes requires staff time to review the site, to work with the planning department and the community, to conduct environmental, archeological and other reviews, and to work on any required agreements.

Parks Planning involves the creation of planning documents to help guide long term and current development and acquisition of parks. Long term documents guide the overall direction of acquisition and development of community parks. The Community Parks and Trails Strategy for Electoral Areas 'E', 'F', 'G' and 'H' is an example of this. The creation of individual conceptual plans for a park takes place before development. Concept plans go through several reiterations to ensure that stakeholder views and any constraints (environmental, archeological, topographical, etc.) are addressed. Before a plan can become reality on the ground, Parks staff need to ensure that funding is available through the yearly operational and capital budgets and five year plans.

Parks staff work with six Parks and Open Space Advisory Committees and one Parks, Recreation and Culture Commission. Staff oversee agenda development and minutes, five year planning documents, report development and attend, not only scheduled meetings, but also other meetings needed to provide input on parkland acquisition and development. Staff also spend time responding to committee requests and questions.

Regional Parks & Trails -

The Regional Parks and Trails service, which is 25 years old, has grown from one park to twelve parks including two campgrounds (2,061 hectares in total) and seven trails totaling more than seventy kilometres. The development and acquisition of Regional Parks and Trails is guided by the Regional Parks and Trails Plan and individual Parks Management Plans for each park. Recently developed plans include Benson Creek Falls Regional Park Management Plan and Moorecroft Regional Park Management Plan.

Regional Parks are acquired through purchase, often in partnership with non-profit organizations, through lease or licence, through donation or through a subdivision process. Before a Park is recommended for acquisition, the Parks Rating and Criteria Framework is applied to score and compare the potential acquisition with the rating of parks already in the system.

The RDN currently manages over 70k of Regional Trail. In 2011, the RDN's first fully accessible trail, the Lighthouse Country Regional Trail, was constructed. Several large bridges have been built to complete trails including the Top Bridge suspension bridge over the Englishman River. Plans are now underway for the construction of a bridge over the Nanaimo River on the Morden Colliery Regional Trail.

Maintenance of all RDN Parks and Trails is carried out by both staff and contracted services. Operations staff are responsible for the installation of amenities such as signage, benches, barriers, fences, smaller trails, picnic tables, stairs, boardwalks and small bridges. They are also responsible for the on-going maintenance of parks structures and for care of parks including trail surfacing and clearing, plant care, graffiti removal, invasive plant removal, garbage removal, and tree monitoring and removal. Large tree removal is carried out by a contractor as is mowing, garbage can service, port-a-potty service and some weeding. Operations staff work with volunteers providing support for community lead plant removal sessions. Operations staff also respond to resident requests for service in the park and trails system.

In recent years, several parks have been acquired with buildings on site requiring maintenance staff to undertake building removal, design, upgrade and ongoing management.

The RDN Parks service regularly works with partners and community groups to enhance both community and regional parks. Park Wardens patrol Regional Parks, several community groups work to enhance parks through invasive plant removal, planting sessions, and playground fundraising and installation. A few parks are managed through Operator Agreements (two campgrounds and two community parks) and two Regional Parks have Park Caretakers. Park use is regulated by the Park Use Bylaw 1399 and park use permits are issued for private and community public events. Recreation staff work with parks staff to meet the increasing desire for outdoor park programming.

Recreation and Parks Department – Priority Recommendations

Organization Structure and Resources

Through the review it became evident that there are service areas that will need to be adjusted in order to meet the community and the Regional Board's service expectations. For some areas such as park services, consideration of additional resources will need to be reviewed or a reduction in service expectations implemented, whereas realignment of duties for some positions in aquatics, arenas and recreation services are recommended.

Parks Division Staff Resourcing

Issue	Park staff resourcing not sufficient to meet approved work plans.
Recommendation	That staff resourcing be reviewed to ensure that the level of resourcing in the department is in alignment with approved work plan and Board directives.
Desired Outcome	<p>The appropriate amount of staff is in place to achieve work plans in a timely manner and meet Board directives. Reduce the delay of project completion resulting from the existing gap between resourcing and workplan/community and Board expectations.</p> <p>Additional Costs: Significant gap between approved workplans (and additional items added through the year) v. current resource levels. A number of the following recommendations are in this category.</p>
Issue	Inadequate administrative support for Parks Division.
Recommendation	That a Departmental Secretary position be established for the Parks Division in order to meet demands in service area.
Desired Outcome	<p>PPT Departmental Secretary position established to meet needs of service area. More effective and efficient provision of service will result from adequate resourcing.</p> <p>Additional Costs: \$33,000 including benefits for additional PPT position.</p>
Issue	Inadequate resourcing for parks and trails capital projects and supervision of park operations.
Recommendation	Consideration be given to implementation of a Superintendent of Operations and Capital Projects position.
Desired Outcome	<p>Skill set and expertise required for large capital projects and building management is in place. Increasing park maintenance and asset management can be streamlined. Work overseen by Planners can be shifted freeing more planning time. Opportunity for more effective and efficient distribution of workload and increased effectiveness and efficiency of existing resources.</p> <p>Additional Costs: \$120,000 including benefits for additional FTE position.</p>

Issue	Inadequate resourcing for park use permits, volunteer management and programming for parks.
Recommendation	That one staff person be assigned park use permits, volunteer management and programming for regional and community parks.
Desired Outcome	Community has a one point of contact for park use permits and volunteers who is knowledgeable of the RDN parks and trails system - position may be tied to nature programming. Additional Costs: Gap in service proposed to be largely addressed by transfer of resources with some additional funding required est. \$20,000.

Aquatic Division Resourcing

Issue	Staff Shortage and Recruitment – Lifeguard positions
Recommendation	Prepare recruitment information material to present and use in school district classroom, job fairs etc. Assign staff to attend events to promote lifeguarding. Expand Jr. Lifeguard program and other recruitment programs.
Desired Outcome	Facility has sufficient, qualified staff to ensure uninterrupted operation of facility and lessons and programs have a consistent staffing compliment in place. Cost Neutral/Additional Costs: Focus on recruitment activities carries negligible additional costs. Potential additional costs in conversion of some casual positions to permanent may be required to stabilize staffing complement. Financial implication comparatively low as the additional costs would be limited to the marginal increase in benefit cost.

Recreation Division Resourcing

Issue	EA 'H' Programmer
Recommendation	Review the business case for the continuation of the programmer office in Electoral Area 'H' and the opportunity to more effectively provide service including consideration of closure of the programmer office in Bowser and reassign duties to other programming portfolios including outdoor programming, park community liaison and permitting. Continuation to provide programs based in EA 'H' based on demand. Review providing funding to NPO to provide services.
Desired Outcome	More efficient use of programming resources to the broader community while facilitating recreation service provision in EA 'H'. Cost Neutral/Cost Savings Outcome of the business case review would confirm savings associated with changes to the provision of recreation programming. No change to staffing is contemplated; existing resources would shift and be allocated to other priority areas such as the gap in outdoor park and nature programming in the RDN.

Issue	Nature Programming
Recommendation	That outdoor park programming provided by the RDN within regional and community parks expand to residents throughout the Regional District.
Desired Outcome	Residents and visitors of the Regional District can register or participate in outdoor programming events and activities throughout the RDN parks.

Work Program and Changes

Issue	Political Shifts / Substantial Service Level Changes
Recommendation	That senior staff work closely with EA Directors as a group to mitigate and lessen impacts when significant shifts in individual community parks service areas and work plans are being contemplated.
Desired Outcome	More consistent and stable relationship between approved workplans and the resources available in the department to carry out work. More effective and efficient use of existing resources and reduction in projects delayed due to shifting Board priorities. Cost Neutral: No additional resources required, stronger alignment, focus and understanding of strategic priorities would result in more effective and efficient use of existing resources. Longer term savings as more planned work is completed rather than delayed by shifting priorities.

Process and Program Improvements

The review highlighted a variety of process, program and facility improvements to be considered or implemented that will benefit both users of the Department's services but also improve interdepartmental systems that will make the RDN more efficient.

Arena

Issue	Arena Scheduling and Bookings
Recommendation	Review facility scheduling process to increase customer service and increase revenue generation opportunities from open facilities.
Desired Outcome	Customers can review arena availability on weekends and evenings and book available times in addition to having access to this service on weekdays. Increased revenue to support operations and more efficient use of facilities. Additional Revenue: Up to \$40,000 annually in potential revenue hours available. Additional work and analysis required.

Aquatics

Issue	Lifeguard Scheduling Inconsistencies – reduced consistency of programs/services
Recommendation	That lesson and lifeguarding scheduling blocks be established and maintained to ensure consistent orders of staff are in place each week.
Desired Outcome	As practicable as possible within the parameters of the Collective Agreement, schedule the same lifeguard for a block of time to ensure staff and patrons have a reliable and consistent schedule on a weekly basis. Cost Neutral: Linked to recommendation regarding Lifeguard staff and recruitment. Stabilized and adequate staffing level will result in desired outcomes.
Issue	Aquatic Special Events Staffing
Recommendation	Ensure special events that are promoted are able to meet the public expectations and adequate staff are scheduled to ensure the event can be delivered as promoted.
Desired Outcome	Special events are being delivered as promoted and sufficient staff are scheduled in order to meet the events expectations while continuing to ensure public safety. Cost Neutral Linked to recommendation regarding Lifeguard staff and recruitment. Stabilized and adequate staffing level will result in desired outcomes.
Issue	Swim Lesson and Program Consistency
Recommendation	Provide consistency in lesson instruction both in staff and style for each lesson block.
Desired Outcome	As practicable as possible within the parameters of the Collective Agreement, schedule the same instructor for the term of each lesson set to ensure patron receives high level of instruction in a consistent manner. Cost Neutral: Linked to recommendation regarding Lifeguard staff and recruitment. Stabilized and adequate staffing level will result in desired outcomes.

Issue	Aquafit Programs – reduced consistency of programs/services.
Recommendation	Provide consistency in lesson instruction both in staff and style for each lesson block. Ensure there is an adequate amount of staff trained to conduct Aquafit and work with Union on shift premiums for Aquafit certification.
Desired Outcome	As practicable as possible within the parameters of the Collective Agreement, schedule the same instructor for the term of each lesson set to ensure patron receives high level of instruction in a consistent manner. Staff have access to receive Aquafit certification. Cost Neutral: Linked to recommendation regarding Lifeguard staff and recruitment. Stabilized and adequate staffing level will result in desired outcomes.
Issue	Increased pool space – community demand.
Recommendation	That clear direction be developed that aligns community demand with aquatic pool per the feasibility study for the Aquatic Centre. Community needs to be verified through Recreation Services Master Plan in 2016.
Desired Outcome	That adequate and functional aquatic space is available that meets the needs of the broader community. Additional Costs: Potential for additional costs. Clarity for longer term financial planning is required to align future costs and resources with community needs.
Issue	Fitness Centre – community demand.
Recommendation	That clear direction be developed that aligns community demand with fitness per the feasibility study for the Aquatic Centre. Community needs to be verified through Recreation Services Master Plan in 2016.
Desired Outcome	That adequate and functional fitness space is available that meets the needs of the broader community. Additional Costs: Potential for additional costs. Clarity for longer term financial planning is required to align future costs and resources with community needs.

Issue	Youth Position / Demographics
Recommendation	That upon the completion of the Youth Services Plan in 2015, consideration be given to reallocation of staff resources.
Desired Outcome	A balance of recreation services is provided to all segments and demographic groupings in District 69. Cost Neutral: Reallocation/alignment of staff resources towards other identified gaps in service. Implementation of Plan becomes the responsibility of the RDN R&P Department. No change to staffing is contemplated; existing resources would shift and be allocated to other priority areas such as D69 recreation programming.
Issue	Recreation Facility Space
Recommendation	That the RDN work with SD69 to lease program space in centrally-located / high-demand areas (i.e. Parksville and Qualicum Beach).
Desired Outcome	Dedicated program space (gymnasium and multi-use rooms) is available to the public in the local communities based on demand for sport and recreation. Additional Costs: Potential for additional costs. Clarity for longer term financial planning is required to align future costs and resources with community needs.
Issue	Sports Fields
Recommendation	That the RDN work with City of Parksville, SD69, Town of Qualicum Beach and NPOs to increase the sport field inventory to better accommodate adult (soccer and softball) and minor sport leagues and tournaments. Upgrading existing play fields to sport field standards should be considered in addition to reviewing the need for a multi-sport field facility as part of the 2016 Recreation Services Master Plan.
Desired Outcome	Adult and minor leagues have the facilities to host a variety of sporting events, tournaments and leagues. Additional Costs: Potential for additional costs. Clarity for longer term financial planning is required to align future costs and resources with community needs.

Parks

Issue	Parks Bylaw Enforcement and Ticketing
Recommendation	Review the enforcement process of Parks Bylaw regulations and streamline the processes – for example Parks Operation staff be authorized to issue tickets for minor infractions e.g. dog off leash, motorized vehicles.
Desired Outcome	<p>Bylaw Enforcement staff provide expertise and documentation to management and pursue larger scale and persistent bylaw infractions. Opportunity for Parks Operation staff have the ability to deal with minor bylaw infractions when witnessed while undertaking parks operation duties. More effective and efficient use of existing resources and alignment with Parks Bylaw enforcement with community expectations.</p> <p>Cost Neutral: More effective and efficient use of existing resources to meet community expectations.</p>
Issue	Park Management Plans
Recommendation	Continue to develop Park Management Plans for all new regional parks and select Community Parks and review each park plan in five year intervals to verify relevancy. Minor modifications within ten year periods would not require full plan review process.
Desired Outcome	All Regional and larger scale or higher volume Community Parks have plans in place to guide their long term development.
Issue	Parks and Open Space Advisory Committees (note similar recommendation in SCD).
Recommendation	That consideration be given to restructure of committees such that EA Directors and staff can develop and maintain a consistent and achievable community parks and trails program across the Regional District. Review and amend the schedule of POSACs in conjunction with other organizational approaches to community meetings (revised EAPC, “pop-up” Board meetings in the EAs, etc.).
Desired Outcome	<p>The community parks and trails system is planned and developed jointly and in collaboration with all Electoral Area Directors while increasing opportunities in obtaining informed public feedback and input on the system.</p> <p>Cost Savings: Direct cost savings to applicants with indirect savings to RDN operations through increased efficiency and effectiveness of existing resources.</p>

Issue	Review of parkland dedications at subdivision delaying approval process.
Recommendation	That when a proposed park dedication at time of subdivision is consistent with directives from an Electoral Area OCP and park planning documents that have been vetted and approved by the Regional Board, the subdivision application be advanced directly to the Electoral Area Planning Committee for consideration.
Desired Outcome	<p>Park dedication proposals at time of subdivision are aligned with Electoral OCP and park planning documents. Increase the efficiency and effectiveness of the park approval process in relation to development approvals. Opportunity for more effective and efficient development approvals process and time/cost reductions to applicants.</p> <p>Cost Savings: Direct cost savings to applicants with indirect savings to RDN operations through increased efficiency and effectiveness of existing resources. Example – accelerated processing could result in \$1,500-\$3,000 reduction in cost to a property owner by reducing reduced application review time, reduced borrowing costs, reduced agent/professional fees and involvement and greater certainty/efficiency in scheduling trades on site.</p>
Issue	Bicycle Networks Plans
Recommendation	That each Electoral Area has an approved Bicycle Network Plan that incorporates linkages to neighbouring municipalities and electoral areas.
Desired Outcome	<p>That each Electoral Area has an approved Bicycle Network Plan that incorporates linkages to neighbouring municipalities and electoral areas.</p> <p>Additional Costs: Costs associated with developing Bicycle Network Plans need be developed on an EA by EA basis as the work is prioritized in the Annual Workplan. Significant grant funding opportunities are available for implementation once plans are established. CWF funds appropriate source of funding for the development of the required Plans.</p>

Workplace Improvement

There were three notable areas brought forward for workplace improvements. A vast majority of all staff consulted agreed that the RDN should consider implementing performance reviews that will help the development of staff perform their jobs. The need to ensure staff are working in a respectful workplace environment primarily came from those staff that work with advisory committees.

All Areas in Recreation and Parks Dept

Issue	Committee / Respectful Workplace
Recommendation	That as part of the orientation of committee members that information is provided on proper meeting decorum to ensure other committee members and staff are treated in a respectful manner at all times and that Committee Chairs and Directors take an active role ensuring proper decorum is adhered to.
Desired Outcome	All committees are run in respectful manner. Cost Neutral



REGIONAL and COMMUNITY UTILITIES

Regional and Community Utilities

General Findings from Review

This section provides a high level overview of the findings of the review. Findings related to RDN service levels are provided, as well as key efficiency themes identified by internal RDN staff, clients, stakeholders, and the independent subject matter expert.

Overall, the findings reflect the following themes:

- Customer Service and Service Levels
- Health and Safety
- First Nations
- Administrative Burdens and Non-Core Workloads
- Communication
- Process Improvements and Cost Effectiveness
- Flexibility, Career Development and Staffing Practices
- Teamwork, Trust and Accountability
- Partnerships and Collaboration

In general, staff report that their physical work environment, training, and compensation are satisfactory, and that workloads and stress are manageable. Workload increases due to service area increases in Utilities, and large capital infrastructure additions at Pollution Control Centres are a staff concern.

Staff in RCU and other RDN divisions recognize, and rely on, RCU's strong project management and engineering skills. Other RDN departments appreciate support provided by RCU project management and technical staff.

RCU staff recognize the high level of support they receive from other RDN departments, particularly from: Finance in the annual budgeting process; Corporate Services in delivering IT, HR, GIS and Board support; and Planning Services in coordinating development related projects.

It is recognized that workloads on Human Resources (HR) staff are very high, and enhanced HR resourcing should be considered a priority. This will directly assist in addressing challenges related to administering health and safety programs in the field.

It is recognized that there is a need for enhanced procurement and project management support for departments who deliver capital projects and manage contracts. An assessment of needs across the RDN should be carried out. It is also recognized that high workloads related to fire hall management is limiting Finance's ability to focus on core duties.

RCU departments work most closely with Solid Waste and Recreation and Parks in the provision of services to each other (i.e. utilities to Parks, waste disposal from Solid Waste). These are

provided efficiently, on a cost recovery basis. Full cost recovery for internal services (i.e. landfill tipping fees) can result in budgeting challenges.

Customer Service and Service Levels

RCU staff are very proud of their record of consistently meeting operating and performance targets (i.e. meeting budgets, high customer satisfaction, drinking water quality, and meeting permit requirements for wastewater effluent).

Staff are highly skilled, focused on providing excellent (friendly, efficient) customer service and cost effective operations. Staff report a positive work ethic that supports a proactive culture of continuous improvement and innovation. All staff are proud of their innovative and effective Liquid Waste Management Plan and Drinking Water Watershed Protection programs, and related public education initiatives.

Municipal partners commented that RDN staff are responsive to their needs, communicate effectively, and work well with municipal staff. RDN staff are described as very cooperative and willing to help out. ERWS was cited as an example of an effective partnership. The joint Morningside Drive and outfall project in Nanaimo was cited as an example of excellent coordination between organizations.

Water Services

Provision and protection of water was consistently identified as a **critical core service** of the RDN in internal and external interviews. Customer satisfaction (as evidenced by interviews with member municipality staff, and stakeholder and citizen surveys) with the delivery of service by RDN staff is good. The importance of provision and protection of water in the region ranked very high in the Ipsos Reid Citizen Survey.

Service levels and costs for RDN water services compare favorably to other water services on Vancouver Island. Costs of provision of service depend on a number of factors, including: differences in treatment requirements depending upon raw water quality (presence of contaminants posing esthetic and/or health concerns) and source (i.e. groundwater vs surface water); population density; economies of scale relative to the number of customers in a service area.

In recent years, the RDN has focused on improving the security of supply, treatment levels, and aesthetic quality of our water in a number of service areas. Aesthetic issues still remain to be addressed at two of our service areas. Performance measures and operating targets regarding provision of safe drinking water are consistently met, with the single exception of Whiskey Creek Water Service. A significant capital expenditure is required to address the deficiencies with the Whiskey Creek system.

The Drinking Water and Watershed Protection Program (DWWP) was consistently identified as an important regional function by member municipalities, external stakeholders, and RDN staff. The RDN is recognized as a leader in water protection planning, and the DWWP

program is recognized by provincial and local governments as an efficient model for implementing water sustainability and governance in British Columbia.

Wastewater Services

Effective and environmentally sound wastewater management was consistently identified as a **critical core service** of the RDN. The majority of RDN wastewater treatment clients are the member municipalities, who express satisfaction with the RDN's levels of service.

Service levels and costs for wastewater services compare favourably to comparable treatment systems in Canada. Benchmarking of treatment systems is carried out through the National Benchmarking organization, in which the RDN participates. Costs of provision of service depend on a number of factors, including: very significant economies of scale associated with treatment systems of different sizes; differences in infrastructure age; population densities; debt levels and financing; treatment technology; and level of treatment.

Annual operating targets are consistently met. Treatment plant operations staffing levels have remained level for the last ten years, despite significant increases in operating infrastructure (some examples include new primary sedimentation train, digester, Co-gen). Department resources are currently challenged to manage the very high capital project load. Project workloads are managed partly through contract project management support.

The RDN is recognized by regulators as a leader in liquid waste management planning. The RDN's Wastewater System is certified to the international ISO 14000 environmental management standard.

Subject Matter Expert

Mr. Kalynchuk states that he is impressed with the quality of the review, and believes the proposed recommendations provide a good road map for continuous improvement for the Regional District.

Specific comments from Mr. Kalynchuk include:

- Regional District could address high capital project workloads by retaining short term Project Management contract personnel.
- Communication laterally and vertically across the RDN could be enhanced by linking the corporate business plan to the departmental work plans and then tied to individual performance plans.
- A Corporate Safety Officer is a very critical element to ensure consistent safety programs throughout the organization. The role could be linked to a training officer function as well.
- In his experience, a Corporate First Nations Coordinator position is very effective in improving relationships with First Nations.

- Regular work/career planning should be undertaken in conjunction with individual performance reviews. A focus on succession planning is needed as RDN is facing a large number of retirements in the next few years.
- There may be efficiencies that can be gained by integrating some water and wastewater functions.

Methodology

Regional and Community Services Team:

The Regional and Community Utilities Division assembled a review team to conduct the review. The review team provided guidance on the structure and content of the interview process, carried out interviews with all Regional and Community Utilities staff, compiled results for review and prioritization by work units, and reviewed progress reports.

Team members comprised of both union and non-union staff members drawn from both Water and Wastewater Services departments and included:

Wastewater Services	Water Services	Admin
Sean De Pol	Mike Donnelly	Rebecca Graves
Chris Brown	Heather Dorken	Shelleen Schultz
Ian Lundman	Greg Roberts	Randy Alexander
Jessica Dorzinski	Julie Pisani	
Larry Parks	Gerald St. Pierre	
Shelley Norum	Deb Churko	

Subject Matter Expert:

The Regional and Community Utilities Division consulted Dwayne Kalynchuk, Director of Engineering for the City of Victoria as a Subject Matter Expert to: assist in the development of the review; verify the methodology used; and provide objective independent comment on the findings and recommendations.

Review Consultation:

For the review, information was gathered from:

- Regional and Community Utilities staff
- Staff From other RDN Divisions
- External Stakeholders (clients, customers, partners)
- External Subject Matter Expert

Input from RDN Staff:

Input was obtained from **all** Regional and Community Utilities staff through the following activities:

- Confidential on-line survey
The primary objectives of the online survey were to provide a “snapshot” of employee satisfaction/engagement (where are we doing well, where do we need to focus on

improving); and to help identify focus topics for the interview process. Subject areas included: Teamwork; Physical Environment and Tools; Respectful Environment; Recognition; Professional Development; Management and Direction; Empowerment; Stress and Workload; Learning and Continuous Improvement.

- Individual employee interviews
The primary objective of the individual interviews was to obtain opinions and ideas from all Regional and Community Utilities staff on how we can improve our service delivery. Subject areas included: Organizational Structure; Process Improvements/Efficiencies; Alignment; Financial; and Staff Engagement.

RCU team members met with representatives of other RDN divisions to identify areas for improvement.

Input from External Stakeholders:

External stakeholders were engaged through three mechanisms:

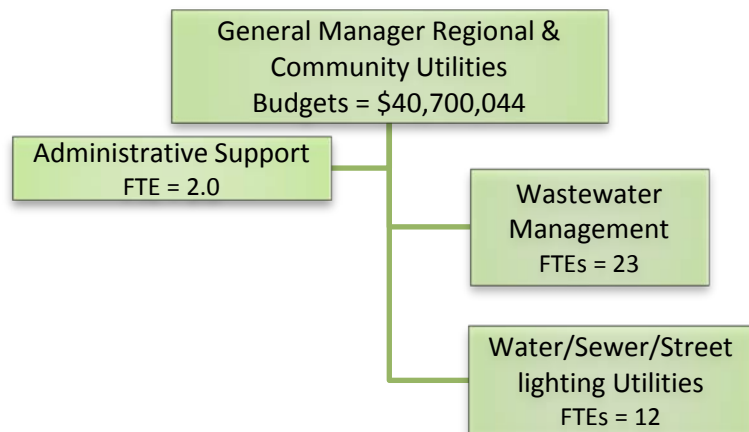
- Input from Member Municipality Staff - Individual meetings and written communications were held with staff from member municipalities to obtain input on strengths and gaps in service levels. The discussions were informal and free flowing, and guided by a series of questions.
- Survey of Community Stakeholder Groups - An email survey was provided to over 60 community stakeholder groups, seeking input on stakeholder satisfaction with service levels.
- Citizen Survey by Ipsos Reid - The results of the Ipsos Reid citizen surveys were reviewed to inform and supplement the RCU process, results, and recommendations.

Regional and Community Utilities – Overview

Regional & Community Utilities is responsible for services and programs critical to maintaining quality of life in the Region including wastewater collection, treatment and disposal and water supply, treatment, and protection.

Regional and Community Utilities provides the following services

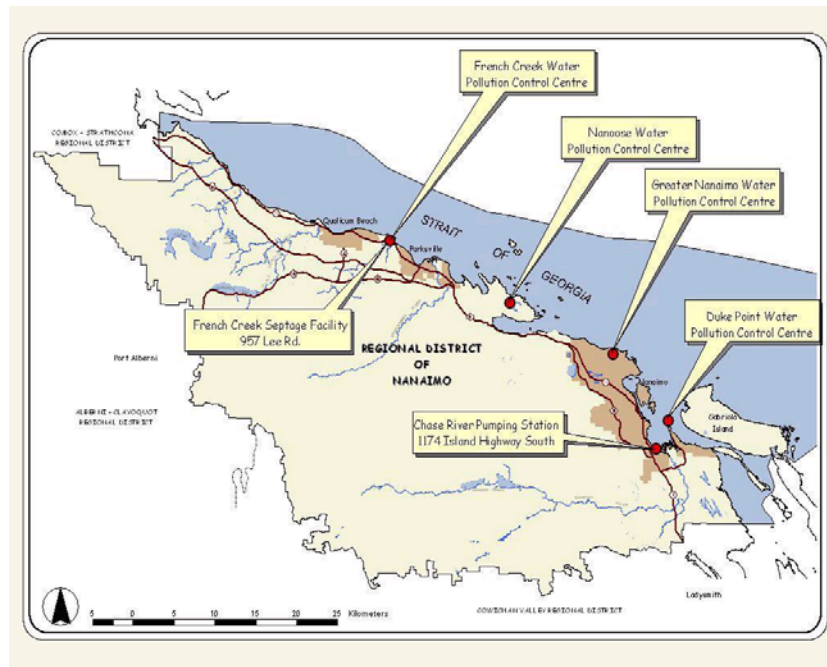
- Regional wastewater treatment and liquid waste management planning
- Wastewater collection in electoral areas
- Drinking water treatment and distribution in electoral areas
- Drinking Water and Watershed Protection program



- Capital project engineering management

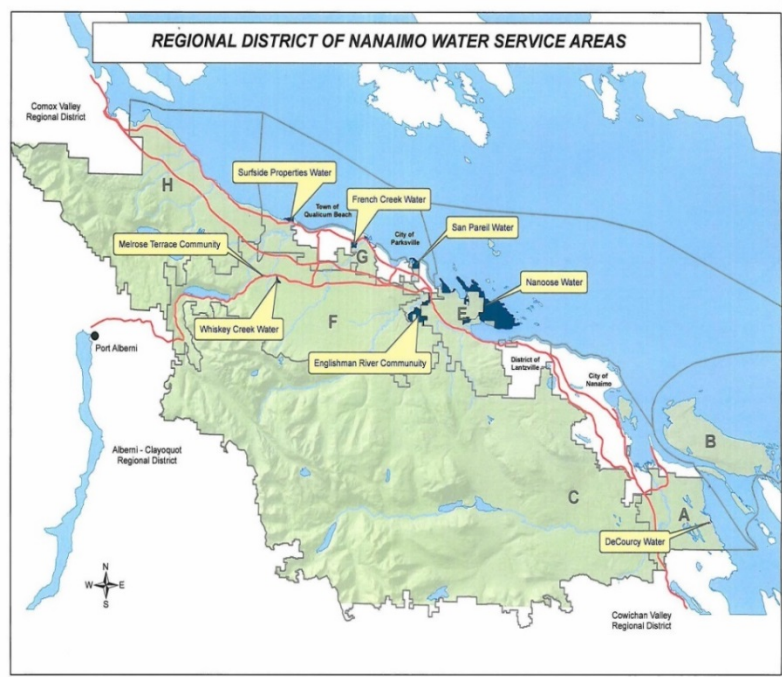
Wastewater

The Wastewater Services department operates four wastewater treatment facilities, two septage receiving sites, sewage mains, and 22 pump stations between Qualicum Beach and Duke Point. These facilities serve approximately 120,000 RDN residents in performing the essential process of transporting and treating wastewater from homes and businesses within the RDN. The Wastewater Services department manager, a project manager, two wastewater coordinators, and an engineering technologist are located at the RDN main office on Hammond Bay Road. There are eighteen treatment facility staff; eight located at the French Creek Pollution Control Centre and ten at the Greater Nanaimo Pollution Control Centre.



Water

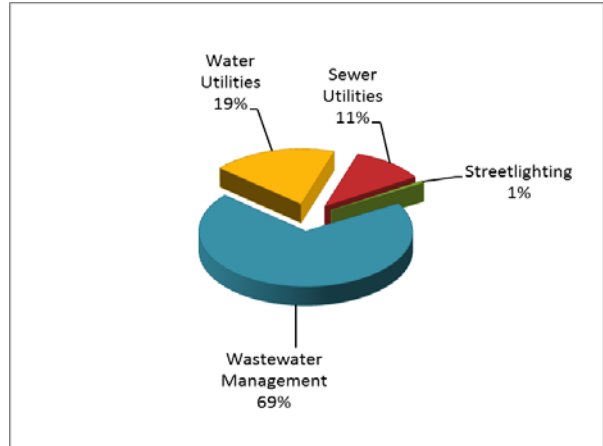
The Water Services department manages water, sewer collection and street lighting systems in the region. Water services are provided to approximately 3150 properties (in eight water service areas), and sewer services are provided to approximately 2750 properties. Approximately 14,000 customers are served with water and/or sewer. A department manager, technologist, project engineer, and the Drinking Water Watershed Protection Coordinator are located at the RDN main office. There are eight field technicians that carry out maintenance and service



delivery for all water and sewer systems from the Utilities office located in the Parksville industrial park.

Budgets

The 2015 budget for Regional and Community Services totals \$40.7 million. Over 40% of the 2015 budget is allocated to capital improvements related primarily to replacement of aging capital infrastructure.



The current five year capital plan includes capital expenditures of over \$130 million, for replacement, expansion, and regulatory upgrades of facilities. Funding for these projects will be through a combination of reserves, development cost charges, and borrowing.

Borrowing costs will be recovered through taxation. There is a potential for some financial assistance through senior government grant programs, although grant programs are expected to be limited, and over-subscribed, during this period.

Upcoming major capital projects over the next ten years include: \$62 million upgrade of Greater Nanaimo Pollution Control Centre to meet new treatment standards established by senior governments; \$16 million replacement of failing marine outfall at GNPCC; \$10 million for Nanoose water treatment upgrades required to meet new Island Health requirements; \$35 million capacity expansion for French Creek Pollution Control Centre.

Operating costs for the four wastewater treatment facilities pump stations and 60 km of force-main are budgeted at \$8 million in 2015. The Liquid Waste Management Plan program budget is \$600,000, including \$350,000 in Gas Tax grants to undertake sewer servicing studies in Bowser (Electoral Area ‘H’) and Cedar (Electoral Area ‘A’).

The 2015 budget for operating water, sewer and street lighting utilities totals approximately \$4 million. The 2015 budget for Drinking Water and Watershed Protection programs is \$550,000.

Regional and Community Utilities – Priority Recommendations

The following key recommendations were identified in support of achieving the following goals:

- Improving employee engagement and team effectiveness.
- Improving operational efficiency and effectiveness.
- Improving cost effectiveness and efficiency.
- Improving customer service.
- Improving organizational effectiveness.
- Better aligning limited resources.

Key recommendations are grouped into the following themes:

- Health and Safety.
- First Nations.
- Administrative Burdens and Non-Core Workloads.
- Communication.
- Process Improvements and Cost Effectiveness.
- Flexibility, Career Development and Staffing Practices.
- Teamwork, Trust and Accountability.
- Partnerships and Collaboration.
- Customer Service.

First Nations

Issue	Building effective working relationships with First Nations and ensuring First Nations considerations are integrated into work planning and activities.
Recommendation	Establish a dedicated First Nations liaison function within the RDN.
Desired Outcome	<p>Improved relationships with First Nations, improved consistency and effectiveness in working with First Nations across the organization.</p> <p>Cost Savings (Cost Avoidance): Improved relationships with First Nations will ensure engagement with projects in a timely manner, and at the earliest stages. Improved project outcomes result with reduced potential for costly delays and rework. Examples include regulatory approvals of wastewater projects.</p> <p>Effective involvement of First Nations on our outfall project has allowed us to mitigate potential delays and reduce potential impacts to First Nations interests. While the cost savings cannot be quantified the avoidance of significant delays and costs associated are significant and in the \$10,000's annually.</p>

Administrative Burdens and Non-Core Workloads

Issue	<p>Out of date procurement policies increase administrative workloads associated with obtaining goods and services.</p> <p>(This issue (gap) was identified within the departmental review processes of multiple RDN departments)</p>
Recommendation	<p>Update procurement/purchasing policies to improve efficiency and effectiveness of procurement activities. Provide training to staff.</p>
Desired Outcome	<p>More efficient use of resources and improved effectiveness.</p> <p>Cost Neutral/Cost Savings: Cost neutral, no new resources required, however, updates have potential to provide significant cost savings in the future in terms of more effective and efficient procurement processes and reduced costs in procurement.</p>
Issue	<p>Limited resources support for carrying out non-core specialized activities, including project management, bidding processes for goods and services, administering fire hall services.</p>
Recommendation	<p>Review ability to share/supplement specialized skills and resources across divisions.</p>
Desired Outcome	<p>More efficient use of staff and financial resources and improved effectiveness.</p> <p>Cost Savings (Cost Avoidance): Staffing levels in Wastewater Services have been static over the last ten years, despite increased operational requirements associated with new process units and service levels.</p> <p>Increases in administrative workloads for front line staff, related to environmental management systems, maintenance administrative systems, safety program administration, and financial/purchasing policies have significantly challenged operational capabilities.</p> <p>Initiatives implemented as part of the OER process are expected to free up one FTE of operational capacity – avoiding additional costs of est. \$100,000. This savings will be realized as staff is brought on for the Greater Nanaimo Secondary Treatment project. Reduced administrative workloads in Utilities will also allow us to address planned increases in service levels more efficiently.</p>

Communication

Issue	Opportunities to partner and leverage resources with other agencies and stakeholders are not fully explored.
Recommendation	Review opportunities to share resources with other organizations, establish and maintain effective partnerships with other organizations and stakeholders.
Desired Outcome	<p>Improved ability to leverage limited resources to achieve common goals, efficient use of taxpayer funds. More effective and efficient use of existing resources.</p> <p>Cost Savings: Improved communication initiatives implemented as part of the Operational and Efficiency Review have resulted in improved staff engagement, productivity and efficiency, improving project implementation, and our ability to improve processes and reduce costs.</p> <p>Improved involvement of operations staff in the Greater Nanaimo secondary treatment project have identified a number of innovations that will reduce capital cost and long term operating costs. For example, staff level review eliminated the need to install a 4th digester planned for 2030, through process changes and refurbishment of existing digester – cost of refurbishment was \$1,350,000. This work avoided the planned cost of new digester at \$10,000,000.</p> <p>Improved communication with external partners (including municipalities) is resulting in cost savings for RDN and partners, as we are able to reduce duplication of effort (ie, joint conservation initiatives, septic maintenance, source control, wastewater inflow and infiltration reduction), and improve planning for capital improvement projects (Hammond Bay Road and Morningside Drive, and Morningside Park improvements – coordination between projects allowed City of Nanaimo to reduce costs associated with utilities replacements).</p>

Process Improvements and Cost Efficiencies

Issue	Revenue generation opportunities could improve cost effectiveness in delivering services.
Recommendation	Identify and explore practical and realistic revenue generating opportunities. Examples include, lab services, resource recovery (effluent reuse; process heat recovery; biogas for heat and power generation).
Desired Outcome	Net generation of funds to offset operational costs.

Issue	Several potential operational improvements and cost saving ideas were identified during the review process.
Recommendation	Evaluate, prioritize, and implement operational improvements identified. Examples include: chemical use; FC septage receiving; ATAD temperature control; GN head-works; GN return line; co-gen reliability; odour control.
Desired Outcome	<p>More efficient use of staff and financial resources and improved effectiveness.</p> <p>Cost Savings: Improvements in process and efficiency identified as part of the Operational and Efficiency review are targeted to result in increased efficiency of roughly 5% (est. \$500,000 annually) in operational costs over time.</p> <p>The review has identified specific revenue generating opportunities (effluent reuse heat recovery, expanded cogeneration, lab services - \$10,000 annual savings), and put in place processes to identify opportunities for process efficiencies.</p> <p>Examples of cost savings projects implemented include:</p> <ul style="list-style-type: none"> -Use of reclaimed water for pump seals, deferral of purchase of new effluent pumps for French Creek pollution control centre - \$150,000; -Process changes to allow deferral of new digester install - \$170,000; -Operational efficiencies identified include reduced chemical use \$30,000 annually; -Opportunities to partner with other departments and organizations have been identified to partner on purchase of equipment (examples include rolling stock, welders, instruments), operating spares, training and supplies – target \$100,000 purchase savings); and, -Recommendations coming out of the review identified opportunities to improve operational efficiency and reduce costs through restructuring operational roles (potential to avoid one new FTE requirement associated with secondary treatment).

Issue	It is inefficient and cost prohibitive for individual departments to purchase expensive equipment and operational spares.
Recommendation	Share equipment more effectively between RDN departments and other organizations. Examples include: expensive long lead spare parts; specialty equipment (i.e. vac truck, welders, instruments).
Desired Outcome	<p>More efficient overall use of taxpayer resources and improved effectiveness.</p> <p>Cost Savings: Sharing specialized staffing resources across departments (i.e. mechanical and electrical specialists) presents opportunity for cost savings – currently expend \$250k+ per year on instrument, controls, electrical in RCU alone – could be reduced by up to 50% with in-house service.</p>

Teamwork, Trust, Accountability

Issue	The need to build and foster a culture of trust, accountability, and teamwork across the organization and within work units.
Recommendations	<ul style="list-style-type: none"> • Take specific steps to create an open environment of mutual respect, where all employees are able to express their opinions, and are open to new ideas and opinions. Management and all employees share the responsibility. • Provide employees meaningful recognition, management support, and opportunity for input into decision making. • Establish career/work planning and performance management. • Create an environment where co-workers are accountable to each other for their performance.
Desired Outcome	<p>A respectful workplace culture of continual improvement focused on efficiency and effectiveness.</p> <p>Cost Neutral: Requires no additional resources, however, improvements in these areas can be expected to result in long term savings to the RDN in terms of increased efficiency and effectiveness of the organization. The OER project has in itself been a catalyst already and set the stage for continuous improvement.</p>

Partnerships and Collaboration

Issue	The benefits of leveraging limited resources across organizations to ensure the most effective overall use of taxpayer dollars and meet common goals.
Recommendations	<ul style="list-style-type: none"> • Improve teamwork across RDN departments. Examples include the Cross Department Coordinators meeting, and regular meetings between operations departments. • Partner with other government and stakeholder organizations to achieve common goals. Examples include a number of DWWP initiatives. • Partnerships with First Nations.
Desired Outcome	<p>More effective use of overall taxpayer dollars. Focus increased resources to achieve service goals.</p> <p>Cost Neutral: No additional resources required, however, focus on developing partnership approaches off significant opportunities for reduced costs in the future as well as additional outside funding and projects that the RDN benefits from directly. For example:</p> <p>-In this year alone in-kind partner contributions to Water and Wastewater Services initiatives have been on the order of \$50,000 (partners include DFO, Province, VIU, private industry and municipalities. Projects include Haslam Creek monitoring station, Mt. Arrowsmith climate station, SepticSmart initiatives).</p> <p>- Since 2009, RDN partners have contributed over \$3 million to regional initiatives (examples include, groundwater monitoring system expansion, Geological Survey of Canada groundwater characterization, stream monitoring network).</p> <p>Increased focus on leveraging partnerships is expected to enhance level of financial support moving forward.</p>

Customer Service

Issue	The need to focus on customer needs to ensure services and costs are aligned with those needs.
Recommendations	<ul style="list-style-type: none"> • Implement formal processes to coordinate with municipalities on planning and implementation of capital projects. • Strengthen wastewater service delivery coordination through the W3C (Municipal Coordinating Committee). • Municipalities rely on services provided through DWWP programs and partnerships. Review deliverables regularly to ensure services align with areas of greatest need. • Coordinate development of regional strategy for long term water sustainability and governance.
Desired Outcome	Customer Municipalities, Electoral Areas, Taxpayers confidence that resources allocated to the RDN are applied fairly and efficiently, and are aligned with customer priorities.

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TRANSPORTATION and SOLID WASTE

Transportation and Solid Waste

General Findings from Review

This interview process provided the Transportation & Solid Waste Services Department valuable recommendations from staff, stakeholders and the community. These departments are comprised of various service functions that provide service to a variety of residential and commercial customers throughout the Regional District. The two teams summarized the review to five main responses per department, three from staff and two from stakeholders and the community.

Transit Department

- It was suggested through the process that a Transit management position be converted to an On-Road Supervisor position that supports staff and covers the offsetting hours of management.
- It was asked that management organize 3-4 general assemblies with staff annually. These meetings would encourage open dialogue to review efficiencies and operations of the RDN Transit System.
- There was also an interest in reviewing the current Casual Call-Out system and looking at alternatives, i.e., spare board. A desired outcome is to work with the Union further to review the current Casual Call-out Policy.

Transit Stakeholder and Community

- Feedback from our interviews noted that the department should keep working to improve scheduling, e.g., reduce layover times to increase service, implement inter-regional service (service to Ladysmith and Comox/Courtenay).
- The department work with BC Transit to evaluate full size vs small buses and implement small buses where possible. The desired outcome of this type of review is to give an impartial analysis as to what is more suited for a smaller community or what is more beneficial to the Regional District Transit System as a whole.
- As a subject matter expert and a stakeholder, BC Transit has recommended that the conventional transit fleet be upgraded to include 100% CNG buses.
- BC Transit has indicated that wherever possible premiums should be eliminated so the RDN costs for transit service are reduced.

Solid Waste Department

Staff responses were categorized by the following values: appreciation for work done, being informed, job security, compensation and work/life balance, interest in delivering quality, growth opportunities and working conditions. A summary of the top three staff recommendations include:

- To expand job responsibilities to utilize staff expertise and provide job diversity; reduce contracted services to ensure job security.
- To strengthen work relationships through improved communications (personal and corporate).

- There is a concern by program staff due to uncertainties of future service delivery by the program. The Solid Waste Management Plan review that is currently underway is expected to address these concerns.

Solid Waste Stakeholder and Community

The stakeholder and community interview responses were categorized as follows: solid waste management planning, programs, solid waste facilities and communication. The top two stakeholder and community responses are:

- To implement a solid waste flow management policy.
- Improve landfill site amenities, e.g., on-site wait times.

Methodology

Transportation and Solid Waste Team:

Two panels, comprised of Management and Union staff, conducted the interviews and participated in interdepartmental review meetings for Transportation and Solid Waste Services.

Transportation Services, Maintenance, Conventional & Custom Operations:

- Dennis Trudeau, General Manager, Transportation and Solid Waste Services
- Daniel Pearce, Manager of Transit Operations
- Darren Marshall, A/Manager of Fleet Operations
- Kelvin George, Serviceperson/Driver/Union Rep.
- David Sakai, Conventional Transit Dispatcher

Solid Waste Services:

- Dennis Trudeau, General Manager, Transportation and Solid Waste Services
- Larry Gardner, Manager, Solid Waste Services
- Maggie Warren, Superintendent, Scale & Transfer Service
- Susan Katzka, Landfill Gas Maintenance
- Jenny Giles, CRTS Scale Attendant, limited participation due to sick leave

Subject Matter Expert:

The Subject Matter Expert that participated in the review of the RDN Transit System was Peter Rantucci, General Manager of Regional Services, BC Transit.

Solid Waste consulted with external stakeholders who are considered subject matter experts in the Solid Waste industry.

Review Consultation:

Members of the two teams met with permanent and casual department staff over a nine month period. Staff were provided with a set of questions in advance. Their responses were recorded and, with permission of the staff member, their notes were collected. The values noted later in this report, under general themes from the review, were drawn in large part from this data.

The review, while undertaken with an internal focus, recognized the value of assessing community, citizen and stakeholder satisfaction with current service levels. Feedback from these specific user groups, i.e., the City of Nanaimo, Vancouver Island University (VIU), BC Transit, Transit Select Committee, several Waste Stream Management Licensed Facility operators, and community members, was collected by in-person interviews. This external input was specific to both Department services and noted later in this report.

Department staff identified opportunities to make the Transportation & Solid Waste Services Departments more effective and/or more efficient.

Effective service delivery means the Department is:

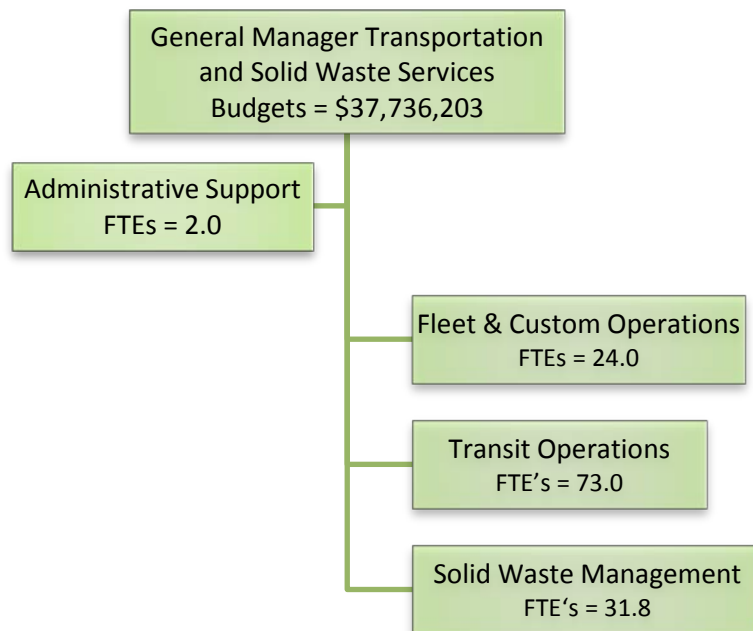
- delivering on commitments and obligations made;
- meeting public expectations; and,
- following Board direction.

Efficient service delivery means the Department is:

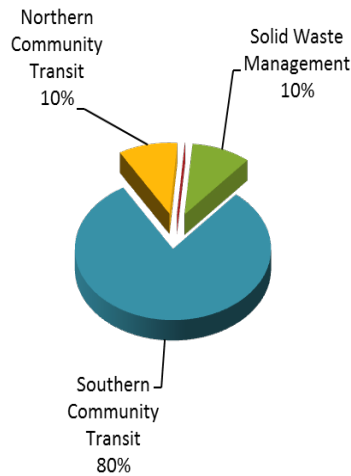
- providing services in a timely and cost effective manner and complying with regulatory requirements.

Transportation and Solid Waste Services – Overview

The Transportation & Solid Waste Services Departments provide service throughout the RDN. The RDN Transit System provides both regular transit (Conventional) and HandyDART (Custom) transit service in the four (4) municipalities and five (5) electoral areas: City of Nanaimo, Lantzville, City of Parksville and Town of Qualicum Beach and Electoral Areas ‘A’, ‘C’, ‘E’, ‘G’ and ‘H’. The areas served range from Cedar in the south of the RDN to Deep Bay in the north of the RDN. In addition agreements have been made to provide service to the Nanoose First Nation. This is a service that provides service in urban centres and rural areas, and dedicated connections to shopping, educational and recreational facilities.



The Solid Waste department includes solid waste planning, residential curbside collection, the Church Road Transfer Station and the regional landfill.



Key focus areas for solid waste planning include disposal bans, the Waste Stream Management Licensing program, illegal dumping prevention and enforcement, and the Solid Waste Management Plan process.

Curbside collection of residential food waste, recycling and garbage is a contracted service provided to over 27,700 single family homes in the region. The coverage includes all seven electoral areas and three municipalities (Lantzville, Parksville and Qualicum Beach).

The Church Road Transfer Station is a facility that accepts municipal solid waste from the northern area of the RDN including the Town of Qualicum Beach, City of Parksville and the surrounding electoral areas.

The Regional Landfill, situated in south Nanaimo, receives municipal solid waste from all of the RDN and has remaining capacity for approximately 25 years.

Transit Administration

There are five office-based staff positions which are responsible for operations and fleet maintenance of the Transit system. The main challenges with the Transit Department is adherence to a transit schedule that covers a majority of the Regional District of Nanaimo and maintenance of the fleet for both Conventional and HandyDART operations. The department is also responsible for scheduling transit runs, maintaining transit exchanges and bus stops, liaising with the public, BC Transit and reporting to the Board.

Transit Services (District 68 & 69)

The Northern and Southern Communities receive both Conventional, fixed routing service, and Custom, on-call door-to-door service. Throughout the RDN, Conventional Transit services are offered to the general public seven days per week. The routes run from the Cedar area in the southern part of the RDN to the Northern Bowser/Deep Bay area. Through an application process, Custom Transit is also offered to the Northern and Southern Communities during weekdays; weekends are currently available to Nanaimo only. Transit services are funded in partnership through BC Transit who pays 46.69% for Conventional and 66.69% for Custom Transit Services.

Solid Waste Planning

Three office-based staff positions, including the Solid Waste Services Manager, are responsible for the Planning and Diversion programs of the Department. Key focus areas include disposal bans, the Waste Stream Management Licensing program, illegal dumping prevention and enforcement, and the Solid Waste Management Plan process.

Residential Curbside Collection

Curbside collection of residential food waste, recycling and garbage is a contracted service provided to over 27,700 single family homes in the region. The coverage includes all seven electoral areas and three municipalities (Lantzville, Parksville and Qualicum Beach). The program is the responsibility of one permanent staff person who currently has temporary assistance. This is a utility fee funded program (no property taxes) with an annual budget in the range of \$4.5 million (2015). The temporary assistant position is a consequence of changes to the curbside program with the introduction of Multi-Material BC; Multi-Material BC funds the position.

Church Road Transfer Station

The Church Road Transfer Station is a facility that accepts municipal solid waste from the northern area of the RDN including the Town of Qualicum Beach, City of Parksville and the surrounding electoral areas. After the 2010 expansion and redevelopment, the facility achieved LEED gold status. The site includes: staff operations building with a meeting room available for bookings, two truck scales, a self-haul transfer building that receives yard waste and garbage, commercial transfer building for commercial and curbside trucks that deliver organic waste and garbage, grade separated recycling area, rainwater harvesting tank and waste water treatment plant that allows wash down water to be reclaimed.

Regional Landfill

The Regional Landfill, situated in south Nanaimo, has a total site area of approximately 38 hectares. The landfill receives municipal solid waste, hazardous asbestos waste and some recyclable materials. Site facilities include: a maintenance shop, staff operations buildings, two truck scales, a self-haul drop off area for recycling and garbage, landfill gas flare station and the disposal area for receiving commercial loads of municipal solid waste. The landfill is divided into two sections, the old unlined portion of the landfill referred to as cell one and the engineered eastern portion, which is referred to as cell two. Cell two's engineered systems include a composite liner with a leachate collection system below the waste, landfill gas collection system, a privately operated gas utilization facility, surface water collection system and a network of groundwater monitoring wells that surround the site. In 2014 the total waste landfill exceeded 47,000 tonnes.

Transportation and Solid Waste – Priority Recommendations

In addition to the priority recommendations outlined below, during the Operational Efficiency and Service Review, management and staff recognized immediate opportunities for

improvement. Over the course of 2014-15 a number of changes to Transportation and Solid Waste Operations were made:

Transit

It was noted that a reduction of split shifts would offer a better work-life balance. By reducing a number of split shifts this allowed staff to be off earlier or, if starting later, gave more quality home time with families.

The Department identified that BC Transit used different scheduling software that was not compatible with that used by the RDN Transit System. After consultation with BC Transit, it was agreed that there would be significant benefits to switch and train our staff to use their software. Once trained, RDN staff have been able to realize the benefits and support that the BC Transit Scheduling Department offered. Since then the RDN scheduler has re-blocked runs that increased efficiencies, with a reduction in overtime and premiums.

Efficiency resulted with the new *Collective Agreement* that provides for a reduction in Sunday premiums and consequently, greater scheduling flexibility and netting an improved work/life balance for staff.

Staff met with BC Transit regarding inter-regional transit and there is currently an inter-regional study taking place for both Northern and Southern RDN connections.

Solid Waste

Improvements regarding staff recommendations in the area of job diversity include:

- Equipment operators rotating the use of equipment
- Staff development through 'Acting' opportunities
- Assigning greater responsibility within a job description (e.g., scale data interpretation)
- The introduction of a blended maintenance worker and equipment operator position
- A reduction in contracted services include limiting the bird control contractor on site to four days per week with staff performing bird control three days per week
- In-house oversight for the installation of landfill gas wells and in-house installation and fusing of LFG pipes
- Improved communications are achieved through more frequent presence of the Solid Waste Manager at work locations
- Office staff present at monthly facilities operations meetings
- The acquisition of the portable landfill operators trailer where morning operations meetings are held to set out daily tasks.

Improvements regarding stakeholder recommendations include:

- The acceptance of clean soil and aggregate from the City of Nanaimo Public Works Department
- Improvements to the asbestos disposal area
- Improvements to on-site haul roads

- Waste flow management to be considered through the solid waste plan review.

Since the review, a number of other efficiencies outside the top five categories have been implemented. The following three are significant and are worthy of mention:

- Purchase of panels for alternate daily cover that reduces the cost of cover material
- Reduction in staffing including 10-hour shifts for CRTS equipment operators (requested by operators and resulting in less overall hours).
- Illegal Dumping Program previously had one dedicated permanent employee handling illegal dumping investigations and site cleanups. Staff have worked closely with Bylaw Enforcement staff on a pilot to determine if this work could be carried out with their staff instead of having an enforcement function in two different departments. Based upon the success of the pilot, the permanent position has not been filled in Solid Waste and the responsibility for investigations now has been transferred to Bylaw staff without an increase to their staffing. Cleanups of illegal dumping are being covered by existing Solid Waste Planning staff.

**Transit and Solid Waste Operations
Issues and Opportunities**

Due to the operational and service nature of Transit and Solid Waste the most specific recommendations for these departments centered on improving operational efficiency and our administrative procedures. The departments have gone through significant change over the last decade and already function at a high level but through the review process additional opportunities for improvements have been found and recommended for implementation. Where there was seen an opportunity for immediate improvement without negatively affecting the budget those improvements have already been implemented.

Job Responsibilities and Growth Opportunities

Issue	Contracting services that staff can perform.
Recommendation	Review contracted services and proceed with the most cost effective option based on business case support.
Desired Outcome	Greater operational efficiency and increased job interest. More effective and efficient use of existing resources. Cost Savings: \$20,000 Annually. Reviews will confirm potential savings. Dependent upon contracted service and staff resources available. For example, current review of contracted monitoring testing and reporting work at the Landfill estimates that annual cost can be reduced \$20,000 annually by moving some aspects of the contract in-house.

Issue	Career Growth and Cross-Training
Recommendation	Send staff for training opportunities such as OH&S for JHS members. Consider funding professional development initiatives. Dedicated HR staff for staff development/training.
Desired Outcome	Improve capacity of RDN staff. More effective and efficient use of existing resources. Cost Neutral

Issue	Assistance from other RDN departments
Recommendation	Utilize expertise from other departments. Site tours for other department staff. GIS staff assist at Landfill.
Desired Outcome	Utilize internal RDN resources to improve capacity of SW Department. More effective and efficient use of existing resources, avoid additional cost of externally procured support. Cost Neutral: While neutral in terms of requiring resources to implement opportunity for savings to the organization and budgets depending upon support needed and available. Too variable to quantify at this time.

Regional Facilities

Issue	Bird Control
Recommendation	Review approach to Bird Control on site to maximize use of own resources. Investigate other bird control methods (i.e. bird distress calls, drones).
Desired Outcome	Continue to reduce nuisances on site, maximize efficiency and effectiveness of existing resources and reduce costs of operations. Cost Savings: \$100,000 - Staff review of bird control operations has resulted in significant reduction in the cost of contracted services.

Issue	Site Amenities
Recommendation	Dedicated commercial scale. Improve truck wash down facility. Improve site conditions to address mud, tire damage and towing impacts.
Desired Outcome	Continue to provide a high level of service to Regional Facility customers, ensure service levels continue to meet community and industry expectations, reduce costs. Additional Costs/Cost Neutral

Issue	Tipping Fees
Recommendation	Review tipping fee and curbside collection fee structures.
Desired Outcome	<p>Ensure fee structure aligns with community and industry expectations while providing adequate and long term sustainable revenue to support operations.</p> <p>Revenue Increase: Opportunity for the RDN Board to consider restructured tipping fee program to increase revenue with a focus on “cost-for-service” approach.</p>

Issue	Make employee positions more flexible.
Recommendation	Make a new blended maintenance equipment operator position.
Desired Outcome	<p>Maximize effectiveness of staff onsite to reduce costs.</p> <p>Cost Savings: \$58,000 – Staff have implemented changes in the approach to the work in Landfill Operations that have resulted in direct savings to the SW Budgets and contributed to a positive financial position for the service. Additional opportunities will be examined.</p>

Solid Waste Management Planning

Issue	Knowledge Sharing – Best Practices
Recommendation	Benchmarking participation helps CoN with comparison to other communities. RDN Solid Waste Department staff share knowledge with community recyclers and CoN staff, ongoing involvement in island-wide initiatives through AVICC.
Desired Outcome	<p>Ensure SW management system contemplates best practices and opportunities to streamline operations, reduce costs, increase revenue and improve effectiveness and efficiency of operations and service to the community.</p> <p>Cost Neutral/Cost Savings: No additional costs are associated with the benchmarking activities – can be undertaken with existing resources. Opportunity for future savings accruing from comparisons to other systems/operations. In addition, Island-wide discussion regarding SW Management through the AVICC may result in additional opportunities for savings and efficiency over the long term.</p>

Issue	Efficient delivery of Solid Waste Bylaw Enforcement and Illegal Dumping Prevention
Recommendation	Address duplication of enforcement/investigations staff resources by eliminating the Solid Waste Bylaw Enforcement Officer position and transfer responsibility for enforcement/investigations to existing Strategic and Community Development Bylaw Enforcement staff.
Desired Outcome	Eliminate the duplication of staff resources, provide effective service delivery and decrease the cost to deliver the service to the Solid Waste function. Cost Savings: (also noted in SCD Recommendations) \$50,000 annual – savings resulting from review of SW Enforcement services and consolidating Bylaw Enforcement in one department.

Transit

Issue	Insufficient service and connections to other communities and locations, e.g., Ladysmith, Comox, Ferries, etc.
Recommendation	Work with BC Transit, Provincial government, neighbouring municipalities, BC Ferries and the Transit Select Committee to plan and implement increased levels of service.
Desired Outcome	Improved inter-regional service and connections to important transportation nodes in the RDN. Additional Costs: Review for new routes and servicing of more areas underway. Additional costs would apply based on service expansion funding and cost sharing by BC Transit.

Issue	Insufficient on-road assistance for operators.
Recommendation	Introduce an On-Road Supervisor position to assist operators by shifting an existing Superintendent position to support Operations staff.
Desired Outcome	Additional coverage and assistance will be provided for Transit operations. More effective and efficient service to the community. Cost Neutral: Restructuring of department resources to ensure On Road support is in place – will provide more effective and efficient service to the community over time.

Issue	Bus Cleanliness
Recommendation	Consult with BC Transit and if required, review and update RDN procedures and guidelines for bus cleanliness and ensure resources are adequate.
Desired Outcome	Fleet maintained to standards recommended by BC Transit. Cost Neutral

Issue	Size of Buses
Recommendation	Work with BC Transit on a cost benefit study on the effectiveness of a transit operation that utilizes different sizes of buses.
Desired Outcome	A report with recommendations will be brought forward to the TSC. Maximize effectiveness and efficiency of service to the community. Additional Costs: Future additions/changes to fleet complement yet to be determined. Will be associated with service expansion and cost sharing with BC Transit.
Issue	Public Consultation
Recommendation	Increase public consultations with stakeholders throughout the RDN and four (4) municipalities.
Desired Outcome	Improved communications and ideas generated from consultation with stakeholders and community. Cost Neutral
Issue	Replace aging bus fleet.
Recommendation	Replace fleet with CNG buses.
Desired Outcome	Fuel and maintenance costs will be decreased providing overall savings to the transit service. Cost Savings: \$300,000 – annual reduction in fuel costs. \$100,000 – annual reduction in maintenance costs.
Issue	High premiums increase cost for transit service.
Recommendation	Reduce Sunday premiums.
Desired Outcome	Reduced cost for transit service on Sundays and greater service flexibility. Cost Savings: \$70,000 – annual reduction from contract language changes regarding the Sunday premium. Renewed CUPE contract in place.

**Corporate Services
Recommendation Worksheet**

No.	Area	Item	Recommendation	Desired Outcome	Item Identified By				Expectations - Category				Corporate Services Theme				Recommendation Category			Completed X = Completed WIP = work in progress		
					Staff	Stakeholders	Community	Board	Alignment	Financial / Budgeting	Process Improvements / Efficiencies	Organizational Structure	Staff Morale	Communication	Workflow / Processes	Perception	Business Planning - Integration	Business Continuity	Department		CAO	Board
1	Corporate	Better communication between departments	Research return on investment (ROI) for Project Management Software	Better distribution of workload; reduced resource conflict between departments, relationship building; enhanced communication between depts	X	X					X							X				
2	Corporate		Create employee portal on SharePoint, to include corporate resources and information	Ensures that staff have easy access to required information. Reduces inquiries made to departments	X	X						X	X						X			
3	Corporate		New employee info on SharePoint	Helps staff to be aware of new employees, good general information	X	X						X	X	X				X				
4	Corporate		Annual Meeting with the CAO (Admin Building)	Opportunity for all staff to feel included and to hear direct from the CAO about what's happening in the RDN	X							X	X	X					X			
5	Corporate	Wellness	Promote corporate RDN Transit pass (ProPASS) on SharePoint	May assist with employee recruitment and retention	X							X			X				X		WIP	
6	Corporate		Organize reciprocal recreation pass with City of Nanaimo	RDN is currently perceived as good employer, but would be enhanced by this	X							X			X						WIP	
7	Corporate		Establish Wellness Committee	Potential to reduce sick time and improve morale	X	X					X	X	X						X		X	
8	Corporate	Board communication	Require use of RDN email addresses for all electoral area directors	Would assist with FOI concerns currently existing with use of directors' personal emails for RDN business. Allows use of Outlook for all meetings	X			X			X	X			X	X				X		
9	Corporate		Use Outlook invites for all meetings	Ensures consistent process for informing directors about RDN meetings.	X			X			X	X			X	X				X		
10	Corporate	Records management	Integrate and/or coordinate records management systems where possible	Ensure consistent application of the RDN's records management system. Will allow steps to be taken toward electronic records management.	X	X					X				X	X		X	X			
11	Corporate	Website	Add contact information for staff - Departmental info including job titles, direct phone numbers and email addresses	Provides a benefit to the public when they are seeking to contact a specific staff person. Reduces bottleneck at main reception.	X	X					X				X		X			X		
12	Corporate		Allocate funds to the IT Reserve Fund to provide for a complete re-design of the RDN website within 5 years	Provides an opportunity to ensure that the website is kept modern and easily navigated by the public. Ensures that superfluous pages and content are removed.	X						X		X	X	X	X	X	X	X	X	X	
13	Corporate	Social Media	Increase presence and ensure appropriate staffing levels for social media during emergencies.	Events in other locations have shown that the use of social media (particularly Twitter) has served a valuable purpose in getting information to the public. RDN's involvement in the Twitter feeds ensures that false information is corrected in a timely manner.	X	X	X				X				X				X			X
14	Corporate		Continue with current 2 per day limit on facebook posts and tweets but allow extra posts and tweets when the RDN has a presence at special events in the community.	Meets the needs for information sharing through social media. Allows for re-tweets where appropriate.	X	X					X				X				X			
15	Corporate		Create policy on social media	Clarifies use of social media by staff on behalf of the RDN; sets parameters for personal use of social media; defines emergency program application of social media.	X	X					X	X			X	X				X		WIP
16	Corporate	Graphic Design	Develop centralized graphic design strategy	Achieve cost savings; ensure quality and consistency of look and feel.	X	X			X	X	X				X					X		
17	Corporate		Establish Web Tech/Designer position by grouping graphic design and website content responsibilities currently decentralized or contracted out	Achieve cost savings; ensure quality and consistency of look and feel. Recognizes that graphic design is crucial to the RDN interaction with the public.	X	X			X	X	X				X					X	X	

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18	Corporate	Board Meetings	Schedule Board/Committee meetings on Tuesdays (including select & advisory) where possible.	Provides directors certainty that Tuesdays should be kept available for meetings. Brings additional meetings into the daytime to allow staff attendance without overtime.	X			X					X					X		
19	Corporate	CityView	Establish CityView working group	Provides an opportunity for sharing of concerns or expertise with regard to the use of CityView.	X	X					X		X	X		X	X		X	
20	Corporate		Ensure training provided for new users - create departmental expert	Prevents loss of knowledge over time with changes to staff.	X	X					X		X	X		X	X			
21	Corporate	Grants-in-Aid	Coordinate all Grants through a single position (still have multiple committees). Create consistency between various programs where possible.	Prevents duplicate applications from organizations. Less confusing for applicants. Provides historical documentation.	X				X		X		X	X	X			X		
22	Corporate		Coordinate timing of grant processes	Simplifies process and provides certainty for organizations. Less chance of missing a deadline or being mis-informed re deadline	X				X		X		X	X			X			
23	Corporate		Create Grants Coordinator position to research and apply for grants	Ensures that opportunities are not missed when grants become available. Expert in writing grants increases chance of success.	X				X	X	X		X		X		X	X		
24	Corporate	Relationship with First Nations	Create First Nation protocol resource document	Ensures that directors and staff are aware of appropriate protocols when working with First Nations. Avoids embarrassment or confusion.	X	X	X	X			X		X	X			X	X	WIP	
25	Corporate		Create a position (or centre of knowledge) for Aboriginal Initiatives	Recognizes current work being done and ongoing need for support in this area.	X	X			X		X		X	X	X	X		X	WIP	
26	Corp Serv	Corporate Training	Promote training available - include on SharePoint	Ensures that staff are aware of training opportunities.	X						X		X				X			
27	Corp Serv		Establish in-house training (FOI/Communications, etc)	Takes advantage of knowledge of staff. Provides good experience for staff assigned to the teaching role. Ensures that training is relevant to this organization.	X	X					X		X	X	X		X			
28	Corp Serv	Promotion of Corporate Services	Set up Corporate Services wikis	Provides assistance to staff within the department and throughout the organization as appropriate	X						X		X	X	X		X			
29	Corp Serv		Publish weekly hint for staff - link back to wiki pages	Provides a reminder to staff that wiki pages are available to assist.	X						X		X				X			
30	Corp Serv		Provide examples of positive outcomes through use of Corporate Services assistance	Builds respect for expertise	X						X		X				X			
31	Corp Serv	Internal communication	Ensure regular Division staff meetings are held	Promotes improved exchange of ideas. Meets safety meeting requirements.	X						X		X	X			X		X	
32	Corp Serv	Cross Training	Promote cross training within and between Corporate Services functions	Expands knowledge base, ensure coverage, succession planning	X				X		X		X	X		X	X		X	
33	Corp Serv	Corporate Services structure	Rename Manager of Information Services to Manager of Information Technology and Geographic Information Systems (IT/GIS).	Provides greater clarity of Manager's role.	X	X					X		X	X		X		X		
34	Admin	Keeping the front desk informed, reduce use of email for informal communication	Implement Instant Communicator or similar application	Assists with FOI concerns re email records. Makes it easier to know who is available or not.	X						X		X	X				X		
35	Admin		Set policy on deletion of Instant Communicator messages by IT	Ensure formal process in place.	X						X		X				X			
36	Admin	Paper based processes	Implement electronic and centralized review, signatures for reports & submission for agenda	Streamlines current process. First steps toward meeting management software implementation.	X				X		X		X	X			X			
37	Admin		Discontinue production of paper agendas	Provides cost savings through reduction of paper and fits with promotion of zero waste	X				X	X			X	X	X	X	X	X	X	
38	Admin		Develop fillable delegation request form that can be submitted through the website	Simplifies process for the public and for staff	X						X		X	X			X			

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39	Admin	Records management	Investigate options and timeline for implementing Electronic Document and Records Management Systems	Assists with compliance with RDN Records Management System. Reduces electronic records by deleting those past destruction date. Potential cost savings in staff time for searching and disposition of records.	X					X	X				X	X				
40	Admin	Website	Define roles and responsibilities re website	Ensures that roles are clear and that the website is kept as current and useful to the public as possible.	X	X			X		X				X	X				
41	Admin		Add expiry dates to certain types of documents	Ensures that staledated information is removed from website.	X					X					X	X				
42	Admin		Identify pages to be updated with current content each year (assign pages to other departments to be updated) - top 20 pages	Ensures steps are taken each year to keep website more up to date.	X	X				X		X			X	X				
43	Admin		Find options for reducing text and adding more graphics.	Makes website more user friendly	X					X		X			X	X				
44	Admin		Create mobile friendly option for the website	Allows easier viewing of website of mobile devices	X					X					X	X			WIP	
45	Admin		Ensure consistency, branding	Provides a uniform look and feel to the website.	X	X				X		X			X	X				
46	Admin		Bring content management of website in house (to Web Tech/Designer position). Continue to host externally (no cost savings to host in-house)	Cost neutral but provides greater control, certainty and consistency with RDN branding. May be some ability for cost savings over time.	X	X			X	X	X		X		X	X		X		
47	Admin		Add new features in 2017 - to celebrate 50 year anniversary of RDN	Recognizes milestone for the RDN. Opportunity to provide historical information that may be of interest to the public.	X							X	X		X	X		X		
48	Admin		Develop an open data strategy for release of data to the public - building permit information, land use permits, budget	Reduces number of requests for data from the public as already available. Allows opportunities for the public to create reports and analyses that may be useful to the RDN.	X	X	X		X		X				X	X		X		
49	Admin		Provide correspondence from the Chair on RDN Website as appropriate.	Provides greater transparency	X				X		X							X		
50	Admin	Social Media	Assign responsibility for responding to Facebook messages to Communications Coordinator. This position will forward questions to appropriate department as required.	Ensures that responses to Facebook inquiries are done.	X						X		X	X				X		
51	Admin	Graphic Design	Create corporate account for stock photos (ie iStock or Shutterstock)	Provides access for Web Tech/Designer to photos and graphics to enhance presentations and publications.	X	X					X		X				X			
52	Admin	Board Policies	Review and update Board policies for consideration and adoption by the Board	Ensures that Board policies will be updated and will remain relevant in the future.	X	X				X		X	X						X	
53	Admin		Include Policy Type - Board / CAO in SharePoint	Clarifies the process for amending policies. Board needs to be aware of Board policies.	X					X		X	X				X			
54	Admin	Board Meetings	Implement web-streaming of Board meetings	Provides access to Board meeting debate and decision-making processes to those unable to attend at the RDN office.	X	X		X	X			X					X	X	X	
55	Admin		Implement meeting management software - including digital voting, etc.	Streamlines agenda preparation, minute taking and Board follow-up processes.	X				X		X			X			X			
56	Admin		Include electronic meetings attendance provisions in the new procedure bylaw	Provides options for Board members unable to attend in person.	X				X		X			X				X	WIP	
57	Admin	Standardized processes & formats between Admin Services and other departments	Continue with Senior Secretary meetings - agendas/minutes processes & formats	Ensures consistency with processes related to agenda, minutes, correspondence, reports, etc. Provides inter-departmental support for senior secretaries.	X	X				X		X	X			X			X	

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58	Admin		Update Preparation of Reports Policy	Ensures that best format is being used for reports. Clarifies which meeting the report is going to. Ensures no confusion between internal memo and Board/Committee report.	X						X			X	X			X			X
59	Admin	Building Maintenance	Transfer responsibility to Energy and Sustainability Manager	Provides role to staff with knowledge of sustainable products, energy efficiency, irrigation / water conservation, green roof, lighting (incentives & rebates), water temperature for hot water tanks and trees.	X				X		X				X				X		
60	Admin	Customer Service	Improve way finding signage	Helps solve confusion created by main reception being located on the second floor. Reduces staff time spent providing direction.	X	X					X			X				X			X
61	Admin	Relationship with First Nations	Work with First Nations on art installations for front of admin building	Recognizes the significance of the traditional territories of the Snunemuxw, the Snaw-Naw-As and the Qualicum First Nations. Provides an opportunity to work together on a meaningful project.	X				X			X	X		X					X	WIP
62	GIS	GIS standardization	Develop standard practices for GIS	Ensures that all staff are using same symbology, etc.	X				X		X			X	X			X			WIP
63	GIS		Establish GIS records system	Reduces search time, ensures no need to re-create a map if previously done.	X	X			X		X			X			X	X			
64	GIS	WebMap	Create WebMap Tips & Tricks - for SharePoint and website (video)	Provides assistance to staff and to the public with regard to use of WebMap	X	X					X			X	X			X			
65	GIS		Investigate other options for WebMap - is OnPoint the right product?	Ensures that if there is a better product, consideration is made to change.	X				X	X				X			X	X			
66	GIS		Provide staff training on WebMap	Ensures that non-GIS staff have the skills needed when accessing WebMap and know when the use of WebMap is appropriate.	X						X			X	X			X			
67	GIS	Mapping	Produce specific map for newspaper ads	Ensures that maps used in newspaper advertising are readable at the scale required.	X						X			X		X		X			X
68	HR	Corporate Training	Review budget & ensure appropriate level	Recognizes the importance of corporate training and the need for a centralized budget for certain types of training (such as Arete)	X				X			X			X		X		X		X
69	HR	Employee Performance and Development Plan	Research and make recommendation on implementation of an employee performance and development plan.	To determine best process for meaningful feedback to staff and for investigating appropriate employee development planning.	X					X		X	X	X	X	X	X	X	X		
70	HR		Improve processes related to recruitment and selection and grievance management	Processes are simplified/streamlined; duplication of work is eliminated; and errors are minimized	X					X		X	X	X	X	X	X	X	X		
71	HR	Better communication between departments	Provide information re HR role and support for specific departments	Ensures that staff are aware of services	X	X					X	X	X	X	X	X	X	X	X		X
72	HR		Identify methods for addressing the expectation of immediate response to a request or inquiry while maintaining a high level of service	Follow-up emails, voicemail messages, drop-in visits are reduced which, in turn, reduces daily interruptions	X	X				X		X	X					X			
73	HR		Look for possibilities for positive interaction between HR and staff - site visits, etc.	Improve communications and build positive relationships with staff	X	X					X		X		X			X			
74	HR		Create Human Resources library on SharePoint with separate libraries on Recruitment and Selection, Health & Safety, benefits, etc.	Provides easy access to information for employees	X	X				X			X	X	X	X	X	X			
75	HR	HR Records management	Investigate HR records database options (HR/IT)	Easier searching and creating of reports (completed - Using existing Vadim payroll system at no added cost)	X				X	X	X			X				X			X

**Corporate Services
Recommendation Worksheet**

No.	Area	Item	Recommendation	Desired Outcome	Item Identified By				Expectations - Category				Corporate Services Theme				Recommendation Category			Completed X = Completed WIP = work in progress
					Staff	Stakeholders	Community	Board	Alignment	Financial / Budgeting	Process Improvements / Efficiencies	Organizational Structure	Staff Morale	Communication	Workflow / Processes	Perception	Business Planning - Integration	Business Continuity	Department	
76	HR	HR Support	Increase resources to meet the needs for Health & Safety support and general HR advice (temp or permanent HR Advisor)	Addresses workload issues of current HR staff and provides a higher level of support to the organization as requested by all departments	X	X			X	X	X	X	X		X		X	X	X	WIP
77	HR		Provide additional Health and Safety support - looking through risk assessments, preparing safe work procedures and policies - advisory role	Ensures that health and safety requirements are met by all departments	X	X			X		X	X	X		X		X	X	X	WIP
78	HR	Recruitment	Investigate electronic applications for job postings (include status of posting)	Some streamlining of process for HR. Provides the applicants with more information with regard to the status of the posting	X	X			X		X			X	X	X	X			
79	IT	Better communication between departments	Create new SharePoint portal as the homepage	Makes SharePoint more user friendly, ensures that general information that staff may be looking for is readily accessible		X					X	X					X			
80	IT		Force SharePoint to be part of startup for all	Encourages staff to access information of general interest to all staff	X						X	X					X			
81	IT	Paper based processes	Implement electronic timesheets	Streamlines process	X				X		X			X			X			
82	IT		Create strategy for routing forms electronically wherever possible	Reduces paper, streamlines processes, creates efficiencies, reduces errors	X				X	X	X			X			X			
83	IT	Information Services	Purchase additional Dell Storage Area Network (SAN) equipment in 2015 within existing budget.	In addition to alleviating lack of disk storage, increases network information access speed, allows for an incremental and more cost effective approach to adding disk space to the SAN in future (savings up to \$40,000 over the next five years), allows for quicker recovery time in the event of a system failure, avoids approximately \$68,000 in network communications increases in 2016/2017 due to more efficient data transfer, avoids increased staffing resources of approximately \$75,000 by staying with single vendor solution (Dell).	X						X									WIP
84	IT	Board communication	Expand Directors SharePoint site to include Board correspondence and UBCM Compass	Provides a site for Directors to view various items of interest at their convenience. Reduces number of routine emails received by Directors				X			X			X	X		X	X	X	WIP
85	IT	IT Test Environment	Establish comprehensive test environment to test with full data set before going live - SharePoint, CityView, GIS, etc.	Allows GIS to update core data more efficiently (no down time). Ensures that major changes do not cause disruption to data or users. Allows a more comprehensive testing of network security in advance of implementation.	X						X						X			
86	IT	CityView	set up CityView wiki	Provides access for CityView users to hints. Helps ensure that staff are using CityView appropriately	X	X					X	X					X			
87	IT	Software Selection / Standards	Update Purchases of Computers, Computer Related Equipment and Software Policy (CAO policy)	Provides current direction to staff re purchases	X				X	X				X			X	X		
88	IT		Establish project specific working groups for IT related initiatives to define the needs of the RDN and recommend optimal solutions.	Assists departments in selecting the most appropriate software to meet the departments' needs within the corporate IT structure.	X						X		X	X			X	X		

**Finance Services
Recommendation Worksheet**

No.	Area	Item	Recommendation	Desired Outcome	Item Identified By				Expectations - Category				Finance Theme				Recommendation Category			Completed X = Completed WIP = work in progress
					Staff	Stakeholders	Community	Board	Alignment	Financial / Budgeting	Process Improvements / Efficiencies	Organizational Structure	Staff Morale	Communication	Workflow / Processes	Perception	Business Planning - Integration	Business Continuity	Department	
1	Accounting Services	Ability to reach full potential/opportunities for career development, Finance doesn't have best structure for stepping through levels, too much space between the accountant vs clerk positions	Departmental review to look at alternative structures including different levels of accounting clerk allowing for movement to senior positions in Finance or other departments and look at senior accounting clerk position. Also, review structure for financial reporting area to have fin analyst & accountant report to Sr Accountant	Better able to develop skills and prepare for senior level positions in department or organization as a whole	X							X	X			X	X	X	X	
2	Accounting Services	Improved cross training and succession planning within Finance Department, software upgrades and process changes make it difficult to ensure coverage to all areas for absences.	More planning for retirements with inclusion of staff feedback for training process, and additional cross training programs/processes scheduled.	Cross training will ensure more staff able to cover all aspects of department work and able to be current with changes in each area, cash receipting, utility billing, payables, receivables, payroll. Inclusion of impacted staff in succession planning allows for staff to participate in the process and provide alternative plans to ensure adequate coverage.	X					X	X	X	X	X	X	X	X	X		
3	Accounting Services	Lack of performance management program for staff that will facilitate employee skill development and training	To develop a performance management program review that is supported by employees.	Annual review to look at development opportunities and link work to departmental goals and organization strategic plan. Useful tool to facilitate skill development and training	X						X		X	X	X			X	X	
4	Accounting Services	Colleague & Manager Feedback	More opportunities for direct recognition of staff vs general directed at all staff.	Staff feel respected and appreciated for their contributions as part of team and as individuals	X							X	X	X				X		
5	Accounting Services	Work/life balance	Expand flex hours program & job sharing opportunities	Improved staff morale and potential cost savings to organization through reduced absenteeism, and opportunity to reduce overtime. Pilot project is under development following provisions of the Collective Agreement.	X							X	X	X				X	X	X
6	Accounting Services	Lack of consistent information sharing between departments, and process lacking for keeping up to date on changes	Corporate newsletter or some other method of update, tours of other sites, video of what they do, possible electronic noticeboard or staff only Facebook page	Reduce silo effects starting to happen because of growth in size of organization. Staff feel informed and have better understanding of their role in RDN.	X						X	X	X	X				X	X	
7	Accounting Services	New staff orientation lacking, new staff/ managers not aware of processes/policies, eg, purchasing, payroll	Develop a manual or an orientation package or a video for new staff. Provide regular training sessions for budget, payroll, purchasing, risk management and accounts payable coding	New staff have resources available to carry out common tasks and have a clear understanding of responsibilities.	X	X				X	X	X	X	X	X	X	X	X	X	
8	Accounting Services	Ongoing processes to ensure accuracy and reliability of source documents and information received from other departments.	Provide regular training sessions for budget, payroll, purchasing, risk management and accounts payable coding. Ensure information / processes are readily available on SharePoint.	Staff able to easily access resources to ensure accuracy and reliability of data in the organization. Staff confident in processes and their knowledge of policy/process. Improved accountability for decisions by management staff.	X	X			X	X	X		X	X	X	X	X	X	X	
9	Accounting Services	Improve internal Finance department communications	Regular staff meetings for department. Workshops to communicate strategic plan to all areas and allow staff to understand their role in strategic plan goals. Link the plan directly to work of departments.	Ensures all staff are provided same information and results in a better understanding of their role in the overall organization. Better able to contribute to the process.	X					X		X	X	X	X	X	X	X	X	

**Finance Services
Recommendation Worksheet**

No.	Area	Item	Recommendation	Desired Outcome	Item Identified By				Expectations - Category					Finance Theme					Recommendation Category			Completed X = Completed WIP = work in progress		
					Staff	Stakeholders	Community	Board	Alignment	Financial / Budgeting	Process Improvements / Efficiencies	Organizational Structure	Staff Morale	Communication	Workflow / Processes	Perception	Business Planning - Integration	Business Continuity	Department	CAO	Board			
10	Accounting Services	Dog licensing process. Customers have to wait a long time and not very efficient. Difficult because not all areas license dogs and customer expect to be able to get a license.	Ability for customers to purchase on-line (would require cost/benefit analysis as software is expensive) or improve Cityview process to make faster. Review service as a whole for efficiencies. Improve information on RDN website and be able to provide electronic reminders to customer of when license is due for renewal. Investigate By-law processing & sending up with payment (like permits).	Improved customer convenience, decrease time required for processing	X				X		X					X	X			X				
11	Accounting Services	Process for approval of HandyDart customers and subsequent sale of tickets to customers is not very efficient. Customers have to go back and forth between admin building and transit and are often elderly or have challenges making this more difficult.	Review process with Transit staff, possible to have Transit directly sell HandyDart tickets when they approve a customer? Investigate having a POS machine at Transit.	Improved customer relations, simplification of process.	X		X		X	X	X				X					X				
12	Accounting Services	Improve efficiency for Geoware (Solid Waste data) cash receipting JV's done by Finance, involves great deal of checking/reconciling	Upload direct from Geoware to GL and check only done at Finance	Faster processing of revenue to GL, reconciled at time of entry vs. month later	X	X			X	X					X				X	X				X
13	Accounting Services	Development of additional digital timesheeting processes	Continue to pursue on-line timesheet capabilities through existing software or new software resources	Significant reduction in manual data entry of timesheets, reduced errors, payroll staff better able to focus on accuracy and reporting vs entry	X	X			X	X	X		X		X	X	X	X	X	X				X
14	Accounting Services	Additional ability for electronic payments to RDN, eg, accounts receivable. Currently can accept utility billing payments, but not general receivables.	Review availability for electronic payments of receivables through banking services provider and what is cost vs. benefit.	Improved customer convenience and additional options for payment	X		X		X	X	X				X					X				X
15	Accounting Services	Request for more efficient methods to submit expense claims and purchasing cards	Improved electronic forms for submitting expense claims and purchasing cards, eg, drop downs	Less manual intervention, easy to obtain coding through departmental specific dropdowns		X					X		X		X	X								
16	Accounting Services	Courier frequency between Ravensong/Oceanside Place/Parks could be improved. The current schedule has the courier coming from D69 on a Wednesday morning which leaves a limited processing time (depending on volume of invoices or payroll information in courier package) for the Accounts Payable Thursday morning cheque run or the payroll file submission (if a pay week)	Change the schedule or increase the courier frequency between Ravensong/Oceanside Place/Parks that would allow for increased efficiency. Also look at alternative/electronic means of transmission of data, eg payroll uploads	Reduced transaction processing delays for payments and reduced data entry errors due to rushing payments through.	X	X					X			X	X					X				
17	Budgeting & Financial Reporting	Multiple requests for additional resources from all departments, impact of increased demand from public and politicians for more services and capital projects as well as impact of additional regulations from higher levels of government.	Corporate and/or Board review of position requests/ temporary positions to prioritize need and look for areas of overlap and potential to share resources. Identify staff complement needed to maintain operations and complete projects. Possible as an outcome of strategic planning process. Look at areas where largest risk to organization.	Board informed of resource shortages as well as increased operational requirements related to capital projects which are directly impacting ability to provide service, complete projects.	X	X			X	X	X	X	X						X	X	X			

**Finance Services
Recommendation Worksheet**

No.	Area	Item	Recommendation	Desired Outcome	Item Identified By				Expectations - Category				Finance Theme				Recommendation Category			Completed X = Completed WIP = work in progress	
					Staff	Stakeholders	Community	Board	Alignment	Financial / Budgeting	Process Improvements / Efficiencies	Organizational Structure	Staff Morale	Communication	Workflow / Processes	Perception	Business Planning - Integration	Business Continuity	Department		CAO
18	Budgeting & Financial Reporting	Improved financial reporting, easy to access and easy to understand information to the transaction level.	Continue implementation of FMW financial reporting for actuals as well as budget, hold workshops with departmental staff to see what works	Departmental staff are able to easily access financial information and able to feel more ownership over their budgets and related purchasing.	X	X			X	X	X		X					X			WIP
19	Budgeting & Financial Reporting	Financial policies/procedures are out of date	Review and update purchasing, training & development, employee expense, contract management, fees & charges and all related policies	Updated policies and procedures that reflect current best practices, eg, as recommended by AGLG and that allow other departments to carry out their business more effectively. Standardized contract and RFP templates.	X	X			X	X	X	X	X					X	X	X	
20	Budgeting & Financial Reporting	Improved performance reporting process in relation to strategic plan goals and financial measures	Ensure strategic plan and departmental business plans allow for performance measurement and linkages to strategic plan. Allocate resources to develop reporting structure	Ability to directly link work to plans and to report out on workplans. Provide effective and usable information on outcomes to Board and community.	X				X	X	X	X	X					X	X	X	
21	Budgeting & Financial Reporting	Lack of a cohesive organization wide asset management plan	Continue implementation of an integrated asset management process at RDN that includes all departments and will allow for better asset tracking and improved long-term planning as well as identification of risk areas for asset replacement and insurance purposes. Identify resource/staffing complement necessary to implement.	High level of information which can easily be converted to asset plans to inform staff, management and Board on current status of assets, risk areas, and long-term infrastructure replacement plans. Successful implementation results in long-term savings for RDN.	X	X			X	X	X	X						X	X	X	WIP
22	Budgeting & Financial Reporting	Purchasing process/commitment tracking, departments don't have information on outstanding commitments and feel a need for specialized/knowledgeable support to ensure best practices are being utilized	As a result of growth in RDN size, would be useful to have a centralized purchasing department and to have a commitment tracking process integrated into the financial reporting	Assistance to departments to ensure effective purchasing processes are used and compliance with best practices, opportunities for joint purchasing creating efficiencies and savings. Use of a electronic PO's will provide current financial reporting for both actual spending & committed spending.	X	X			X	X	X	X		X			X	X	X	X	
23	Budgeting & Financial Reporting	Allocation of staff time to capital and other projects to obtain better understanding of cost. Difficulty is that staffing is funded through general requisitions not project specific. Requires significant changes to payroll and budget processes.	Ability to allocate staff time to capital and other major projects to provide full cost accounting.	Full cost accounting for capital and major projects while maintaining general requisition requirements to fund salaries.	X	X			X	X	X		X			X	X	X			
24	Budgeting & Financial Reporting	Public input for budget process	Review other RDs processes for communicating budget information to the public. Look for success stories for participation. Improve quality of information posted to website to make it more intuitive/graphic in nature.	Members of public easily able to obtain understandable budget information for service area they are interested in as well as summary information by electoral area. Alternative means of providing input to budget process.	X				X	X	X		X	X		X		X			
25	Other	Fire Services support provided through Finance Dept not an effective means of providing support to Fire Departments, seems like poor allocation of resources given specialized knowledge/experience required for fire services administration	Addition of personnel or contract resources with appropriate qualifications to support regional fire services model at RDN. Possible redirection of the work to an alternate department	Finance staff able to focus and expand efforts on financial and risk management issues as well as procurement for RDN. Expert knowledge applied to fire services to ensure risk reduction and effective long-term plans in that area.	X	X	X		X	X	X	X						X	X	X	WIP

**Fire Protection Services
Recommendation Worksheet**

No.	Area	Item	Recommendation	Desired Outcome	Item Identified By				Expectations - Category				Fire Services Theme				Recommendation Category			Completed X - Completed W/P - work in progress	
					Staff	Stakeholders	Community	Board	Alignment	Financial / Budgeting	Process Improvements / Efficiencies	Organizational Structure	Staff Morale	Communication	Workflow / Processes	Perception	Business Planning - Integration	Business Continuity	Department		CAO
1		Training (time) requirements are making it difficult to obtain and retain volunteers and to ensure adequately trained firefighters are available for response and to ensure firefighter safety	Look for efficiencies/shared training opportunities, share staffing more generally as well as through mutual & automatic aid agreements	Appropriately trained volunteers available as needed for response.	X	X		X	X	X	X	X						X	X	X	
2			Review opportunities for merging departments or portions of the services somehow	Elimination of duplication of work by various departments														X	X	X	
3		Volunteer retention as a result of training requirements, conflict with regular jobs, demographics	Review alternatives for improving volunteer retention, eg, pay or other incentive programs, possibly linked to regular jobs in the community to ensure support from regular employers for response attendance.	Less volunteer turnover = lower costs for training new recruits and a fully trained force to respond to emergencies	X	X	X	X	X	X	X	X						X	X	X	
4			Possible benefit programs for volunteers through RDN, eg, OHS, health plans & Employee Family Assistance Program																		
5			Discounted access to RDN facilities as a perk of volunteering																		
6			Lobby province & federal government for improved tax structure for volunteers																		
7		Lack of well paying jobs in community is driving volunteers away	Perhaps mix of paid & volunteer personnel to ensure enough staffing for response																		
8		Methods to improve volunteer recruitment	Review best practices and success stories from other rural areas in North America	Improved response to volunteer recruitment drives with qualified candidates responding	X	X		X	X	X	X	X						X	X	X	
9			See also volunteer retention strategies noted above																		
10		Improve community engagement - Strong fire departments are a result of strong diverse communities, (people helping people) support communities and the community will support the fire department	Review current community engagement activities, look for success stories, support fire department presence at community events	Community understanding of the value of fire services particularly in relation to cost of service.		X		X	X	X	X	X								X	
11		Community & fire department staff not aware of relationship with RDN	Implement regular engagement process with fire department boards & volunteers. Regularize schedule for Fire Services Advisory Committee. RDN presence at Fire Department open houses, etc.	More opportunities for information sharing, opportunities to have Fire Services recognized at other RDN events + opportunity for RDN to have presence at Fire Department events, eg, WaterSmart	X						X	X						X			
12		Administrative burden in relation to WorkSafe and records requirements for training is very cumbersome especially for Fire Chiefs who are not experts in this area	Look for opportunities to share resources for this reporting both software and human resources	Full compliance with regulatory requirements, safe work procedures	X	X	X	X	X	X	X	X						X	X	X	
13		Increased regulatory environment, eg, OFC & WorkSafe create need for better human resources management for volunteers to reduce likelihood of both physical & mental health claims	Possible overlap with RDN processes to ensure compliance	Full compliance with regulatory requirements, safe work procedures, reduce potential costs for Worksafe coverage		X		X	X	X	X	X						X	X	X	
14		Regulatory environment becoming more complex and related impact on Fire Underwriters rating	Look for opportunities to improve ratings across the RDN, eg, superior tanker shuttle service ratings	Improved insurance ratings for communities	X	X	X	X	X	X	X									X	

**Fire Protection Services
Recommendation Worksheet**

No.	Area	Item	Recommendation	Desired Outcome	Item Identified By				Expectations - Category				Fire Services Theme				Recommendation Category			Completed X - Completed W/P - work in progress
					Staff	Stakeholders	Community	Board	Alignment	Financial / Budgeting	Process Improvements / Efficiencies	Organizational Structure	Staff Morale	Communication	Workflow / Processes	Perception	Business Planning - Integration	Business Continuity	Department	
15		Liability insurance coverage related to fire services structure, in particular for Board members. Increased need for liability protection as a result of societal changes/expectations, eg, volunteers doing other work at fire halls not covered through regular MIA liability protection results in increased costs	Review fire service agreements and structure for reduced risk opportunities. Review coverage with MIA for improvements/ alternatives	Reduced risk exposure and reduced costs for liability coverage	X	X				X	X						X		X	
16		Development of operational guidelines and policies processes is cumbersome and each fire department is doing it	Shared resources for areas like operational guidelines and training plans, etc.	Improved efficiencies, allows for similar processes in each service area and shared training		X			X	X	X	X	X				X	X	X	
17		Use of common standards throughout all departments	Training & equipment standardization where possible	Improved efficiencies, allows for similar processes in each service area and shared training																
18		Long term capital planning for halls and trucks needs improvement to ensure adequate funding. Realistic and affordable upgrades to fire halls	Engage fire departments and communities in long term capital planning. Look at alternatives to new halls and geographic distribution of halls for best coverage	Best possible geographic coverage with post disaster facilities in place that will service areas of growth. Fire Service equipment that meets Fire Underwriters standards for improved insurance ratings. Incorporation of Fire Services into integrated asset management process of RDN	X	X	X	X	X	X	X	X	X						X	
19			Facilities review for operational savings related to energy use & conservation																	
20		RDN provide more support for truck & building maintenance	Review whether processes/ staffing already in place at RDN could also support fire departments, eg, transit mechanics.	Potential for shared resources, reduced costs		X		X	X	X	X	X					X			
21			Group purchasing for common items to obtain better rates	Potential for shared resources, reduced costs																
22		OFC Playbook standards requirement for RDN as authority having jurisdiction to ensure compliance and set standards	Use of contracted resources to review Playbook impacts and make recommendations on how to implement for RDN Fire Services	Volunteer firefighter safety is supported and ensures compliance with legislation. Consistent and clear definition of standards can reduce long term costs and some financial risk associated with Fire Protection.	X	X		X	X	X	X	X					X	X	X	WIP
23			Contracts with various departments and other communities to be updated particularly in relation to current regulatory environment and in relation to liability insurance/risk management																	
24		Limited support from RDN for fire department staffing, purchasing and operational issues and long delays in responding to requests for assistance.	That RDN develop a new support structure for fire services including allocation of budget towards either contracted or staff resources with experience in fire services administration.	Timely, knowledgeable and experienced support for fire departments. Ability to ensure best resource allocation across all departments.													X	X	X	
25		Gravel road at end of Corcan to Whiskey Creek area has been closed for a year and should be fixed because this is only alternative for access or exit from this area in case of disaster response.	Continue project through parks services to make bridge usable for emergency access.	Improved community safety, project is underway currently		X	X			X							X			

**Fire Protection Services
Recommendation Worksheet**

No.	Area	Item	Recommendation	Desired Outcome	Item Identified By				Expectations - Category				Fire Services Theme				Recommendation Category			Completed			
					Staff	Stakeholders	Community	Board	Alignment	Financial / Budgeting	Process Improvements / Efficiencies	Organizational Structure	Staff Morale	Communication	Workflow / Processes	Perception	Business Planning - Integration	Business Continuity	Department		CAO	Board	
26		Volunteer & Board member recognition	That RDN develop a program to recognize volunteers and Board members for their contribution	Improved public awareness and improved volunteer engagement	X	X			X					X							X		
27		Bylaw updates	Review administrative and regulatory bylaws with fire departments	Ability for fire department to resolve chronic offender issues, provide them with more authority to ensure community safety	X	X			X	X	X	X	X									X	

**Regional and Community Utilities
Recommendation Worksheet**

No.	Area	Item	Recommendation	Desired Outcome	Identified By					Expectations Category					Theme					Recommendation Category			Completed	
					Staff	Municipal Partners	Stakeholders	Community	Board	Alignment	Financial / Budgeting	Process Improvements / Efficiencies	Organizational Structure	Staff Morale	Communication	Workflow / Processes	Perception	Business Planning - Integration	Business Continuity	Department	CAO	Board		X - Completed
1	RCU Mgmt	Communication - Team effectiveness	RCU management staff increase presence and communication with operations	More efficient operations and employee morale	X							X		X						X				X
2	Operations	Operations team effectiveness	Weekly operations meetings to discuss workplanning, safety, improvements, new ideas, morale, procedures, continuous improvement, respectful workplace	More efficient and effective communications and operations	X							X		X						X				X
3	Operations	Better communications between ops and lab	Ops communicate process changes affecting lab, lab post results	More efficient operations, better communications and morale	X							X		X						X				X
4	Operations	Clarify operator duties	Document "operator of the day" duties	More efficient, consistent distribution of duties	X							X		X						X				X
5	Operations	Equipment and supplies	Update safety supplies, tools, sampler enclosures, mtce shops	Safer, more efficient operations	X							X		X						X				X
6	Ops-Transit	Clarify vehicle maintenance	Clarify scheduling and administrative requirements for vehicle maintenance by transit	More efficient, cost effective maintenance.	X							X		X						X				X
7	Operations	Operations team effectiveness	Address interpersonal issues at team level prior to engaging HR.	Improved team effectiveness and morale.	X								X							X				X
8	RCU Mgmt	Process Improvements/Efficiency	Evaluate in house biosolids trucking	Reduce operating costs	X							X								X				2015-6
9	RCU Mgmt	Process Improvements/Efficiency	Install effluent return line at GNPCC	More stable, efficient operation	X							X								X				WIP
10	RCU Mgmt	Process Improvements/Efficiency	Improve cover on thickener	Operator safety and more efficient operation	X							X								X				WIP
11	RCU Mgmt & Ops	Process Improvements/Efficiency	Improve co-gen operating reliability (cost-benefit analysis)	More stable, efficient operation, improved revenues	X							X								X				WIP
12	Operations	Process Improvements/Efficiency	Equipment and site cleanup at GNPCC	More stable, efficient operation	X							X								X				WIP
13	RCU-Finance	Training	Provide training to Ops on Financial systems and procedures	More efficient administrative functions	X							X								X				2015
14	RCU Mgmt	Org Structure/Alignment	Improve administrative support at ops facilities	More efficient operations, transfer some admin burden from operators to admin staff.	X					X										X				2015
15	RCU Mgmt & Ops	Org Structure/Alignment	Develop staffing plan for WWS Operations in advance of Secondary Treatment: consider: expansion, specialized maintenance and electrical, dedicated pump station staffing.	More effective and efficient operations staffing	X					X										X				2015
16	RCU Mgmt & Ops	Org Structure/Alignment	Review lab budget to reflect increased workloads and planned expansion	More effective operations	X					X										X				2015
17	RCU Mgmt & Ops	Org Structure/Alignment	Upgrade lab facilities as part of planned expansion	More effective operations	X					X										X				2018
18	RCU Mgmt	Org Structure/Alignment	Involve operations staff early on in project scoping	Better decisions, more effective operations	X					X										X				X
19	Mgmt - Ops	Org Structure/Alignment	Provide cross training (GNPCC-FCPCC) and opportunities to take on new duties.	More effective use of resources, improved employee morale	X					X										X				WIP
20	RCU Mgmt & Ops	Org Structure/Alignment	Operator training and staffing in advance of expansion startups	More efficient operations, employee morale	X					X										X				2015
21	RCU Mgmt	Org Structure/Alignment	Evaluate dedicated SCADA/Electrical staff	More cost effective and efficient operations	X					X										X				2015-6
22	RCU Mgmt	Org Structure/Alignment	Evaluate contracted maintenance to free up operators for operations duties.	More cost effective and efficient operations	X					X										X				2015-6
23	RCU Mgmt	Process Improvements/Efficiency	Include needed facility upgrades in GNPCC expansion: mtce workshop; automated digester mixing	More cost effective and efficient operations	X							X								X				GNPCC upgrade project
24	Mgmt - Operations	Process Improvements/Efficiency	Improve oversight of septage haulers discharge	More cost effective and efficient operations	X							X								X				2015

**Regional and Community Utilities
Recommendation Worksheet**

No.	Area	Item	Recommendation	Desired Outcome	Identified By					Expectations Category				Theme				Recommendation Category			Completed	
					Staff	Municipal Partners	Stakeholders	Community	Board	Alignment	Financial / Budgeting	Process Improvements / Efficiencies	Organizational Structure	Staff Morale	Communication	Workflow / Processes	Perception	Business Planning - Integration	Business Continuity	Department		CAO
25	Finance	Financial	Increase limit on sole sourcing and 3 written bids	Better decisions, more effective operations	X						X								X			2015
26	RCU Mgmt & Exec	Process Improvements/Efficiency	Review and update budget needs for increasing facilities and plant complexity	More cost effective and efficient operations	X						X								X			GNPCC upgrade project
27	RCU Mgmt	Process Improvements/Efficiency	Odour control needs to be a priority for expansion	Better decisions, more effective operations	X							X							X			GNPCC upgrade project
28	Mgmt & Ops	Process Improvements/Efficiency	Standardize SCADA measurement units (ie metric/imperial)	More cost effective and efficient operations	X							X							X			GNPCC upgrade project
29	Mgmt	Opportunities to Improve Services	Undertake public awareness - education initiative - "sewersmart", promotion of operator profession (promote at job fairs, open houses), potential for VIU Operator training program restart, importance RCU as a valued public asset.	More cost effective and efficient operations	X					X			X						X			2015/16
30	Mgmt & Finance	Process Improvements/Efficiency	Bidding criteria should identify best value overall, not just lowest bidder.	Better decisions, more effective operations	X						X								X			X
31	Operations	Process Improvements/Efficiency	Evaluate Golf Cart/ATV for GNPCC	More cost effective and efficient operations	X							X							X			2015
32	Mgmt & Staff	Process Improvements/Efficiency	Review ISO14000 program relative to administrative workloads - cost/benefit?	Better decisions, more effective operations	X							X							X			2015/16
33		Process Improvements/Efficiency	Can WWS Lab provide services for revenue generation?	More cost effective and efficient operations	X						X								X			2015/16
34		Opportunities to Improve Services	Need environmental services for receiving environment monitoring and spill management.	More cost effective and efficient operations	X							X							X			GNPCC upgrade project
35	Mgmt & Ops	Process Improvements/Efficiency	Evaluate other revenue options for biosolids	More cost effective and efficient operations	X						X								X			2016
36	RCU Management Corp.	Opportunities to Improve Services	Establish incentive program for contributing new ideas or improvements and cost savings.	More cost effective and efficient operations	X								X						X			2015
37	Mgmt & Ops	Opportunities to Improve Services	Improve respectful workplace, make sure everyone is included as part of the team, able to speak their mind, be open to ideas from all staff.	More cost effective and efficient operations	X								X						X			WIP
38	Corporate	Opportunities to Improve Services	long service recognition should include something like a free ticket to the Christmas party!	More cost effective and efficient operations	X									X						X		2015
39	Mgmt	Opportunities to Improve Services	Regular follow-up to measure progress on Review recommendations	More cost effective and efficient operations	X						X	X	X	X					X			WIP
40	Mgmt & staff	Opportunities to Improve Services	Encourage staff comradery (ie family BBQ day)	More cost effective and efficient operations	X									X					X			WIP
41	Exec	Opportunities to Improve Services	Establish job planning & performance reviews	More cost effective and efficient operations	X									X					X			2015-2016
42	Corporate	Opportunities to Improve Services	Wages for Operators should be comparable with other local governments - competition for trained operators	Better decisions, more effective operations	X						X								X			ongoing
43	Mgmt & Ops	Opportunities to Improve Services	Improve training plans	More cost effective and efficient operations	X							X		X					X			WIP

**Regional and Community Utilities
Recommendation Worksheet**

No.	Area	Item	Recommendation	Desired Outcome	Identified By					Expectations Category					Theme					Recommendation Category			Completed
					Staff	Municipal Partners	Stakeholders	Community	Board	Alignment	Financial / Budgeting	Process Improvements / Efficiencies	Organizational Structure	Staff Morale	Communication	Workflow / Processes	Perception	Business Planning - Integration	Business Continuity	Department	CAO	Board	
44	Mgmt & Ops	Process Improvements/Efficiency	Share equipment and spares between departments and local governments (vac truck, welder, etc)	More cost effective and efficient operations	X							X							X			WIP	
45	Mgmt & Ops	Opportunities to Improve Services	Improve coordination and communication between RDN departments to streamline work (Water Services, Wastewater Services, Solid Waste, Building Inspection.	More effective and efficient operations	X							X		X					X			WIP	
46	Mgmt & Ops	Opportunities to Improve Services	Improve relationships and communication between Engineering, contractors, operators, management	More effective and efficient operations	X							X							X			WIP	
47	RCU and Corporate	Opportunities to Improve Services	Encourage atmosphere, and public perception of continuous improvement at RDN as a whole	More effective and efficient operations	X							X								X		2015	
48	Corporate	Opportunities to Improve Services	Create a corporate Safety Coordinator/Resource	More effective and efficient operations	X							X		X						X		2015	
49	Operations	Opportunities to Improve Services	Improve work planning and coordination: plan in advance; task/job board; morning tool box meetings; maintenance jobs; structure in assigning jobs	More effective and efficient operations	X							X							X			X	
50	Mgmt	Opportunities to Improve Services	Use consistent tried and tru equipment makes in capital projects (ie pumps and valves)	More effective and efficient operations	X							X							X			X	
51	Mgmt & Ops	Process Improvements/Efficiency	Reuse or sell surplus equipment	More effective and efficient operations	X						X								X			WIP	
52	Mgmt	Opportunities to Improve Services	Install improved septage receiving station at FCPC: key lock, flow metre, septage directly to ATADs	More effective and efficient operations	X							X							X			2015/2016	
53	Board	Opportunities to Improve Services	Consider increasing septage fees to \$0.25/gal	More effective and efficient operations	X					X									X			X	
54	Mgmt	Opportunities to Improve Services	Priority to replace old failing equipment -	More effective and efficient operations	X							X							X			X	
55	Mgmt	Opportunities to Improve Services	Improve trickling filter odour control	More effective and efficient operations	X							X							X			2016	
56	Mgmt	Opportunities to Improve Services	Update technology at NBPC	More effective and efficient operations	X							X							X			2016	
57	Mgmt	Opportunities to Improve Services	Replace old systems (ducting to air scrubbers); install compaction & remove solids before screens	More effective and efficient operations	X							X							X			2016	
58	Mgmt & Ops	Opportunities to Improve Services	Update discharge permit, evaluate methods to achieve better discharge quality	More effective and efficient operations	X							X							X			2016	
59	Mgmt	Better aligning resources	Should sewer system maintenance be part of WS or WWS?	More effective and efficient operations	X							X	X						X			2016	
60	Corporate	Better aligning resources	Review cost recovery approach to chargeback between RDN departments - high tipping fees impact our ability to complete maintenance projects.	More cost effective operations	X							X								X	X	2016	
61	Mgmt	Better aligning resources	Encourage properties on septic to hook up to sewer	Review and integrate into education programs	X							X							X			2015	
62	Mgmt	Process Improvements/Efficiency	Evaluate cost effectiveness of RDN electrician on staff	Part of staffing plan development with GNPCC upgrade	X						X	X	X						X			2015	
63	Mgmt & Ops	Partnering to improve effectiveness	Purchase vac truck	Develop business case	X						X	X							X			2015/2016	
64	Mgmt & Ops	Partnering to improve effectiveness	Roll off truck and bins	Develop business case	X						X	X							X			2015/2016	
65	Mgmt	Process Improvements/Efficiency	Maintenance specialist, or outsource maintenance (ie pump repairs)	Part of staffing plan development with GNPCC upgrade	X						X	X							X			2015	
66	Mgmt & Ops	Partnering to improve effectiveness	Morningstar effluent use	Review feasibility	X							X							X			WIP	
67	Mgmt	Partnering to improve effectiveness	Cities should reduce I&I	Part of LWMP process	X						X	X							X			ongoing	
68	Mgmt	Opportunities to Improve Services	Initiate education program about what not to flush ("sewersmart") - update bylaws	Integrate into education programs	X							X							X			2015	

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69	Mgmt & Ops	Process Improvements/Efficiency	Better communication between ops and office technical staff - understand each others' roles	Implemented increased communication	X							X							X			WIP
70	Mgmt & Ops	Better meet stakeholder needs	Improve odour control at French cReek - centrifuge	Integrate equipment improvements into expansion planning	X							X							X			2015/2016
71	Mgmt	Better meet stakeholder needs	Update website - plant profile and pictures - FCPC	Underway	X							X							X			ongoing
72	Mgmt	Opportunities to Improve Services	Improve internal communication and openness between departments	Underway	X							X							X			WIP
73	Mgmt	Are we doing the right work	Resource recovery in the community - effluent for reuse	In LWMP	X						X	X							X			2015/2016
74	Mgmt	Process Improvements/Efficiency	Combine lab for FC and GN	Review as part of GNPCC expansion	X						X	X							X			2015/2016
75	Mgmt	Process Improvements/Efficiency	Compost and sell sludge	Explore opportunity for revenue generation	X						X	X							X			2015/2016
76	Operations	Process Improvements/Efficiency	Align testing days with sylvia	Operations	X							X							X			2015
77	Mgmt	Process Improvements/Efficiency	Establish training plans for staff	In progress	X									X					X			2015
78	Mgmt & Ops	Process Improvements/Efficiency	Reduce energy use at plant	Integrate into PCC expansion/upgrade projects	X							X							X			ongoing
79	Mgmt & Ops	Process Improvements/Efficiency	One lab, septage improvements, compost sludge and sell, standardize equipment (ie pumps, switchgear) cheaper to stock spares, saves time	Ops identify on an ongoing basis, implement with capital projects	X						X	X							X			2015/2016
80	Mgmt	Process Improvements/Efficiency	Improve access to equipment repair history	More cost effective and efficient operations	X							X		X					X			2015
81	Mgmt & Ops	Process Improvements/Efficiency	Operators should be given the opportunity to identify and try new cheaper chemicals, equipment, processes (not just the way we have always done things)	More cost effective and efficient operations	X							X							X			ongoing
82	Mgmt & Ops	Process Improvements/Efficiency	Bulk purchasing between departments, chemicals, vehicles, radios, cell phones	Better decisions, more effective operations	X						X	X							X			2015/2016
83	Ops	Process Improvements/Efficiency	Improve ATAD temperature control and Rotorks	Ops to identify needs, implement as part of plant expansion planning	X							X							X			2015/2016
84	Corporate	other ideas	Staff subsidies for RDN services (recreation, transit)	To be considered at corporate level	X									X						X		2015/2016
85	All	Workplace Improvements	Strive for continuous improvement, respect, teamwork	Implementing across RCU	X							X		X					X			ongoing
86	Mgmt & Ops	Process Improvements/Efficiency	Equalization tank to balance flows (peak vs night)	Evaluate as part of FCPC expansion planning	X							X							X			2016
87	Mgmt & Ops	Process Improvements/Efficiency	Use heat recovery from ATADs to heat water or buildings	Evaluate as part of FCPC expansion planning	X							X							X			2016
88	Corporate	Opportunities to improve services	RDN should be proactive in sharing positive stories in media	Integrate into education and communication programs	X						X	X		X					X	X		ongoing
89	Mgmt & Ops	Process Improvements/Efficiency	Operators would like to get to know head office staff, and key staff from other departments - communications coordinator	Better decisions, more effective operations	X						X	X		X					X	X		WIP
90	Corporate	Process Improvements/Efficiency	Improve safe work practices and corporate safety coordinator.	Better decisions, more effective operations	X						X	X	X	X					X			2015
91		staffing practices	Give fair shot to internal candidates not just external	Better decisions, more effective operations	X							X		X						X		implemented
92		staffing practices	Make temporary positions permanent	Better decisions, more effective operations	X							X		X						X		2016
93		staffing practices	Adjust classifications to reflect current duties and competitive salaries	Better decisions, more effective operations	X						X	X		X					X			in progress
94		staffing practices	Adjust staffing levels to address workload.	More cost effective and efficient operations	X						X	X							X	X	X	in progress

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95		First Nations	Make first nations relations a priority	More cost effective and efficient operations	X					X									X	X	X	in progress	
96		First Nations	Provide training in FN relationships	Better decisions, more effective operations	X					X										X		2016	
97		First Nations	Assign corporate first nations coordinator	Better decisions, more effective operations	X					X	X									X	X	2016	
98		First Nations	Create FN job opportunities at RDN	Better decisions, more effective operations	X					X	X	X							X	X		in progress	
99		Partnerships and collaboration	Work more closely with Parks, Utilities, and other departments	Better decisions, more effective operations	X							X	X						X	X		ongoing	
100		Partnerships and collaboration	Pool resources with other agencies	Better decisions, more effective operations	X						X	X							X	X		2016	
101		Partnerships and collaboration	Encourage relationship building with others.	Better decisions, more effective operations	X					X		X							X	X		ongoing	
102		Partnerships and collaboration	Hire students	Better decisions, more effective operations	X							X	X						X	X		in progress	
103	Board	Partnerships and collaboration	Board lead by example	Better decisions, more effective operations	X					X		X		X							X	in progress	
104		Operational improvements	Admin support for operations	More cost effective and efficient operations	X							X		X						X		in progress	
105		Operational improvements	Asset management program	Better decisions, more effective operations	X						X	X								X	X	in progress	
106		Operational improvements	Corporate health and safety coordinator	Better decisions, more effective operations	X						X	X		X						X		in progress	
107		Operational improvements	EMS system improvements	More cost effective and efficient operations	X							X		X								2016	
108		Operational improvements	Better training and orientation for staff	More cost effective and efficient operations	X							X										2016	
109		Operational improvements	Improve contracting process and practices	More cost effective and efficient operations	X						X	X		X								2016	
110		Operational improvements	Improve records management	More cost effective and efficient operations	X							X		X								in progress	
111		Communications	Internal RCU meetings and info sharing	More cost effective and efficient operations	X							X		X								implemented	
112		Communications	More communications between ops and admin/tech	More cost effective and efficient operations	X							X		X								implemented	
113		Communications	Improve outreach and education and public communication tools	More cost effective and efficient operations	X					X		X										2016	
114		Communications	Online access to presentations	More cost effective and efficient operations	X							X										2016	
115		Communications	Improve family/youth engagement	More cost effective and efficient operations	X					X		X							X	X		2016	
116		Communications	Consider in-house web support	More cost effective and efficient operations	X						X	X	X									2016	
117		Flexibility and career development	More flexible work hours and arrangements, ability to work remotely, job sharing and part time work,	More cost effective and efficient operations	X						X	X	X	X								in progress	
118		Flexibility and career development	Support for increasing number of women in management	more effective use of resources, improved morale	X							X	X	X								ongoing	
119		Flexibility and career development	Rewrite JDs to allow broader range of candidates to apply (ie engineering	more effective use of resources, improved morale	X							X		X								2016	
120		Flexibility and career development	Mentoring and training for career progression	more effective use of resources, improved morale	X							X		X								2016	
121		Flexibility and career development	Provide acting manager opportunities for staff	more effective use of resources, improved morale	X							X		X								implemented	
122		Flexibility and career development	Improve succession planning	more effective use of resources, improved morale	X							X	X	X								in progress	

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Recommendation Worksheet**

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					Staff	Municipal Partners	Stakeholders	Community	Board	Alignment	Financial / Budgeting	Process Improvements / Efficiencies	Organizational Structure	Staff Morale	Communication	Workflow / Processes	Perception	Business Planning - Integration	Business Continuity	Department		CAO	Board			
123		Budget and cost effectiveness	Encourage money saving ideas	more effective use of resources, improved morale	X							X	X													ongoing
124		Flexibility and career development	Flexible work arrangements	more effective use of resources, improved morale	X							X	X									X	X			in progress
125		Partnerships and collaboration	Manage downloading from senior government	more effective use of resources, improved morale	X						X	X										X				ongoing
126		Budget and cost effectiveness	Asset management - plan for sustainable future operations	More cost effective and efficient operations	X						X	X	X										X			in progress
127		Budget and cost effectiveness	Update DCCs	More cost effective and efficient operations	X						X												X			in progress
128		Budget and cost effectiveness	Correct billing discrepancies	More cost effective and efficient operations	X						X												X			in progress
129		Budget and cost effectiveness	Energy conservation	More cost effective and efficient operations	X							X	X										X			2016
130		Budget and cost effectiveness	Using in house vs external resources (web, electrical, instrumentation)	Better decisions, more effective operations	X						X	X											X			2016
131		Improving teamwork, trust and accountability	Improve opportunities for input - listen	More cost effective and efficient operations, improved morale	X						X		X										X			
132		Improving teamwork, trust and accountability	Staff meetings and written updates	more effective use of resources, improved morale	X						X		X										X			implemented
133		Improving teamwork, trust and accountability	Provide regular feedback, hold performance planning reviews	more effective use of resources, improved morale	X							X	X										X			2016
134		Improving teamwork, trust and accountability	Share management goal setting and plans	more effective use of resources, improved morale	X							X	X										X			implemented
135		Improving teamwork, trust and accountability	Treat everyone with respect	more effective use of resources, improved morale	X								X										X			ongoing
136		Improving teamwork, trust and accountability	Ask Board members to spend time with staff.	more effective use of resources, improved morale	X								X										X			ongoing
137		Recognition and Input into decisions	Hold regular staff meetings	More cost effective and efficient operations	X								X										X			implemented
138		Recognition and Input into decisions	More individual recognition from managers	more effective use of resources, improved morale	X								X										X			implemented
139		Recognition and Input into decisions	Timely updates and newsletters (Board updates to staff, WWS /WS newsletter)	more effective use of resources, improved morale	X							X	X										X			in progress
140		Recognition and Input into decisions	More visits with operations	more effective use of resources, improved morale	X							X	X										X			implemented
141		Recognition and Input into decisions	Sign-up sheet for visits to WWS and WS ops.	Better decisions, more effective operations	X							X	X											X		implemented
143		Customer service	Implement regular "Utilities Planning Meetings" with multiple stakeholders (Municipalities, Fortis, Hydro, Terasen, RDN)	Better decisions, more effective operations		X					X	X											X			2016
144		Customer service	Ensure a single point of contact for coordinating projects between organizations	Better decisions, more effective operations		X					X	X											X			2016
145		Customer service	Hold project debrief meetings (ie Morningside outfall project)	Better decisions, more effective operations		X					X	X											X			2016
146		Customer service	RDN provide planning and policy templates to municipalities related to watershed management. Increase consistency and efficiency across the region.	Better decisions, more effective operations		X					X	X											X			2016

**Regional and Community Utilities
Recommendation Worksheet**

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					Staff	Municipal Partners	Stakeholders	Community	Board	Alignment	Financial / Budgeting	Process Improvements / Efficiencies	Organizational Structure	Staff Morale	Communication	Workflow / Processes	Perception	Business Planning - Integration	Business Continuity	Department		CAO
147		Customer service	Regional stakeholder meetings for Wastewater and Watershed coordination are important and valued by municipal partners.	Better decisions, more effective operations		X				X		X							X			2016
148		Customer service	RDN can assist in coordinating FN relationships and activities.	Better decisions, more effective operations		X				X		X							X			2016
149		Customer service	Consider FN job shadowing programs (have been effective at CON)	Better decisions, more effective operations		X				X		X							X			2016

**Recreation and Parks Services
Recommendation Worksheet**

No.	Area	Item	Recommendation	Desired Outcome	Identified By				Expectations - Category				Rec and Parks Theme				Recommendation Category			Completed X = Completed WIP = work in progress
					Staff	Stakeholders	Community	Board	Alignment	Financial / Budgeting	Process Improvements / Efficiencies	Organizational Structure	Staff Morale	Communication	Workflow / Processes	Perception	Business Planning - Integration	Business Continuity	Department	
1	Corp	Lack of Performance Reviews for staff that will facilitate employee skill development and training	To develop a professional development program that is supported by employees.	A professional development program in place facilitate employee skill development and training.	X					X		X	X	X	X	X	X	X	X	
2	Corp	Expand Earned Days Off to provide options for recreation and parks staff that are in line with operating a services that run 24/7/365	Review Earned Days Off Policy	Improvements to a policy that better reflects the operational needs of the recreation and parks department.	X						X		X				X	X	X	
3	Corp	Staff Wellness Program	Implement a Staff Fitness and Wellness Program that provides improved accessibility to programs provided by the RDN and City of Nanaimo and to initiatives developed by the RDN Health and Wellness Committee	Improved health and fitness levels of RDN staff and a decrease in sick time usage.	X						X		X					X	X	WIP
4	Corp	IT Long Range Planning and Implementation	That key staff from IT be more involved with planning, procurement, selection and implementation of Dept. Software (e.g.: Registration System).	Technical staff with the knowledge and expertise of RDN IT more involved with long term planning and selection of significant software programs.	X						X					X		X		
5	Corp	RDN Website	That the RDN Website be revamped and updated to ensure it provides relevant information to residents, businesses and visitors in a user friendly manner.	That relevant information to residents, businesses and visitors can easily be obtained from the RDN website.	X	X					X		X		X	X	X	X	X	
6	Corp	Improved HR resources	That the provision of additional HR resources be considered in order to improve timely assistance to departments on employee safety, training, recruitment, selection, employee performance related matters.	Adequate resources are in place that meet the current needs of the RDN that have improved assistance to departments on employee safety, training, recruitment, selection, employee performance related matters.	X						X	X	X		X			X	X	
7	Corp	SharePoint Training	That all staff who require access to SharePoint are trained to ensure the program is used to it optimum level.	All staff who require access to SharePoint are trained and the program is being used to it optimum level.	X						X		X		X		X	X		
8	Corp	Digital Filing	That the processing of digital filing be reviewed to ensure all relevant letters, reports and documents are stored and can be accessed on RDN SharePoint.	Staff can access relevant letters, reports and documents stored on RDN SharePoint and storing of such documents on personal file folders and e-mail archive folders is eliminated.	X						X		X		X	X	X	X		
9	Corp	Interviews	Include union staff in the interview process when applicable for positions that a senior union position may be overseeing.	Experienced union staff have the opportunity have input on the selection of the most senior and qualified individuals for positions that they will oversee.	X						X				X		X	X		
10	Fin	Budget Development	That all staff who require access to budget information in order to ensure accurate budget development need to be trained on the RDN financial software (FMW)	All staff who require access to budget information to ensure accurate budget development are trained on the RDN financial software (FMW)	X					X	X			X		X	X			X
11	Fin	Budgeting Monitoring	That all staff who require access to budget information in order to ensure expenditures and revenues are in line with the adopted budget need to be trained on the RDN financial software (FMW).	All staff who require access to budget information in order to ensure expenditures and revenues are in line with the adopted budget are trained on the RDN financial software (FMW).	X					X	X			X		X	X			X

**Recreation and Parks Services
Recommendation Worksheet**

No.	Area	Item	Recommendation	Desired Outcome	Identified By				Expectations - Category					Rec and Parks Theme					Recommendation Category			Completed X = Completed WIP = work in progress
					Staff	Stakeholders	Community	Board	Alignment	Financial / Budgeting	Process Improvements / Efficiencies	Organizational Structure	Staff Morale	Communication	Workflow / Processes	Perception	Business Planning - Integration	Business Continuity	Department	CAO	Board - Corporate	
12	Fin	Capital / Long Range Budgets	That capital project estimates and related budgets in the Five Year Financial Plan are consistent with market rates and CPI adjustments.	Five Year Plan Budgets be updated to better reflect market rate and CPI adjustments on capital projects.	X					X						X			X			
13	Fin	Preferred Vendor List	That an preferred vendor list be secured in order to expedite securing contract services	That a preferred vendors list is secured that will expedite procuring contractors for work	X					X	X				X				X			
14	R&P	Request for increased training opportunities for all staff	Supervisors to ensure all staff are made aware of training opportunities that are available.	Staff are made aware of training opportunities to meet all current and future demands required of their services area.	X						X		X	X					X			
15	R&P	Desktop Software	That the Department undertake a review process with IT to ensure all staff adequate and appropriate desktop software that is required to meet their work duties.	All staff all staff have adequate and appropriate desktop software in place that is meeting the needs to fulfil their work duties.	X					X	X				X			X	X			
16	R&P	Active Reg Training	That all staff that require the usage of Active Reg Software are trained to ensure the program is used to it optimum level.	All staff that require the usage of Active Reg Software are trained and the program is being used to its optimum level.	X						X		X	X		X		X	X			
17	R&P	Secretarial Structure and reporting	That the structure and reporting relations of Program Secretaries and Department Secretaries be reviewed to ensure responsibilities and tasks are meeting demands.	The Department has sufficient secretaries in place that are meeting the specific needs of at the pool, arena, recreation services. The addition of a PFT Departmental Secretary is required for Parks Services.	X				X				X			X		X	X	X		
18	R&P	Department Strategic Plan	That the Department developed a strategic plan to guide its development that recognizes the diverse services it provides to a broad range of residents over varied geographic zones.	The Department has a strategic plan in place that is working in synchronization with other key planning documents to ensure the provision of recreation and parks services is being delivered at optimal levels with the resources that are made available.	X				X	X	X	X		X		X	X	X	X	X		
19	R&P	Procedures and Guidelines	That all operational procedures and guidelines developed, amended and stored in consistent and accessible locations for staff.	Operational procedures and guidelines are developed, amended and stored in consistent and accessible locations for staff.	X						X		X	X		X		X	X			
20	R&P	Customer Service	That secretarial and reception staff continue to provide a high level of customer service to patrons and visitors to the two recreation facilities.	Maintain customer service levels.	X	X	X				X				X				X			
21	OP	Arena Scheduling	Review facility scheduling process to increase customer service and increase revenue generation opportunities from open facilities.	Customers can review arena availability on weekends and evening in addition having access to this information on weekdays. Increased revenue to support operations and more efficient use of facilities.	X	X					X			X	X				X			
22	OP	Arena Secretary Reporting Structure	That the Arena Department Secretary report to Superintendent of Arena Services to improve services delivery and communication with other arena based staff.	Improved direction and workflow in program and bookings of the facilities at Oceanside Place.	X						X	X		X	X				X			

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23	OP	Arena Advertising	To further review the contracting out of advertising at the arena to ensure the highest return on revenues is being achieved.	The confirmed method of selling and coordinating advertising at the arena is achieving the highest possible return on revenue.	X					X	X					X				X			
24	OP	Dead Ice Usage	Improve the booking process of unused ice times on evenings and weekends. Consider improved on-line software.	Customers can review and book unused ice times on weekends and evening in addition having access to this service on weekdays.	X					X	X					X				X			
25	OP	Skate Sharpening	Verify if skate shop skating hours are meeting demand.	Verification complete and skate shop hours meeting demand.	X					X	X					X				X			
26	OP	Declining dry floor use	Review operational requirements with declining dry floor use	Facility operating at capacity while factoring dry floor opportunities for community and user groups.	X					X	X							X		X			
27	OP	Lunchtime Reception Coverage	Ensure adequate reception coverage in place and scheduled breaks allow for increase in call or registration volume around the noon lunch hour.	Adequate reception coverage is in place around the noon lunch hour.	X						X					X				X			
28	OP	Shoulder Reception Coverage	Ensure adequate reception coverage in place during all peak times of facility use in the prime and shoulder season.	Adequate reception coverage in place during all peak times of facility use in the prime and shoulder season.	X						X					X				X			
29	OP	Facility Operations	Continue with high level of quality in facility operations, ice making and facility maintenance.	Facility operations meeting and exceeding public expectations.	X	X	X				X					X				X			
30	OP	Concession	Ensure operation and appearance of concession is meeting user expectations.	Concession is meeting expectations of users and is professional in appearance.	X	X					X						X			X			
31	OP	Patron and Staff Safety	Continue to ensure staff and user safety remains a priority in facility operations.	Continue with safety program and inspection and make improvements where warranted.	X						X					X				X			
32	OP	Annual Budget	Continue to meet budgetary projections.	Annual budget continually on target .	X					X								X		X			
33	RAC	Aquatic Programmer Duties	Provide assistance to Aquatic Programmer on tasks pertaining to staff training, scheduling, and special events.	Aquatic Programmer primary focus on program development and implementation and working with Team Leaders who will be tasked more with scheduling, training and special events.	X				X		X		X	X						X			
34	RAC	Team Leader Duties	Delegate additional tasks to Team leader position.	Team Leaders tasked more with scheduling, training and special events.	X				X		X		X	X						X	X		
35	RAC	Team Leader Coverage	Ensure adequate coverage in place during prime weekdays and weekends. Replace two ppt Lifeguard / Instructors with one FT team leader to work Tuesday to Saturday daytimes.	FT Team Leader retained to work Tuesday to Saturday daytimes.	X				X		X	X	X	X						X	X	X	
36	RAC	Aquatic Staff In Service Training	Improve in-service training content and consistency and include annually staff from reception and maintenance.	Team Leaders delegated responsibility for in-service training and staff from all service areas of the facility included at a minimum of one in-service annually.	X						X	X	X	X						X			
37	RAC	Lesson Consistency	Provide consistency in lesson instruction both in staff and style for each lesson block.	As practicable as possible within the parameters of the Collective Agreement, schedule the same instructor for the term of each lesson set to ensure patron receives high level of instruction in a consistent manner.	X	X						X				X			X	X			

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38	RAC	Special Events Staffing	Ensure special events that are promoted are able to meet the public expectations and adequate staff are scheduled to ensure the event can be delivered as promoted.	Special events are being delivered as promoted and sufficient staff are scheduled in order to meet the events expectations while continuing to ensure public safety.	X						X					X	X		X			
39	RAC	Special Event Provision	Continue to provide special events including theme swims and teen night swims	The pool provides a variety of special event and theme swims to encourage pool use to a broad range of demographic groups.	X	X	X				X					X			X			
40	RAC	Team Building	That interfacility service areas periodically include representatives from other service areas at meetings and annually at in-service training.	The front office reception, programming, maintenance and lifeguard staff work as a singular team in the delivery of aquatic services to the community.	X						X		X	X	X	X			X			
41	RAC	Lifeguard Scheduling Inconsistencies - reduced consistency of programs / services	That lesson and lifeguarding scheduling blocks be established maintained to ensure a consistent order of staff are in place each week.	As practicable as possible within the parameters of the Collective Agreement, schedule the same lifeguard for a block of time to ensure staff have a reliable and consistent schedule on a weekly basis.	X						X		X	X	X	X			X			
42	RAC	Safety	Continue to ensure staff and user safety remains a priority in facility operations.	Continue with safety program and inspection and make improvements where warranted.	X						X					X			X			
43	RAC	Staff Shortage and Recruitment	Prepare recruitment information material to present and use in school district classroom, job fairs etc. Assign staff to attend events to promote lifeguarding. Expand Jr. Lifeguard program and other recruitment programs.	Facility has sufficient, qualified staff to ensure uninterrupted operation of facility and lessons and programs have a consistent staffing compliment in place.	X	X	X				X					X		X	X			
44	RAC	Peak time scheduling	That scheduling has sufficient staff resources in place to accommodate peak operational times, notably Tuesday Afternoons, Thursday Afternoons and Saturday Mornings.	Programs and lessons have sufficient staffing resources in place to meet community an program expectations.	X	X	X				X					X		X	X			
45	RAC	Reception Shoulder Season / Weekends	Ensure reception hours are open at peak usage times, not just based on prime season and shoulder season. Review and modify schedule accordingly.	Customers have access to reception and registration services at all peak times throughout the year and hours.	X	X	X				X					X		X	X			
46	RAC	Upper level course delivery	Ensure upper level aquatic courses are provided to community that in turn will facilitate training and recruitment of local lifeguard / Instructors.	Community has improved access to upper level aquatic courses and the facility has a larger trained resource pool to draw from to use as lifeguards / instructors.	X						X											
47	RAC	Lifeguard/ Front Desk communications	That the Superintendent of Aquatic Services meet with reception staff, team leaders and the aquatic programmer to review and update communication protocols.	Effective communications between lifeguard staff, the programmer and reception staff is in place to ensure changes to programs, schedules and other facility operation matters are communicated in a timely manner.	X						X			X					X			
48	RAC	Superintendent Work Schedule	The Superintendent amend his work schedule to ensure he has contact with all primary aquatic staff including those on the afternoon / evening shifts.	In person communication increased and improved between all primary aquatic staff	X						X			X	X			X	X			

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49	RAC	Increased pool space		That clear direction be developed that aligns community demand with aquatic pool per the feasibility study for the Aquatic Centre. Community needs to be verified through Recreation Services Master Plan in 2016.		That adequate and functional aquatic space is available that meets the needs to the community.	X	X	X										X			X	
50	RAC	Fitness Centre - community demand		That clear direction be developed that aligns community demand with fitness per the feasibility study for the Aquatic Centre. Community needs to be verified through Recreation Services Master Plan in 2016.		That adequate and functional fitness space is available that meets the needs of the broader community.	X	X	X										X			X	
51	RAC	Staffing Levels / Facility Expansion		That as part of the facility expansion review, ensure sufficient staffing levels are achievable to operate a larger facility.		Expanded facility has sufficient staff in place to meet increased service demands.	X						X			X		X		X	X	X	
52	RAC	Maintenance Shop		That space for maintenance and repairs be provided when facility is expanded.		That adequate and functional space for maintenance and repairs is available that meets the needs of the facility.	X						X			X				X		X	
53	RAC	Facility Operations		Continue with high level of quality in facility operations and facility maintenance.		Facility operations meeting and exceeding public expectations.	X	X	X							X				X			
54	RAC	Lifesaving Society Audit		Continue with periodic audits conducted by the Lifesaving Society of BC to verify and ensure the facility continues to meet or exceed all safety requirements and protocols expected of a public pool.		The facility continues to meet or exceed all safety requirements and protocols expected of a public pool.	X						X		X	X	X		X				X
55	RAC	Standing Surf Wave / Wave Rider		Consider a Wave Rider when expanding the Ravensong Aquatic Centre to capitalize on the growing surfing community on Vancouver Island.		The merits of providing a Wave Rider have been considered when planning and designing the expansion of RAC.	X				X								X			X	
56	RAC	PPT staff requesting and expecting to only work a minimum 20 hrs. when operational requirements require more.		To review and implement block scheduling of shifts by season to be based on operational needs and offered by seniority.		Facility has a constant and consistent work force and the facility can provide services advertised and planned for to the community.	X		X					X		X			X				
57	RAC	Maintenance Worker Service Levels		Facility requires 2.5 maintenance workers. At present the .5 position is TFT and requires PPT status.		Permanent staff service levels reflect current service levels requirements.	X				X					X						X	
58	RAC	Change Room		That the provision of change rooms to meet the needs of the community is reviewed when considering expansion of the Aquatic Centre.		That adequate and functional change room space is available that meets the needs to the community.	X		X										X			X	
59	RAC	Aquafit Programs - reduced consistency of programs/services		Provide consistency in lesson instruction both in staff and style for each lesson block. Ensure there is an adequate amount of staff trained to conduct Aquafit and work with union on shift premiums for Aquafit certification.		As practicable as possible within the parameters of the Collective Agreement, schedule the same instructor for the term of each lesson set to ensure patron receives high level of instruction in a consistent manner. Staff have access to receive Aquafit certification.	X	X	X										X			X	
60	RAC	Annual Budget		Continue to meet budgetary projections.		Annual budget continually on target .	X				X								X			X	
61	RAC / OP	Reception staffing		Ensure there is a balance of staffing levels based on user load between the two facilities.		Adequate reception staffing is in place based on user demand at OP and RAC.	X												X			X	

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62	RAC / OP	Processing of complimentary passes	Review the processing of complimentary passes and remove duplication and redundant processes if required.	Complimentary passes are being processed in a efficient manner.	X						X					X							
63	RAC/OP	Vending machines	Review effectiveness of vending service and remove vending components that are underutilized.	Vending machines at facilities are meeting the needs of users.	X						X						X						
64	RAC / OP	Paper Towels	Reduce use of paper towels at OP and RAC and install high efficiency hand driers in high traffic change rooms and washrooms.	Paper towel use reduced.	X						X					X							
65	Rec	Vacation Coverage	That adequate vacation coverage for recreation programmers be reviewed.	Adequate coverage for programming duties is provided when a recreation programmer is away on vacation.	X						X				X		X		X	X			
66	Rec	H Programmer	Review the business case for the continuation of the programmer office in EA 'H' and the opportunity to more effectively provide service including the consideration of closure of the programmer office in Bowser and reassign duties to other programming portfolios including outdoor programming, park community liaison and permitting. Continuation to provide programs based in EA H based on demand. Review providing funding to NPO to provide services.	More efficient use of programming resources to the broader community while facilitating recreation service provision in EA H.	X					X	X				X		X		X			X	
67	Rec	Field Booking	Reassign community field booking from programmer to clerical.	Improved use of programming resources while maintaining field booking services.	X						X				X				X				X
68	Rec	School Newsletters	Review effectiveness of production of hard copies of school newsletters and reduce or discontinue. Expand digital distribution of newsletter in collaboration with School Districts.	Communication with school based users increased with a reduction of production costs.	X					X	X						X		X				
69	Rec	Culture Services	Improve partnerships and collaborations with existing NPO cultural groups in efforts to raise the profile of cultural programs and events in District 69.	Cultural events and programs profiled at an optimal level in District 69 with support from Northern Recreation Services.	X	X					X						X	X				X	
70	Rec	Delay in decision making process	That the turn around time on larger policy or procedure related decisions be considered.	That decisions related to policy and procedure matters are considered and dealt with within a reasonable time period.	X						X				X				X				
71	Rec	Youth Position / Demographics	That upon the completion of the Youth Services Plan in 2015, consideration be given to reallocation of staff resources.	A balance of recreation services is provided to all segments and demographic groupings in District 69.	X						X						X	X				X	
72	Rec	Recreation Facility Space	That the RDN work with SD69 to lease program space in centrally-located / high-demand areas (i.e. Parksville and Qualicum Beach).	Dedicated program space (gymnasium and multi-use rooms) is available to the public in the local communities based on demand for sport and recreation.	X	X					X							X				X	

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73	Rec/Parks	Sports Fields	That the RDN work with City of Parkville, SD69, Town of Qualicum Beach and NPOs to increase the sport field inventory to better accommodate adult (soccer and softball) and minor sport leagues and tournaments. Upgrading existing play fields to sport field standards should be considered in addition to reviewing the need for a multi sport field facility as part of the 2016 Recreation Services Master Plan	Adult and minor leagues have the facilities to host a variety of sporting events, tournaments and leagues.	X	X				X							X	X		X		
74	Parks	Political Shifts / Substantial Service Level Changes	That senior staff work closely with EA Directors as a group to mitigate and lessen impacts when significant shifts in individual community parks service areas and work plans are being contemplated.	More consistent and stable relationship between approved workplans and the resources available in the Department to carry out work. More effective and efficient use of existing resources and reduction in projects delayed due to shifting Board priorities.	X		X				X		X	X		X	X	X	X	X		
75	Parks	Staff Resourcing	That staff resourcing be reviewed to ensure that the level of resourcing in the department is in alignment with approved work plan and Board directives.	The appropriate amount of staff are in place to achieve work plans in a timely manner and meet Board directives. Reduce the delay of project completion resulting from the existing gap between resourcing and workplan/community and Board expectations.	X	X							X	X		X		X	X	X		
76	Parks	Staff Skill and work distribution	That staff resourcing be in alignment with the increasing complexity of capital and operational projects. That work assignments reflect the best use of staff skills and expertise.	That the appropriate staffing positions with the skill set required are in place to efficiently achieve work plans and project management in a timely manner and by using best management practices.	X						X	X	X		X		X	X	X	X		
77	Parks	Administration support	That a Departmental Secretary position be established for the Parks Division in order to meet demands in service area.	Departmental Secretary position established to meet the needs of the service area. More effective and efficient provision of service will result from adequate resourcing.	X					X	X	X	X	X	X	X	X	X	X	X		
78	Parks	Superintendent of Operations and Capital Projects	Consideration be given to implementation of a Superintendent of Operations and Capital Projects position.	Skill set and expertise required for large capital projects and building management is in place. Increasing park maintenance and asset management can be streamlined. Work overseen by Planners can be shifted freeing more planning time. Opportunity for more effective and efficient distribution of workload and increased effectiveness and efficiency of existing resources.	X				X	X	X	X		X		X	X	X	X	X		
79	Parks	Permit Process and Volunteer Management	That one staff person be assigned park use permits and volunteer management for regional and community parks.	Community has a one point of contact for park use permits and volunteers who is knowledgeable of the RDN parks and Trails system - position may be tied to nature programming.	X				X	X	X		X	X		X	X	X	X	X		

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80	Parks	Parks Planners and Parks Operations Coordinators	That park planners and parks operations coordinators be designated to geographic sections of the region and be responsible for all regional and community parks in the designated sections.	Communities will have access to a primary planning contact and an operations contact for both regional and community parks. Planning Staff will be better able to respond to planning and operational needs in each sub region for both park systems.	X				X		X	X			X	X			X	X			WIP?
81	Parks	Regional / Community Work Loads	That the allocation of funding for community and regional parks staff provide for joint use of resources to better react to pressure points through the whole system and be in alignment with what is occurring due to safety protocols (2 parks tech staff on job sites at most time).	Staff can effectively respond to priority projects through the RDN parks and trails system and ensure the safe work practices are maintained at job sites. Planners can provide more holistic planning and one point of contact for the public.	X				X	X	X	X			X		X		X	X			
82	Parks	Parks Bylaw Enforcement and Ticketing	Review the enforcement process of Parks Bylaw regulations and streamline the processes - for example Parks Operation staff be authorized to issue tickets for minor infractions e.g. dog off leash, motorized vehicles.	Bylaw Enforcement staff provide expertise and documentation to management and pursue larger scale and persistent bylaw infractions. Parks operation staff have the ability to deal with bylaw infractions when witnessed while undertaking parks operation duties. More effective and efficient use of existing resources and alignment with Parks Bylaw enforcement with community expectations.	X		X		X		X				X	X			X				
83	Parks	Contractor Management and Use	Continue to utilize the services of contractor services for garbage pick, landscaping maintenance in urban style community parks, lawn mowing and large scale parks and trails development projects.	Contract services are used effectively in tandem with daily park maintenance tasks and projects conducted by parks operation coordinators and technicians.	X						X				X				X				
84	Parks	Inter-Office Communication and Collaboration	That the planning and operations staff be located out of same facility in new Park Operation Building. Regional and Community Parks Planners and Operation Coordinators collaborate on parks and trails development projects.	Park staff located in same facility and are working collaboratively on parks and trails projects to ensure projects are appropriately developed and maintained at optimal levels.	X						X				X	X			X				X
85	Parks	Project Management System	That staff develop and implement a project management system to reduce inefficiencies and communication issues.	That there is clear documentation, communication and processes identified and followed to reduce inefficiencies and duplication.	X						X				X	X			X				
86	Parks	Parks and Open Space Advisory Committees	That consideration be given to restructure of committees such that EA Directors and staff can develop and maintain consistent and achievable community parks and trails program across the Regional District. Review amend the schedule of POSACs in conjunction with other organizational approaches to community meetings (revised EAPC, "pop-up" Board meetings in EAs, etc).	The community parks and trails system is planned and developed jointly and in collaboration with all Electoral Area directors while increasing opportunities in obtaining informed public feedback and input on the system.	X						X				X	X		X	X	X			

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87	Parks	Committee / Respectful Workplace	That as part of the orientation of committee members that information is provided on proper meeting decorum to ensure other committee members and staff are treated in respectful manners at all times and that Committee Chairs and Directors take an active role ensuring proper decorum is adhered to.	All committees are run in respectful manner	X													X	X	X		
88	Parks	Park Management Plans	Continue to develop Park Management Plans for all new regional parks and select Community Parks and review each park plan in five year intervals to verify relevancy. Minor modifications within ten year periods would not require full plan review process.	All Regional and larger scale or higher volume Community Parks have plans in place to guide their long term development.	X				X	X				X		X	X	X				
89	Parks	Park Development Plans	Electoral Area Community parks that require development will use a Park Development Plan to provide public input and budget planning.	That all Community Park requiring development have plans that reflect community input and that costing and phasing is included in the 5-year financial plan.	X				X	X				X		X	X	X				
90	Parks	Park System Plan	That the RDN develop a RDN Parks and Trails System Plan for all regional and community parks and trails.	The RDN has a Park and Trails System plan encompasses both Regional and Community Parks and that factors in the shared staffing resources between the eight parks and trail functions.	X	X			X							X	X	X		X		
91	Parks	Parks dedication review process	That when a proposed park dedication at time of subdivision is consistent with directives from an Electoral Area OCP and park planning documents that have been vetted and approved by the Regional Board, the subdivision application be advanced direct to the Electoral Area Planning Committee for consideration.	Park dedication proposals at time of subdivision are aligned with Electoral OCP and park planning documents. Increase the efficiency and effectiveness of the park approval process in relation to development approvals. Opportunity for more effective and efficient development approvals process and time/cost reductions to applicants.	X	X				X				X		X		X				
92	Parks	Bicycle Networks Plans	The each Electoral area has an approved Bicycle Network Plan that incorporates linkages to neighbouring municipalities and electoral areas.	Each Electoral Area in Regional District have approved Bicycle Networks Plans that recognize infrastructure integration with MoTI with linkages with neighbouring communities.	X		X		X							X				X		
93	Parks	Communication with Planning Department	That Parks staff and Planning staff meet on a regular basis to review upcoming developments, bylaws, active transportation plans and other shared issues.	That there is clear communication between the departments to ensure developments are in alignment with planning documents and that development proposals are completed in a timely manner. That each department is apprized of issues that affect both departments.	X					X				X	X		X		X			
94	Parks	Servicing for Parkland through Subdivision	That parks staff work with planning staff to amend the subdivision bylaw to ensure that parks received through subdivision are serviced and that titled properties are received.	That services (e.g. water, power, etc.) to develop parkland as desired by the community are available and in place for future development.	X				X	X						X		X		X		

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95	Parks	Community Support of Park Developments	That the RDN consider developing a program similar to the City of Nanaimo where community park development or upgrades require significant funding and participation of the community.	Ensures that park development and use of parks funds are fully supported by the community and not just a few special interest groups or one or two residents. Limited parks funds can be used on projects that are fully supported by the community	X					X	X						X			X		
96	Parks	Coordination and Tracking of Parks Maintenance Calls and Park Projects	That City View or other suitable software be used for tracking projects, park maintenance requests and park / trail inventory.	City View or other suitable software implemented for tracking of projects, park maintenance requests and park / trail inventory.	X						X			X	X				X			
97	Parks	Tools and Equipment	That parks staff continue to maintain a satisfactory level of tools and equipment to perform day to day duties and continue to share resources with other departments for larger capital equipment e.g. use of Utilities Dept. loader when required.	Park staff have the necessary tools and equipment to perform parks maintenance tasks from Parks tool / equipment inventory or via other RDN departments when appropriate.	X						X				X				X			
98	Parks	Little Qualicum Hall - Dashwood Community Park	That the bookings of Dashwood Hall and janitorial contracts be reviewed to ensure hall is able to meet public use expectations and it is optimally rented by the local community.	The community has access to rent Little Qualicum Hall and the booking process is functioning at an optimal level. Janitorial and maintenance needs of the hall are adequately resourced.	X		X				X				X		X	X				
99	Parks	Plants, Watering and Irrigation	That native plants are used in park development and placed in fall, winter, early spring. Access to irrigation is factored in all park planting decisions.	Native plants are primarily used in park development projects. Establishment watering or irrigation is considered for the first two years of the maintenance program.	X						X				X				X			
100	Park	Scheduling of Operations Staff Meetings	For meetings that involve parks operation staff that they be held near the start of the work day or near the end in order to allow for time to get to or return from job sites without interrupting projects.	Operation staff have adequate time to drive to or from a job sites and have a suitable segment of time to perform tasks at the site without being interrupted with mid day staff meetings.	X						X				X				X			
102	Rec / Parks	Nature Programming	That outdoor park programming provided by the RDN within regional and community parks expand to residents throughout the Regional District.	Residents and visitors of the Regional District can register or participate in outdoor programming events and activities throughout the RDN parks.	X						X	X					X	X			X	

**Strategic and Community Development
Recommendation Worksheets**

No.	Area	Item	Recommendation	Desired Outcome	Identified By				Expectations - Category					SCD Theme					Recommendation Category			Completed X = Completed WIP = work in progress			
					Staff	Stakeholders	Community	Board	Alignment	Financial / Budgeting	Process Improvements / Efficiencies	Organizational Structure	Staff Morale	Communication/ Information	Tools and Training	Process/ Procedures	Staff Roles	Wellness and Morale	GM/Department	CPC/Inter Division	CAO		Board - Corporate		
1	SCD	C1- Reduced staff understanding of roles and responsibilities due to limited discussion between staff and management.	Institute weekly departmental staff meetings. Cover process, technical and work plan topics among other items.	Better understanding of project roles and responsibilities. Informal mentoring opportunities while discussing projects with peers. Better information to the public.	X								X	X					X						X
2	SCD	C2 - Lack of communication between departments limits sharing of ideas and information exchange, enables inconsistent interpretations and reduces opportunities for collaborative problem solving.	Institute periodic all-division meetings to highlight major projects, discuss departmental roles and responsibilities, and share lessons learned.	Better understanding of work in progress across departments.; reduced duplication of effort as different departments solve similar issues, and increased potential to combine resources with other service areas.	X	X					X	X		X					X	X					X
3	SCD	C3 - Physical or geographical separation of staff required to collaborate on projects impacts efficiency and effectiveness of interdepartmental communication and collaboration.	Create opportunities for flexibility in workspaces to allow for staff working on interdepartmental projects to work together. Dedicate flex-space in Admin building to enhance communication on related parks and planning issues. (Flex work space established in planning department).	Built-in organizational flexibility to accommodate interdepartmental collaboration; increased efficiency arising from bringing planning and parks resources together.	X						X	X		X							X				X
4	SCD	C4 - Uncoordinated approach to public communication and corporate branding across departments and the organization results in duplication of effort and inconsistent or repetitive messaging.	Task one department with responsibility for coordinating communications. Ensure all staff are aware of policies relating to corporate communications and branding.	Consistent, unified information going to public resulting in better managing and meeting community expectations; reduced departmental time spent on communications. For efficient use of existing resources and potential for cost savings.	X	X					X			X						X	X				WIP
5	SCD	C5 - Communications not reaching large enough or intended audience	Improve RDNs skills with use of social and multi-media as a communication avenue. Explore online collaboration tools and invest in appropriate new technologies, systems or software. Research and learn about successful approaches to communications employed elsewhere.	Partnering with other departments to streamline communications; using technology more effectively to reach a larger audience with same resources; encouraging broader participation in community events; and laying a foundation for greater accountability to the public. More effective and efficient use of existing services.	X	X	X				X			X									X		
6	SCD	C6 - Significant staff time dedicated to assisting with RDNMap inquiries	IT/GIS/Planning hold periodic training sessions for realtors and development professionals on using RDNMap effectively. Invite stakeholders to an information forum on the use of RDNMap.	Combining resources across departments to reduce time spent on basic RDNMap inquiries will better enable staff to complete higher priority work	X					X	X	X	X		X					X	X				
7	SCD	C7 - Significant staff time allocated to conveying basic information to public.	More effective information packages at front-counter and better information online.	Less time spent responding to basic information requests or following up with incomplete application packages. Better public understanding of the development process and accurate expectations	X	X					X	X		X						X					
8	SCD	C8 - Vague feedback at all levels, and across levels does not result in improvement in ability to do work. (see C9)	Provide specific, constructive feedback on a frequent basis. Train staff to provide constructive feedback. Establish formal processes to provide feedback to staff (see C9)	Clear understanding why work is good, or how it needs improvement will increasing the quality of work over time and improve staff knowledge, satisfaction and the capacity to perform work.	X							X	X	X						X					
9	SCD	C9 - No formal performance feedback system at RDN.	Formalize annual performance reviews.	Higher quality service delivery, improved staff morale. Continuous improvement in quality of work. Rationale for ongoing training and education.	X					X				X	X					X		X			
10	SCD	C10 - Political involvement in SCD operations and enforcement files generates competing workload priorities.	Communicate rationale behind existing regulations, policies and processes to elected officials. Make stronger connections to Board Strategic Plan.	Better understanding of operations, policies and jurisdiction for elected officials; stronger support for Board policies and better alignment with Strategic Plan.	X					X				X								X	X		

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11	SCD	C11 - Shifting direction from Board impacts work plan, reallocates resources, and generates unanticipated costs or delays.	Create a reporting structure that establishes stronger linkages between departmental workplans and the Board Strategic Plan. Include amendment of workplans to accommodate change in direction	Diminished likelihood of unanticipated changes in direction. Better alignment between departmental work and Board Strategic Plan. More efficient and effective use of existing resources.	X				X	X				X				X			WIP
12	SCD	C12 - Lack of coordination of historic legal opinions results in duplicate or inconsistent opinions on comparable legal questions, and potentially unnecessary expenditures on legal opinions.	Establish a central repository for legal opinions provided to the RDN.	Ease of access to historic legal opinions, and reduced legal fees over the medium- and long-term.	X	X					X			X					X		
13	SCD	T1 - Insufficient resources and programs for staff to complete forms, publications and outreach materials efficiently results in higher fees paid to consultants.	Provide software and technology to facilitate internal delivery of projects.	Better balance between work effectively delivered by consultants and staff. More cost-effective delivery of projects.	X					X	X	X		X						X	
14	SCD	T2 - Lack of online application submissions closes opportunities to more effectively use technology to streamline the application process.	Allow more digital and online submission of development and building permit applications. Provide application tracking and summaries online.	Online applications could improve the efficiency of the application process for applicants and result in higher quality application submissions, better meeting the expectations of development sector stakeholders. More effective and efficient use of resources and reduced time and development costs for applicants.	X	X					X			X						X	
15	SCD	T3 - Cityview not used to record and manage critical process, creating risk for the organization.	Make the use of CityView mandatory for all relevant departments; (re-)train staff to use City View to optimize performance, and establish a regular, ongoing CityView staff training/ workshop program.	Better use of technology to deliver building and development services more efficiently. More accurate filing, and better record keeping resulting in more efficient ongoing information management.	X						X	X		X						X	
16	SCD	T4 - Lack of access to information technology in the field reduces the efficiency of the building inspection service.	Provide smart phones or tablets for building inspectors. Status update: CityView Mobile rollout is underway.	Better use of technology to deliver building and development services more efficiently. More effective and efficient service to development community.	X						X			X					X		X
17	SCD	T5 - Duplication of equipment purchases across the organization (IT as well as outreach essentials eg. tents). Limited ability of departments to manage and maintain equipment.	Consider a corporate (rather than departmental) technology pool	More shared resources and reduced costs and equitable access to equipment for all staff.	X					X	X			X						X	
18	SCD	T6 - Perceived imbalance in the quality of vehicles available to different departments.	Establish a consistent approach to maintaining the vehicle fleet. Ensure that vehicles are appropriate for the intended use.	Vehicle procurement based on needs of department, including safety, intended use, efficiency and cost.	X								X	X					X		
19	SCD	T7 - Lack of access to staff calendars means administrative staff do not know when other staff are available for public inquiries and responses.	Provide access to online calendars for administrative staff.	Better customer service by providing accurate information regarding staff availability for public inquiries.	X						X			X					X		
20	SCD	T8 - Lack of transfer of knowledge within/ between departments limits professional development, reduces capacity and eliminates redundancy when key project management and project delivery staff are unavailable.	Cross-train staff. Build integrated, interdepartmental teams to deliver projects effectively.	Increased capacity of organization as staff can fulfill multiple roles. Improved staff learning, motivation and morale. Potential efficiencies from combining resources across departments and a streamlined review process.	X	X					X	X		X					X		WIP
21	SCD	T9 - Limited opportunities for staff to develop knowledge and skills in related service areas.	Provide cross-training and opportunities for job shadowing and job rotations within and across departments.	Increased staff capacity to deliver broader range of services resulting in greater organizational flexibility. Improved staff engagement and increased capability to take on new challenges or additional work with existing resources.	X						X	X	X	X					X		

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22	SCD	T10 - Lack of formal orientation for new staff institutionalizes existing inefficiencies.	Formalize orientation and training program for new staff.	More streamlined delivery of services as new staff are better prepared to perform required work and understand the role and importance of established policies and procedures.	X					X					X				X	X		
23	SCD	T11 - Lack of time available to stay up to speed on evolution of building science technologies, rapid changes in building codes and innovation in the development sector.	Budget reasonable time to stay educated and informed on evolution in the development sector, where change occurs at a fast pace. Where possible, push responsibilities back on to professionals to better capture the true cost of service delivery.	Allocating sufficient staff time to remain current with respect to changes in the building sector, particularly for building inspection. More effective delivery of service from a well-informed staff.	X					X		X			X				X			
24	SCD	T12 - Inadequate casual pool/ too few people in the casual pool to cover staff absences.	Maintain an optimum number of casual employees.	Appropriate levels of staff coverage at all times.	X					X		X			X					X		
25	SCD	T13 - Succession Plan to build leadership and expertise within the organization.	Develop a Strategic Corporate Education Program for the purpose of succession planning. Provide opportunities for staff mentoring and to develop leadership experience. Allow senior staff to act in managers' absence.	Increased ability to hire experienced and well qualified personnel for positions, enhanced organizational flexibility to deal with staffing changes and shortfalls; greater capacity for staff to perform a wide range of functions; and increased staff morale.	X							X	X		X				X		X	
26	SCD	T14 - Organized/Formalized Training Plan for Staff in Division or Department	Link training opportunities with performance evaluations. Ensure staff have equal access to training and professional development opportunities through annual budgeting processes.	Accurate reflection of costs of training in budgets, assurance that staff are capable of performing work listed in job classifications, strong sense that staff are supported by the organization.	X					X		X	X		X				X			
27	SCD	T15 - Fixed pay grades and few pay levels result in a lack of incentive for professional development and limit room for growth within the organization.	Replace fixed rates with pay ranges for each position. Establish Planner 1, 2 and 3 levels within development services to encourage staff growth and development.	Higher performing staff, greater incentives for staff development and better staff retention with room for growth within the organization.	X							X	X		X				X		X	X
28	SCD	T16 - Staff lack project management skills and experience. This results in weak controls over consultant projects, and inefficient delivery of in-house projects.	Provide project management training to staff. Allow for on-the-job training and coaching to develop better project management skills across staff. Provide a forum for sharing knowledge and lessons learned.	More efficient and timely delivery of consultant and in-house projects.	X						X				X				X			
29	SCD	P1 - A lack of clear and current guidance on job function and procedures slows work flows results in redundancies, increases costs and delays service delivery.	Develop, implement and maintain an up-to-date Procedures Manual for all departments.	Improved and streamlined service delivery due to quick and more consistent application of policies, practices and procedures	X					X	X	X	X			X			X			
30	SCD	P2 - Significant time spent formatting, reformatting and customizing documents of all kinds. Inconsistent layout and structure for letters, report and other common documents.	Develop standardized templates for letters, reports and other documents.	Reduced staff time performing required work; more consistent information going to the public.	X						X					X			X	X		
31	SCD	P3 - Older bylaws do not accommodate new and emerging ideas, technologies, or systems, including planning innovations, green building or renewable energy systems. This creates opportunities for redundant applications and misinterpretation.	Review and update older bylaws.	Better ability to align services delivered by departments with the Board Strategic Plan; more streamlined services when innovative applications are submitted; increased departmental flexibility to meet the need and expectations of sophisticated applicants.	X	X	X		X		X	X			X				X	X	X	X

**Strategic and Community Development
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32	SCD	P4 - Inconsistent file management systems and practices make public records difficult to find.	Train all staff on Local Government Records Management practices. Allocate time for Admin staff to maintain files. Enter historic DPs and DVPs into CityView	Better file management of public records and documents will provide access to more information, reduced time spent tracking down files; more time available to complete priority work.	X	X					X	X							X		
33	SCD	P5 - Off-site archived records are inaccessible.	Digitize off-site archived files so that they are accessible online.	Better management of and access to information.	X						X	X						X			
34	SCD	P6 - Submitting expense claims is complex and inefficient.	Use a paycode on the timesheets to record and track OT and meal allowances.	Quicker turn around on payables.	X						X	X							X		
35	SCD	P7 - Protracted timeline for some development approvals.	Either delegate authority to issue Development Permits to staff when applications are consistent with DP Guidelines or hold bi-monthly Board and EAPC meetings to reduce wait times for development permit applicants.	More streamlined and reduced cost and time of development process for applicant. More effective and efficient use of existing resources.	X	X					X							X		X	X
36	SCD	P8 - High cost of development due to large number of often repetitive professional reports required.	Reduce the number of professional reports required through the development process. Eliminate requirements for reports that are repetitive. RDN undertake work on a regional level if it removes requirements for reports that tend to be repetitive across applications.	Lower cost of development, better meeting the expectations of residents and stakeholders involved in the development process. Reduced time and development costs for applicants.	X	X					X							X			X
37	SCD	P9 - Time consuming and in many cases, unnecessary plan reviews on building permit applications submitted by registered builders.	Develop an accelerated building permit processing stream for registered home builders.	A reduction in permit approval times resulting in a more streamlined service delivery and enhanced efficiencies in the use of staff resources. Reduced time and development costs for applicants.	X	X					X	X						X			X
38	SCD	P10 - Poor quality application submissions slow down permit processing	Establish and enforce standards for higher quality and complete application submissions. Ensure counter staff are adequately trained to review and accept or reject application packages	Consistent application of procedures for receiving applications will better establish and meet public expectations, and result in a shorter turn-around for applications, and less staff time spent following up	X	X					X							X			
39	SCD	P11 - Time spent on issues where the RDN has limited impact and no jurisdictional authority increases overall costs of service delivery, and delays completion of higher priority work.	Cease involvement or charge for involvement in processes where RDN involvement has no impact on the outcome.	Increased staff capacity to perform required work. Greater efficiency and effectiveness of resources - potential for cost savings.	X	X					X							X		X	X
40	SCD	P12 - Offsite public hearings are inefficient.	Review location of public hearings (for example held before Board meetings in Board Chambers) to reduce overtime/mileage/rental costs. Look for balance between access and service to community and cost of service provided.	Opportunity for reduced costs associated with public hearings, reduced overtime, improved staff morale from better work-life balance; more effective and efficient development process including reduced time and costs for applicants.	X	X					X	X						X			X
41	SCD	P13 - Subdivision process is lengthened and made onerous for planning staff and parks planners when parkland or cash-in-lieu of parks are proposed.	Review and consider the elimination of, or amendment to, the POSAC review process; amend Board Policy C-1.5 (Review of the Consideration of Park Land in Conjunction with the Subdivision Application Process) when applications reflect community priorities as established in OCP policy.	More streamlined subdivision process, increased accountability of staff and Board to citizens, reduced costs related to overtime and provision of services. Potential for significant reduction in approval time and costs to applicants.	X	X			X		X								X		X

**Strategic and Community Development
Recommendation Worksheets**

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42	SCD	P14 - Potentially providing inspections that are unnecessary under current construction practice in the region, increasing the duration of the development process, increasing costs and reducing stakeholder satisfaction.	For Building Inspection, review the range of inspections provided, identify any that can be eliminated.	Lower cost, more efficient and streamlined delivery of the building inspection service. Enhanced service provision to stakeholders in the development process.	X	X			X							X				
43	SCD	P15 - Organizational effectiveness impacted or compromised when OCP and RGS policies are not implemented	Include plan implementation as part of every planning process and carry out implementation concurrent with plan adoption.	Clear implementation process for planning projects. Interdepartmental follow-through on plan implementation. More consistency between plans and other bylaws. Longer term savings in operational costs and cost to applicants when policy is clear and supports streamlined approval processes.	X	X			X	X									X	
44	SCD	S1 - Professional staff time spent responding to general phone inquiries and inquiries for information readily available online.	Consider an automated first point of contact. Provide more clearly defined roles for Admin staff in assisting with day to day support activities.	More efficient use of professional staff time. Increased capacity to perform required or higher priority work.	X					X	X					X				
45	SCD	S2 - Professional staff's time is spent responding to front-counter inquiries better handled by administrative staff.	Relocate Administrative staff to the front counter. Improve direction signage in main foyer. (Implemented)	Professional staff time focused on established roles and responsibilities with fewer disruptions. (Anecdotal evidence that professional staff are experiencing fewer disruptions not related to development services).	X	X			X			X				X				X
46	SCD	S3 - Current job descriptions do not reflect current duties.	Review job descriptions to ensure job descriptions align with duties.	Current, up to date job descriptions will make all duties clear.	X				X		X	X				X		X		
47	SCD	S4 - Too much time is spent entering new applications, calculating fees, and sending acknowledgement letters.	Standardize and streamline the application intake process.	More efficient and effective service delivery which results in faster application processing times.	X	X				X						X				
48	SCD	Efficient delivery of Bylaw Enforcement and Investigations across RDN Divisions	Address duplication of enforcement / investigations staff resources by consolidating responsibility for enforcement / investigations to existing Strategic Planning and Community Development Bylaw Enforcement staff.	Eliminate the duplication of staff resources, provide effective service delivery and decrease the cost to deliver the service to the Solid Waste function.																
49	SCD	S5 -Workload and Project Assignment impacts opportunities to jointly work on projects in Long Range and Current Planning.	Provide opportunities to work in policy and development planning. Engage staff from multiple departments to deliver large or complex projects	Increased staff knowledge and capacity, better staff coverage and improved front end service delivery. Supportive environment for career development. More effective and efficient use of existing resources.	X					X	X				X				X	
50	SCD	S6 - Insufficient staff resources to complete all duties; staff resources not utilized to the greatest extent possible.	Identify methods and procedures to identify and capitalize on staff abilities, capacities and interests. Ensure staff complement aligns with work plan.	Increase the effectiveness of the services we deliver	X				X		X				X				X	
51	SCD	S7 - Building Department doing Zone Reviews.	Zoning Reviews Should be completed by Planning	Zoning experts doing zoning reviews will streamline the process	X				X	X					X				X	

**Strategic and Community Development
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52	SCD	S8 - Activity Level and impact on staff resources associated with satellite site offices.	Review the value that satellite offices offer to services and consider method to implement/adjust satellite offices to respond to demand/development activity levels.	A business case to adequately resource satellite offices and maintain, relocate or close office as activity levels and projects require. More effective and efficient use of existing resources and reduced costs of operations.	X				X							X			X		
53	SCD	S9 - Some staff work stations not conducive to completing complex and time-sensitive tasks	Reconfigure workstations to allow greater level of privacy and reduced noise.	Reduced interruptions increases effectiveness of planning staff by allowing uninterrupted time to complete required work.	X						X	X				X			X	X	
54	SCD	S10 - Planning and Building Inspection front counters act as reception for whole building.	Review the business case for establishing a 'one stop shop' for customer service on the lower level of the Admin building. Review opportunity to accept payments (permits and applications) in department.	Reduced time answering general inquiries and redirecting general public. More effective and efficient use of existing resources and increased efficiency in customer service.	X	X			X	X	X					X			X		
55	SCD	S11 - Visitors have difficulty locating the appropriate department for their business, and frequently visit more than one department as payments are only received by Finance.	Reconfigure front counter work stations to reduce time spent on inquiries not related to the department's mandate. Establish the ability to accept payments for any RDN service on the main floor.	Increased effectiveness (saves customers time, but costs RDN money)	X	X				X	X					X			X	X	
56	SCD	W1 - EDO program does not introduce flexibility and is incompatible with hours of operations for many child care providers. Inflexible work schedules affect work life balance and employee morale.	Implement flexible working hours to have options to start/finish work between 7:30 am - 5:30 pm. Implement a better EDO or Flextime Program	Less sick time, higher morale, better reduce overtime costs.	X								X			X			X	X	
57	SCD	W2 - Consistency in application of EDO is currently a problem	Ensure that EDO is applied fairly and the same throughout all departments	Higher staff moral and reduced confusion on how the EDO program works.	X								X			X			X		
58	SCD	W3 - The RDN lacks a formal wellness program.	Provide discounted memberships and family passes at Regional and municipal facilities.	Healthier employees, reduced sick time and better overall morale	X								X			X			X	X	
59	SCD	W4 - Admin building facilities could incorporate minor amenities to improve the work environment.	Provide an extra fridge in the lunch room; a brag board for family accomplishments etc. and a quiet room	Improved morale and a feeling of support from modest improvements to the work environment.	X								X			X			X	X	

**Transportation and Solid Waste Services
Recommendation Worksheet**

No.	Area	Issue	Recommendation	Desired Outcome	Identified By				Expectations - Category				Solid Waste/Transit Theme				Recommendation Category			Completed X = Completed WIP = work in progress	
					Staff	Stakeholders	Community	Board	Alignment	Financial / Budgeting	Process Improvements / Efficiencies	Organizational Structure	Staff Morale	Communication	Workflow / Processes	Perception	Business Planning - Integration	Business Continuity	Department		CAO
1	SW	Ongoing feedback	To provide positive feedback on work performed and staff concerns raised. Increase supervisor support with constructive criticism in private.	Refined feedback loop.	X						X		X					X			
2	SW	Expansion of job responsibilities	Desire for more responsibilities and utilization of expertise within the department.	Expanded responsibilities for some facility staff.	X						X							X			
			Desire for some job diversity.	Equipment operators rotating on use of equipment.	X					X	X		X						X		
3	SW	Annual performance review	Develop an annual job evaluation or review that staff will support.	Formal annual performance reviews.	X						X	X	X					X	X		
4	SW	Facility staff knowledge	Departmental goals shared with facility staff including an understanding of all work areas and updates on site plan for landfill.	Regular updates for staff on site developments and tours of the disposal area for front-end staff. More frequent presence of Manager at SW facilities.	X							X	X	X				X			
5	SW	Internal Meetings	Staff want an opportunity to sit down with management and discuss concerns, ask questions and provide feedback.	Monthly opportunities for staff to talk with management at their work place.	X					X	X	X	X					X			
6	SW	Clear communication	Improve communication between RDN staff & Board.	Invite Board members to tour solid waste facilities.																	
			Increase public education.	Keep website current, use Apps for collection schedules and notifications.	X				X	X	X	X							X		
			Staff interested in participating in stakeholder meetings.	Provide opportunities for staff to engage with stakeholders.	X					X	X								X		
7	SW	Access to information	RDN staff newsletter	Periodic Newsletter describing actions, projects, functions of the RDN	X							X	X					X			
8	SW	Access to Sharepoint	Computer access for all 'outside' staff.	Access to a computer and email address to receive and access RDN staff information.	X							X	X					X			
9	SW	Contracting out	Stop contracting services that staff can perform. Concerns that departmental goals could impact jobs.	Review contracted services and proceed with the most cost effective option. Staff performing some areas of work previously contracted out, e.g. staff performing bird control 3 days per week; installation and fusing of LFG pipes and in-house oversight of LEG well installation.	X				X	X	X	X	X					X			
10	SW	Facility role	Customers requesting one stop drop and share shed for reusable items. Expand acceptable materials. Expand facility role to include composting and /or sell compost.	Consider increasing options for the public when redesigning the drop-off area.	X							X						X		X	
11	SW	Staff status	Casuals working full time hours should become Permanent or receive benefits. Improve timeline for job posting and filling.	Participate in JD development with HR. Make recommendations on staff levels. Development of blended maintenance worker/equipment operator position.	X					X		X						X	X		
12	SW	Hours of work	Consideration for shift rotation (to share weekends), flex time/9 day fortnight, 10 hour shifts and part time work options all seen as beneficial change for work/life balance.	10 hour shift for equipment operators at CRTS. Consideration for RL operating staff to go to 10 hours.	X						X										
13	SW	Employee wellness	Employee wellness program desired.	Joint Departmental Employee Wellness Committee established.	X							X						X	X		WIP
14	SW	Customer service	Pride in providing meaningful service to community including daily excellent customer service. CRTS a professional and advanced facility.	Staff receive customer feedback through supervisors as well as directly from customers and contractors.	X							X	X	X				X			
15	SW	Staff levels at facilities.	Development of hybrid positions (e.g.. maintenance worker/equipment operator)	Greater operational efficiency and increased job interest.	X							X		X				X			

**Transportation and Solid Waste Services
Recommendation Worksheet**

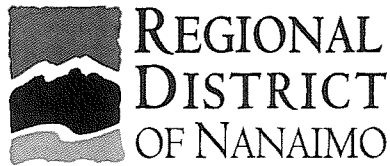
No.	Area	Issue	Recommendation	Desired Outcome	Identified By				Expectations - Category				Solid Waste/Transit Theme				Recommendation Category			Completed X = Completed WIP = work in progress		
					Staff	Stakeholders	Community	Board	Alignment	Financial / Budgeting	Process Improvements / Efficiencies	Organizational Structure	Staff Morale	Communication	Workflow / Processes	Perception	Business Planning - Integration	Business Continuity	Department		CAO	Board - Corporate
16	SW	Career growth and cross-training	Training opportunities including internal advancement and mentoring. Conference attendance and other facility tours requested and appreciated. Cross-training to diversify staff skills/knowledge.	Send staff for training opportunities such as OH&S for JHS members. Consider funding professional development initiatives .	X					X								X				
17	SW	HR Department support	Dedicated HR staff for staff development/training. Supervisors participate in hiring process.		X													X	X			
18	SW	Assistance from other RDN departments	Utilize expertise from other departments. Site tours for other department staff.	GIS staff assist at landfill	X						X					X		X				
19	SW	Work relationships	Better working relationships with supervisor and amongst staff. Landfill comradery needs a boost.	Continue with BBQs, schedule staff meetings, encourage staff to contribute to making their workplace enjoyable.	X							X	X					X				
20	SW	Rotation of job duties	Rotating job duties to provide work diversification.	Opportunities for equipment operating staff to rotate equipment and tasks. MW weekly posting includes 3 days per week bird control.	X						X					X		X				
21	SW	Make employee positions more flexible	Make a new blended maintenance equipment operator position	Maximize effectiveness of staff onsite to reduce costs.																		
21	SW	Staff facility upgrade	Staff facilities at the landfill need an upgrade.	Currently in the planning stage for these upgrades.	X					X	X					X		X			WIP	
22	SW	Regional Solid Waste Advisory Council	RSWAC restructure includes more public input, CoN a valued member. Plan needs a review to ensure currency.	New Regional Solid Waste Advisory Council formed.		X										X	X	X	X		X	WIP
23	SW	MMBC start-up challenges: public confusion, commercial haulers losing revenue with recycling monopoly and MMBC seen as a detriment to recycling motivation. Is Zero-Waste the goal or are we just pushing hard to handle and costly materials to recycle onto other facilities?	Eliminate confusing on the management of recyclables under MMBC.	Stabilize the management of recyclables.		X										X			X			
24	SW	City of Nanaimo looking for assistance with curbside Yard Waste Pick Up	Establish a yard waste pick up service.	Yard waste pick up service within the CON		X											X		X			
25	SW	Waste leaving the RDN affects the remaining haulers ability to be competitive - is flow control an option? Current waste export should lengthen the life of the landfill but who will pay for operations and infrastructure maintenance with reduced revenue? With no possibility of future landfill siting in Nanaimo will we select WTE, export, other?	Waste flow management to be considered in SWMP review.	Solid Waste Management Plan review underway in 2015.		X												X	X	X		WIP
26	SW	Curbside Contract	RDN staff provide support to CoN curbside staff. CoN FW direct haul to NOW . To reduce contamination curbside organics should be wrapped in paper/paper bags. Future of collection will include automated pickup.	Continue working with the CoN on curbside, recycling and solid waste issues for the City.		X										X		X				WIP
27	SW	Waste Stream Management Licensing	Provides level playing field for diversion/recycling facilities. RDN staff very co-operative and helpful regarding WSML's. Concerns include ensuring sites are licensed prior to start-up, quality of NOW product and glass recycling.	Consistent administration of WSMLs.		X										X		X				WIP
28	SW	CoN supports no tipping fee for illegal dumping cleanup.	Regional landfill will continue to accept illegal dumping cleanup at no charge from CoN.	Continued waiving of tip fees for illegal dump cleanups.		X										X		X				

**Transportation and Solid Waste Services
Recommendation Worksheet**

No.	Area	Issue	Recommendation	Desired Outcome	Identified By				Expectations - Category				Solid Waste/Transit Theme				Recommendation Category			Completed X = Completed WIP = work in progress
					Staff	Stakeholders	Community	Board	Alignment	Financial / Budgeting	Process Improvements / Efficiencies	Organizational Structure	Staff Morale	Communication	Workflow / Processes	Perception	Business Planning - Integration	Business Continuity	Department	
29	SW	Operating hours	Maintain facility hours of operation including 7 days per week. Increase number of days for asbestos disposal.	Facilities will remain open 7 days per week. Asbestos acceptance days under review.		X			X						X			X		
30	SW	Site status	Nuisances under control (birds and litter). Staff at facilities helpful. CRTS top notch facility.	Working with bird control contractor so site staff member can perform bird control 3 days per week. Purchase bird distress calls and use of a drone as deterrent.		X					X				X					
31	SW	Site amenities	Dedicated commercial scale. Improved truck wash down facility. Improve site conditions to address mud, tire damage and towing impacts.	Site improvements to asbestos disposal area and haul road.		X					X				X					
32	SW	Fees	Reduction in commercial tipping fees to address waste export. Increase curbside and self-haul fees.	Currently under review. Board report in March 2015.		X					X				X					
33	SW	Environmental	CoN concerned with RL leachate discharge into city lift station.	Landfill staff monitoring and planning improvements.		X					X				X					
34	SW	Community information/education	Website reasonably informative. Newsletters and public information sessions good. Stakeholder feels the 'Zero Waste' concept debatable.	Continue with information updates to website and newsletters.		X					X		X		X					
35	SW	Knowledge sharing	Benchmarking participation helps CoN with comparison to other communities. RDN solid waste department staff share knowledge with community recyclers and CoN staff.	Continue participating in Benchmarking and sharing information with stakeholders.		X			X		X		X		X					
36	SW	Roles	Public lacks understanding of the different roles and responsibilities of the RDN and the City of Nanaimo related to solid waste.	Common understanding by public of municipality and regional district roles.		X			X		X				X					
37	SW	Efficient delivery of Solid Waste Bylaw enforcement and illegal dumping prevention	Address duplication of enforcement / investigations staff resources by eliminating the Solid Waste Bylaw Enforcement Officer position and transfer responsibility for enforcement / investigations to existing Strategic and Community Development Bylaw Enforcement staff	Eliminate the duplication of staff resources, provide effective service delivery and decrease the cost to deliver the service to the Solid Waste function.																
	Transit	High premiums increase the cost for transit service	Reduce Sunday premiums	Reduced cost for transit service on Sundays and greater service flexibility														X		
38	Transit	Split Shifts	Review shifts with new software; Hastis. Review conventional dispatch hours of operations to determine if 10 hour shifts can be implemented.	Reduce split shifts and improve working coverage in dispatch operations.	X					X					X					
38	Transit	Replacement of the aging bus fleet	Replace fleet with CNG buses	Fuel and maintenance costs will be decreased providing overall savings to the transit service														WIP		
39	Transit	Insufficient service and connections to other communities and locations, e.g., Ladysmith, Comox, Ferries, etc.	Work with BC Transit, Provincial government, neighbouring municipalities, BC Ferries and the Transit Select Committee to plan and implement increased levels of service.	Improved interregional service and connections to important transportation nodes in the RDN.	X		X			X			X		X	X	X			
40	Transit	Improved staff communications	Plan additional internal meetings.	Staff will be better informed and will have more opportunities to provide feedback on issues that affect their work.	X					X	X				X					
41	Transit	Insufficient on-road assistance for operators	Introduce an On-road Supervisor position to assist operators by shifting an existing Superintendent position to support operations staff.	Additional coverage and assistance will be provided for transit operations.	X				X	X			X		X	X		X		

**Transportation and Solid Waste Services
Recommendation Worksheet**

No.	Area	Issue	Recommendation	Desired Outcome	Identified By				Expectations - Category				Solid Waste/Transit Theme				Recommendation Category			Completed X = Completed WIP = work in progress
					Staff	Stakeholders	Community	Board	Alignment	Financial / Budgeting	Process Improvements / Efficiencies	Organizational Structure	Staff Morale	Communication	Workflow / Processes	Perception	Business Planning - Integration	Business Continuity	Department	
42	Transit	Conventional, Shop and handyDART relations	Organize 3-4 general assemblies with staff and management annually.	Additional meeting will provide more opportunities for improved communications between departments.	X					X							X			
43	Transit	Bus Cleanliness	Consult with BC Transit and if required review and update RDN procedures and guidelines for bus cleanliness and ensure resources are adequate.	Fleet will be maintained to standards recommended by BC Transit.																
44	Transit	Local Government Operated Transit System	Continue to work with BC Transit on ways to improve operational efficiencies. i.e. improved schedules that reduce layovers and deadheading.	A highly efficient transit system that meets the needs of the community.		X				X				X	X	X	X	X		WIP
45	Transit	Communications with BC Transit	Increase communications and to keep working with BC Transit to improve working relationship.	An excellent working relationship with our funding partner.				X		X			X							
46	Transit	Fairwinds Service	Work with BC Transit to evaluate service in Fairwinds and prepare implementation plan	An updated implementation plan will be brought forward to the TSC				X		X	X		X	X	X	X	X	X	X	
47	Transit	Size of Buses	Work with BC Transit on a cost benefit study on the effectiveness of a transit operation that utilizes different sizes of buses.	a report with recommendations will be brought forward to the TSC.				X		X				X			X	X	X	WIP
48	Transit	Public Consultation	Increase public consultations with stakeholders throughout the RDN and four (4) municipalities.	Improved communications and ideas generated from consultation with stakeholders and community				X		X			X				X			



RDN REPORT		11/11
CAO APPROVAL		
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RHD		
BOARD	<input checked="" type="checkbox"/>	

STAFF REPORT

TO: Jeremy Holm
Manager, Current Planning

DATE: October 16, 2015

FROM: Tyler Brown
Planner

MEETING: BOARD – October 27, 2015

FILE: PL2015-062

SUBJECT: Zoning Amendment Application No. PL2015-062
Lot 16, District Lot 156, Nanoose District, Plan 1964
921/925 Fairdowne Road – Electoral Area ‘F’
Amendment Bylaw 1285.25, 2015 – Third Reading

RECOMMENDATIONS

1. That the report of the Public Hearing held on October 15, 2015, for “Regional District of Nanaimo Electoral Area ‘F’ Zoning and Subdivision Amendment Bylaw No. 1285.25, 2015” be received.
2. That “Regional District of Nanaimo Electoral Area ‘F’ Zoning and Subdivision Amendment Bylaw No. 1285.25, 2015” be read a third time.

PURPOSE

To receive the report summarizing the minutes and submissions received at the Public Hearing held on October 15, 2015 and to consider “Regional District of Nanaimo Electoral Area ‘F’ Zoning and Subdivision Amendment Bylaw No. 1285.25, 2015” for third reading.

BACKGROUND

The Regional District of Nanaimo has received an application from Ron Chiovetti on behalf of Fairdowne Business Centre Ltd. to rezone the subject property from the I-2 Zone to a new zone, CD-20 Fairdowne Business Centre (CD-20), to facilitate the comprehensive development, which is commercial and industrial in nature, of the property. If approved, the new zone would permit the subdivision of the subject property into two parcels, and permit 40% lot coverage on one of the proposed lots and 30% coverage on the other. Moreover, the new zone would permit the parcel to be developed as a building strata and introduce a new land-use, Active-use Storage.

Amendment Bylaw No. 1285.25 was introduced and given first and second reading on September 29, 2015 (see Attachment 3). This was followed by a Public Hearing held on October 15, 2015. Generally, those in attendance were supportive of the proposal. The summary of the minutes and submissions is attached for the Board’s consideration (see Attachment 1). As established by legal precedent, following the close of the Public Hearing no further submissions or comments from the public or interested persons can be accepted by members of the Board. Having received the minutes of the Public Hearing eligible Board members may vote on the Bylaw.

ALTERNATIVES

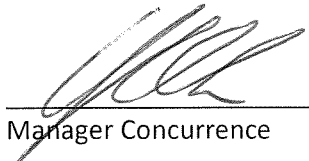
1. To receive the report of the Public Hearing and give third reading to "Regional District of Nanaimo Electoral Area 'F' Zoning and Subdivision Amendment Bylaw No. 1285.25, 2015".
2. To receive the report of the Public Hearing and to not give third reading to "Regional District of Nanaimo Electoral Area 'F' Zoning and Subdivision Amendment Bylaw No. 1285.25, 2015".

SUMMARY/CONCLUSIONS

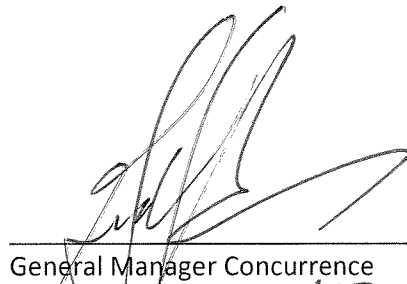
The applicant proposes to rezone the subject property in order to facilitate a two-lot subdivision, increase the permitted parcel coverage, amend the permitted land-uses and permit a new land use (Active-use Storage) on a portion of the lands. The Amendment Bylaw was introduced and given first and second reading on September 29, 2015, and proceeded to Public Hearing on October 15, 2015. The requirements set out in the Conditions of Approval are to be completed by the applicant prior to the Board's consideration of the Bylaw for adoption (see Attachment 2). Staff recommends that Amendment Bylaw No. 1285.25, 2015 be considered for third reading.



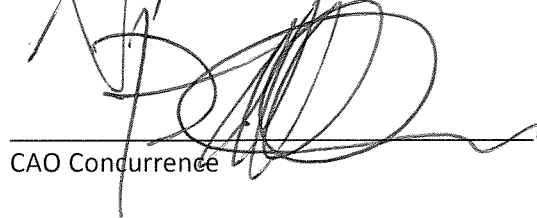
Report Writer



Manager Concurrence



General Manager Concurrence



CAO Concurrence

**Attachment 1
Summary of the Public Hearing**

**Held at the Bradley Centre
975 Shearwater Road
Thursday, October 15, 2015 at 6:30 pm
To Consider Regional District of Nanaimo Electoral Area 'F' Zoning and Subdivision
Amendment Bylaw No. 1285.25, 2015**

Note: This report is not a verbatim recording of the proceedings but a summary of the comments of those in attendance at the Public Hearing.

PRESENT:

Julian Fell, RDN	Chair, Electoral Area 'F' Director
Tyler Brown, RDN	Planner
Ron Chiovetti	Agent
Greg Higgins	Agent

Three members of the public attended the meeting.

The Chair called the hearing to order at 6:32 pm, introduced those present representing the Regional District, and outlined the procedures to be followed during the hearing.

Tyler Brown provided an explanation of the proposed amendment bylaw and application process.

The Chair called for formal submissions with respect to Amendment Bylaw No. 1285.25, 2015.

No written submissions were received at the hearing. The following comments were received.

Teresa Marston, 1304 and 1306 Alberni Highway, expressed her support for the proposal.


Jim Allard, Fairdowne Road, stated his full support for the applicant and the applicant's proposal. Furthermore, he expressed his appreciation to the RDN for supporting the proposal to date and believes the proposed zoning changes, the community amenity contribution and the upgrades to Valley Road will benefit the area.

The Chair called for further submissions for the second time.

The Chair called for further submissions a third and final time.

There being no further submissions, the Chair adjourned the Public Hearing at 6:46 pm.

Certified true and accurate this 16th day of October, 2015.



Tyler Brown
Recording Secretary

Attachment 2
Conditions of Approval

The following is required prior to the “Regional District of Nanaimo Electoral Area ‘F’ Zoning and Subdivision Amendment Bylaw No. 1285.25, 2015” being considered for adoption:

1. The applicant shall provide a community amenity contribution in the amount of \$30,000 to the Electoral Area ‘F’ Parks Reserve Fund.
2. The applicant shall upgrade Valley Road, or register a Section 219 covenant on the property title requiring the upgrade of Valley Road prior to subdivision, to a two lane paved standard in accordance with the Ministry of Transportation and Infrastructure’s engineering standards
3. Prior to final adoption of the amendment the applicant must receive source approval from the Vancouver Island Health Authority, if required, for the proposed well.

Attachment 3

REGIONAL DISTRICT OF NANAIMO
BYLAW NO. 1285.25

A Bylaw to Amend Regional District of Nanaimo
Electoral Area 'F' Zoning and Subdivision Bylaw No. 1285, 2002

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

- A. This Bylaw may be cited as "Regional District of Nanaimo Electoral Area 'F' Zoning and Subdivision Amendment Bylaw No. 1285.25, 2015".
- B. "Regional District of Nanaimo Electoral Area 'F' Zoning and Subdivision Bylaw No. 1285, 2002", is hereby amended as follows:
 - 1. Under **SECTION 4 – ZONES, Comprehensive Development Zones** by adding the following zoning classification and corresponding short title after Section 4.42 CD-19 Springhill Road:

Section 4.43, CD-20 Fairdowne Comprehensive Development
 - 2. By adding Section 4.43, CD-20 Fairdowne Comprehensive Development as shown on Schedule '1' which is attached to and forms part of this Bylaw.
 - 3. By rezoning the lands shown on the attached Schedule '2' and legally described as Lot 16, District Lot 156, Nanoose District, Plan 1964 from Industrial 2 (I-2) to CD-20 Fairdowne Comprehensive Development.

Introduced and read two times this 29th day of September, 2015.

Public Hearing held this 15th day of October 2015.

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

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

Adopted this ___ day of _____ 20XX.

Chairperson

Corporate Officer

Schedule '1' to accompany "Regional District of Nanaimo Electoral Area 'F' Zoning and Subdivision Amendment Bylaw No. 1285.25, 2015".

Chairperson

Corporate Officer

Schedule '1'

CD-20 – Fairdowne Comprehensive Development

SECTION 4.43

The intent of this zone is to provide land-use and siting requirements for the comprehensive development of the Fairdowne Business Centre within the Bellevue-Church Road area.

4.43.1 Definitions

Notwithstanding Section 5 of this bylaw, for the purpose of this zone the following definitions apply:

Active-use Storage means a building containing separate, individual self-storage units, each with a separate entrance to be rented, leased or sold for the private storage and basic general maintenance of personal goods, materials, motor vehicles and equipment;

Basic General Maintenance does not include welding, painting, stripping, power or pressure washing or other similar activities;

Building Footprint means the sum total horizontal area on a development site used by a building structure, defined by the perimeter of the building plan;

Building Strata Lot means a defined area on a strata plan on which the boundaries are delineated by reference to the floors, walls or ceilings of a building in accordance with the **Strata Property Act**;

Commercial Use means any use or activity prepared, done, or acting with intent of gain or financial profit;

Lot means any parcel, block or other area in which land is held or into which it is created pursuant to the **Land Title Act** or as a result of deposit of a bare land strata plan pursuant to the **Strata Property Act**;

Mezzanine means an intermediate floor assembly between the floor and ceiling of any room or storey that does not exceed 35% of the floor area of the floor below and includes an interior balcony;

Minimum Lot Size means the smallest area into which a lot may be created pursuant to the **Land Title Act** or as a bare land strata plan pursuant to the **Strata Property Act**;

Minimum Building Strata Lot size means the smallest area into which a building strata lot may be created pursuant to the **Strata Property Act**;

Storey means that portion of a building, not including a mezzanine, that is situated between the top of any floor and the top of the floor next above it, and if there is no floor above it, that portion between the top of such floor and the ceiling above it;

Subdivision means the division of any parcel, block or other area pursuant to the **Land Title Act** or pursuant to the **Strata Property Act**;

Wash Garage means a building or structure containing equipment and supplies for washing motor vehicles.

4.43.2 Subdivision Regulations

The regulations applicable to the creation of lots within this Zone are as follows:

Categories	Requirements
a) Minimum Lot Size	1.2 ha
b) Minimum Building Strata Lot Size	50 m ²
c) Minimum Lot Frontage	10% of lot perimeter
d) Lot Shape and Configuration	Subdivision of the lands shall be in accordance with and distances may be scaled from Appendix 1

4.43.3 Development Areas

This Zone is divided into Development Areas 1 to 3 as outlined within Appendix 2. Development Areas 1 and 3 contain regulations that stipulate the location of buildings and structures used for Active-use Storage within those Development Areas. Distances may be scaled from Appendix 2.

4.43.4 Permitted Principal Uses

The uses permitted in Development Areas 1 to 3 are as follows:

Development Area 1	Development Area 2	Development Area 3
a) Active-use Storage	<ul style="list-style-type: none"> a) Commercial Card Lock b) Transportation/Trans-shipment Terminal c) Equipment Rental d) Log Home Building e) Manufacturing f) Outdoor Sales g) Warehousing/Wholesaling h) Outdoor Storage i) Mini-Storage 	<ul style="list-style-type: none"> a) Commercial Card Lock b) Transportation/Trans-shipment Terminal c) Equipment Rental d) Log Home Building e) Manufacturing f) Outdoor Sales g) Warehousing/Wholesaling h) Outdoor Storage i) Mini-Storage j) Active-use storage

4.43.5 Permitted Accessory Uses

Where development areas are used for the applicable permitted use, accessory uses permitted in Development Areas 1 to 3 are as follows:

Development Area 1	Development Area 2	Development Area 3
a) Accessory Structures	a) Accessory Buildings and Structures	a) Accessory Buildings and Structures
b) Accessory Office	b) Accessory Office and Retail Sales	b) Accessory Office and Retail Sales
c) Wash Garage	c) Dwelling Unit	
d) Dwelling Unit		

4.43.6 Development Area 1 Regulations Table

The regulations in Column 2 of the following table apply to developments in Development Area 1:

Categories	Requirements
a) Maximum dwelling Unit Density	One Dwelling Unit not greater than 150 m ² in floor area
b) Maximum Lot Coverage	40%
c) Maximum Building and Structure Height	15 metres
d) Maximum number of Storeys	1
e) Maximum number of Mezzanine levels	1
f) Maximum accessory Wash Garage area	120 m ²
g) Maximum permitted Accessory Office units	1
h) Maximum Accessory Office floor area	185 m ²
i) Minimum Setback from	
i) Front and Exterior Side Lot Lines	4.5 metres
ii) All Other Lot Lines	2 metres
j) Minimum Setback from Watercourses	As outlined in Section 2.10
k) General Land Use Regulations	As outlined in Section 4.43.9

4.43.7 Development Area 2 and Development Area 3 Regulations Table

The regulations in Column 2 of the following table apply to developments in Development Area 2 and Development Area 3:

Categories	Requirements
a) Maximum Dwelling Unit Density (Development Area 2 and Development Area 3 combined)	One Dwelling Unit not greater than 150 m ² in floor area
b) Maximum Lot Coverage (Development Area 2 and Development Area 3 combined)	30%
c) Maximum Building and Structure Height	15 metres
l) Maximum number of Storeys if used for Active-use Storage	1
m) Maximum number of Mezzanine levels if used for Active-use Storage	1
d) Minimum Setback from i) Front and Exterior Side Lot Lines ii) All Other Lot Lines	4.5 metres 2 metres
e) Minimum Setback from Watercourses	As outlined in Section 2.10
f) General Land Use Regulations	As outlined in Section 4.43.9

4.43.8 Runoff Control Standards

Notwithstanding Section 2.5 of this bylaw, an owner of land who carries out construction of a paved area or roof area must provide for the disposal of surface runoff and stormwater in accordance with the following:

1. Where a building or structure including a roof area has been constructed or land has been developed to include a paved area or similar impervious surface, the landowner must provide for the discharge of surface runoff and stormwater by ensuring that the surface runoff and stormwater containing Domestic Waste, Trucked Liquid Waste, Flammable or Explosive Waste, Corrosive Waste, High Temperature Waste, pH Waste, and Disinfectant Process Water, is not discharged or disposed of onto the surface of the land or into a stormwater collection channel or watercourse.
2. Where a building or structure including a roof area, has been constructed or land has been developed to include a paved area or similar impervious areas for the parking, maintenance or operation of automobiles or machinery, the landowner must provide for the discharge or disposal of all surface runoff and stormwater into stormwater collection and discharge systems that are designed by a professional engineer and include grease, oil, and sedimentation removal facilities.
3. Where a building or structure including a roof area has been constructed or land has been developed to include a paved area or similar impervious surface, the landowner must ensure

that any stormwater that contains suspended solids in concentrations that would cause the water quality in the watercourse receiving the stormwater to exceed the maximum induced suspended sediments guidelines for aquatic life and wildlife as set out in the most current British Columbia Approved Water Quality Guidelines published by Ministry of Environment is not discharged into a stormwater collection channel or watercourse.

4. Where a building or structure is to be constructed or land is to be developed to include a paved area or similar impervious surface, the owner must provide an assessment report prepared by a professional engineer commenting on all proposed site excavation works to ensure that movement of surface and subsurface soils and excavations shall be designed and completed as to not disturb the impermeable soils protecting the aquifers in the subsurface and that the natural drainage characteristics of the land will be impaired as little as possible.
5. Where a building or structure including a roof area has been constructed or land has been developed to include a paved area or similar impervious surface, the landowner must ensure that no additional surface runoff and stormwater is discharged into the Ministry of Transportation and Infrastructure's drainage system or onto neighbouring properties.
6. Where an oil water separator is required by an engineer as part of a stormwater management plan or collection system, the oil water separator shall be kept in good repair and maintained in accordance with the engineer's recommendations or manufacturer's specifications.

4.43.9 General Zone Regulations

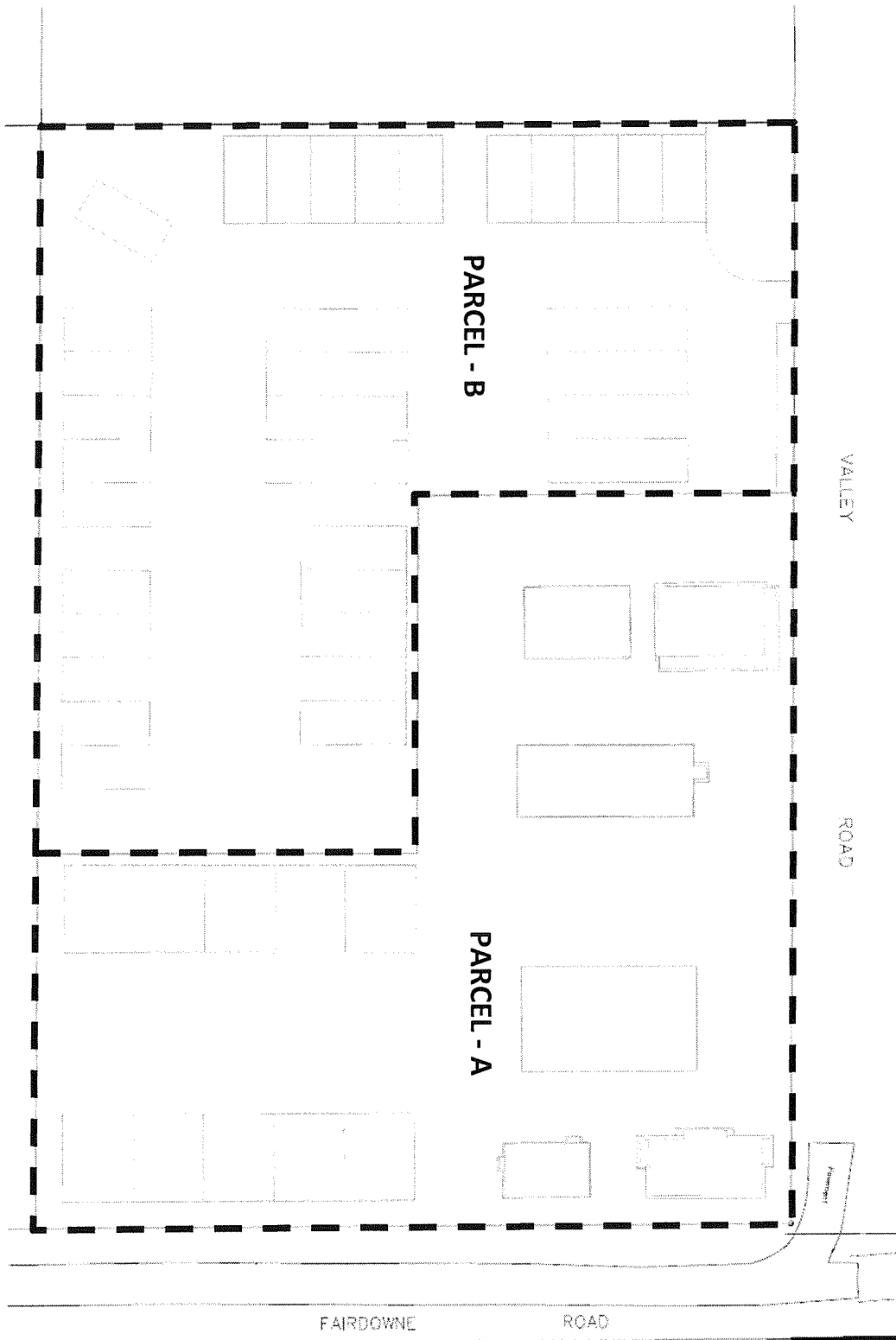
1. Unless otherwise noted in this Zone, all General Regulations as outlined in Section 2 of this Bylaw apply.
2. The location of Buildings A to G and the Wash Garage in Development Area 1 shall be sited in substantial compliance with Appendix 2.
3. The maximum building footprint of Buildings A to G and the Wash Garage in Area 1 shall be in accordance with Section 4.43.10.
4. The location of the Accessory Office and Dwelling Unit in Development Area 1 shall be located in one of Buildings A to G as shown on Appendix 2.
5. Notwithstanding any other provision in this Bylaw, the required parking spaces for Buildings A to G, the accessory Wash Garage and the Accessory Office in Development Area 1 shall be in accordance with Section 4.43.10.
6. The location of Buildings H and I in Development Area 3 shall be sited in substantial compliance with Appendix 2.
7. The maximum building footprint of Buildings H and I in Development Area 3 shall be in accordance with Section 4.43.10.

8. Notwithstanding any other provision in this Bylaw, the required parking spaces for Buildings H and I in Development Area 3, if used for Active-use Storage, shall be in accordance with Section 4.43.10.
9. Active-use Storage units are for individual and personal use only and are not to be used for Commercial Use.

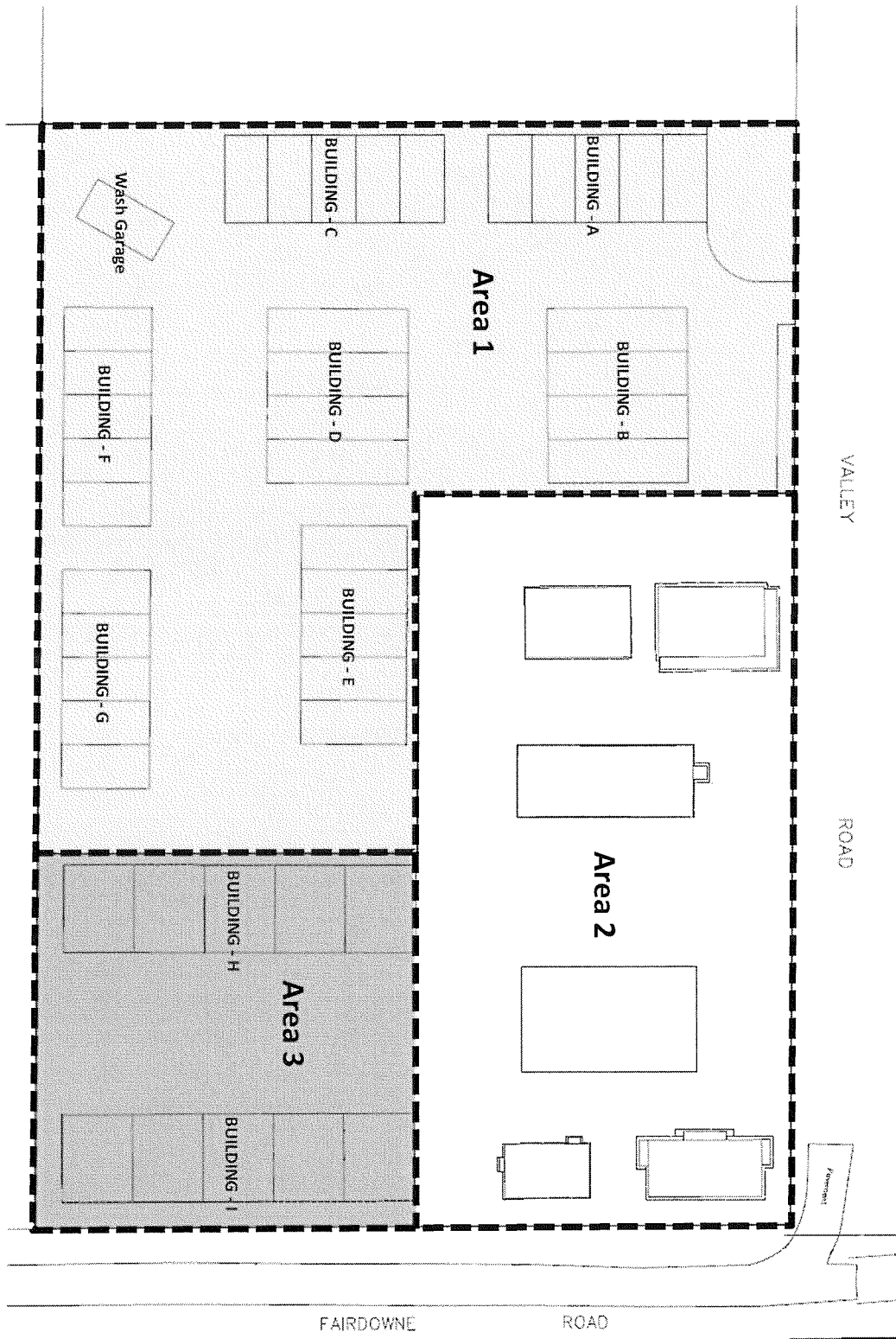
4.43.10 Building Footprint and Parking Regulations

Building	Maximum Building Footprint	Parking Space Requirements for Active-use storage
Area 1 - Buildings A, C, F and G	585 m ²	1 space per Active-use Storage unit
Area 1 - Buildings B and D	745 m ²	1 space per Active-use Storage unit
Area 1 - Building E	700 m ²	1 space per Active-use Storage unit
Area 1 – accessory Wash Garage	120 m ²	No space required
Area 1 – Accessory Office	n/a	1 space
Area 3 - Buildings H and I	930 m ²	1 space per Active-use Storage unit

Appendix 1
Plan of Subdivision



Appendix 2
Development Areas

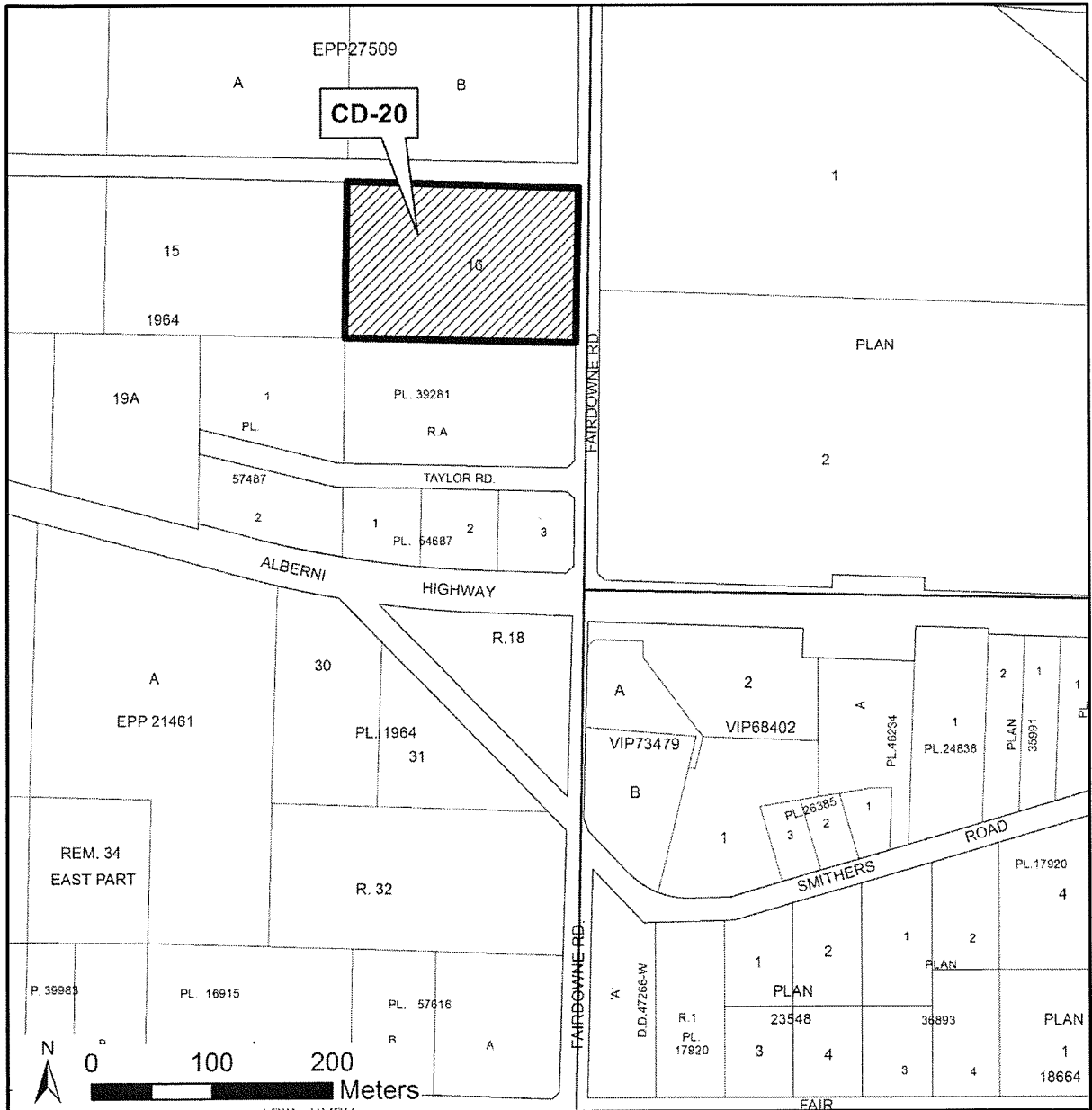


Schedule '2' to accompany "Regional District of Nanaimo Electoral Area 'F' Zoning and Subdivision Amendment Bylaw No. 1285.25, 2015"

Chairperson

Corporate Officer

Schedule '2'





RDN REPORT	
CAO APPROVAL	
EAP	
COW	
OCT 20 2015	
RHD	
BOARD	✓

STAFF REPORT

TO: Sean De Pol
Manager, Wastewater Services

DATE: October 20, 2015

FROM: Jolene Jackson
Special Projects Coordinator,
Wastewater Services

MEETING: Board, October 27, 2015

FILE: 5340-01

SUBJECT: To introduce Amendment Bylaw No. 1216.04

RECOMMENDATION

That “City of Nanaimo Municipal Benefiting Area Amendment Bylaw No. 1216.04, 2015” be introduced and read three times.

PURPOSE

To bring forward an amendment to Bylaw No. 1216 for the purpose of expanding the sewer benefitting area within the City of Nanaimo.

BACKGROUND

The Regional District of Nanaimo (RDN) owns and operates the Greater Nanaimo Pollution Control Centre (GNPCC), which treats wastewater from surrounding areas, including from the City of Nanaimo. The City of Nanaimo owns and operates the sewage collection system, which collects sewage from properties and conveys it to the GNPCC.

The RDN apportions the cost to treat sewage among participating areas. Since some properties within the participating areas are not connected to sewer, the areas are divided into “benefitting” and “non-benefitting” areas, which is defined by RDN Bylaw No. 1216. The proposed bylaw amendment includes the subject properties to the “benefitting area” as they are connected to the sewer system.

This report is brought forward to the Regional Board to correspond with the City of Nanaimo’s bylaw amendment, and to ensure that the amendment is complete before the end of the year. The City of Nanaimo’s Report to Council is attached for reference. Staff recommend that the Board introduce Bylaw No. 1216.04 for three readings and adoption.

ALTERNATIVES

1. Introduce Bylaw No. 1216.04 for three readings.
2. Do not introduce Bylaw No. 1216.04 for three readings and provide alternative direction to staff.

FINANCIAL IMPLICATIONS

Taxation for sewer servicing for these properties will begin in 2016. The 2015 tax rate for the Sewer Benefitting Area was \$0.3523 per \$1,000 of assessed value, costing \$123.31 for a home valued at \$350,000. Once connected, property owners will no longer have to pay for pump and haul services. This is consistent with the other areas of the City of Nanaimo.

STRATEGIC PLAN IMPLICATIONS

Bylaw No. 1216.04 supports the Strategic Plan as it ensures that costs for services are shared fairly among those who benefit. Its adoption also demonstrates collaborative working relationships between the RDN and the City of Nanaimo to improve financial accountability and transparency.

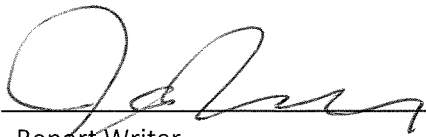
SUMMARY/CONCLUSIONS

The RDN owns and operates the sewage treatment system, and the City of Nanaimo owns and operates the sewage collection system within their respective jurisdictions. Properties that are connected to the sewer system, "benefitting areas", are identified by Bylaw No. 1216. The proposed bylaw amendment adds the subject properties to the sewer benefitting area as these properties are connected to the sewer system.

This report is brought forward to the Regional Board to correspond with the City of Nanaimo's bylaw amendment, and to ensure that the amendment is complete before the end of the year. The City of Nanaimo's Report to Council is attached for reference. Staff recommend that the Board introduce Bylaw No. 1216.04 for three readings.

ATTACHMENTS


1. "City of Nanaimo Municipal Benefitting Area Amendment Bylaw No. 1216.04, 2015"; and,
2. City of Nanaimo, Report to Council 2015-Oct-19: "Green Lake Sewer – Inclusion in the RDN Sewer Benefitting Area"



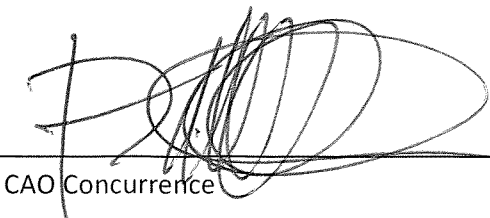
Report Writer



Manager Concurrence



General Manager Concurrence



CAO Concurrence

REGIONAL DISTRICT OF NANAIMO

BYLAW No. 1216.04

A BYLAW TO AMEND THE BOUNDARIES OF THE MUNICIPAL
BENEFITTING AREA IN THE CITY OF NANAIMO

WHEREAS Regional District of Nanaimo Bylaw No. 888 created a local service area for the purpose of the collection, conveyance, treatment and disposal of sewage;

AND WHEREAS clause 6(a) of Bylaw No. 888 provides that the Regional Board may by bylaw, with the consent of the Council of participating municipalities, define the boundaries of a benefiting area within the municipality;

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

1. Schedule 'A' to Bylaw 1216 is hereby amended to include the properties shown on Schedule 'A' attached hereto and forming part of this Bylaw;
2. Schedule 'B' to Bylaw 1216 is hereby amended to include the properties listed on Schedule 'B' attached hereto and forming part of this Bylaw;
3. This bylaw may be cited as "City of Nanaimo Municipal Benefiting Area Amendment Bylaw No. 1216.04, 2015".

Introduced and read three times this ____ day of _____, 201_.

Received the consent of the City of Nanaimo this ____ day of _____, 201_.

Adopted this ____ day of _____, 201_.

CHAIRPERSON

CORPORATE OFFICER

Schedule 'A' to accompany "City of
Nanaimo Municipal Benefiting Area
Amendment Bylaw No. 1216.04, 2015"

CHAIRPERSON

CORPORATE OFFICER

SCHEDULE 'A'



Schedule 'B' to accompany "City of
Nanaimo Municipal Benefiting Area
Amendment Bylaw No. 1216.04, 2015"

CHAIRPERSON

CORPORATE OFFICER

SCHEDULE 'B'

1	6627 Aulds Road	35	103 Green Lake Crescent	69	112 Lake View Crescent
2	6631 Aulds Road	36	105 Green Lake Crescent	70	113 Lake View Crescent
3	6639 Aulds Road	37	110 Green Lake Crescent	71	117 Lake View Crescent
4	6640 Aulds Road	38	113 Green Lake Crescent	72	118 Lake View Crescent
5	6647 Aulds Road	39	114 Green Lake Crescent	73	124 Lake View Crescent
6	6650 Aulds Road	40	119 Green Lake Crescent	74	128 Lake View Crescent
7	6651 Aulds Road	41	121 Green Lake Crescent	75	129 Lake View Crescent
8	6655 Aulds Road	42	124 Green Lake Crescent	76	134 Lake View Crescent
9	6663 Aulds Road	43	6607 Hillside Terrace	77	138 Lake View Crescent
10	6667 Aulds Road	44	6611 Hillside Terrace	78	6001 Mt View Road
11	6670 Aulds Road	45	6617 Hillside Terrace	79	6007 Mt View Road
12	6671 Aulds Road	46	6654 Jenkins Road	80	6015 Mt View Road
13	6731 Aulds Road	47	6668 Jenkins Road	81	6017 Mt View Road
14	6737 Aulds Road	48	6674 Jenkins Road	82	6019 Mt View Road
15	6743 Aulds Road	49	6678 Jenkins Road	83	6614 Rhodo Way
16	6635/6637 Aulds Road	50	6682 Jenkins Road	84	6615 Valley View Drive
17	6643 6647 Aulds Road	51	6694 Jenkins Road	85	6617 Valley View Drive
18	102 Dines Place	52	6696 Jenkins Road	86	6618 Valley View Drive
19	108 Dines Place	53	6688/6690 Jenkins Road	87	6619 Valley View Drive
20	114 Dines Place	54	51 Lake Heights Place	88	6621 Valley View Drive
21	124 Dines Place	55	57 Lake Heights Place	89	6622 Valley View Drive
22	134 Dines Place	56	61 Lake Heights Place	90	6623 Valley View Drive
23	6625 Green Acres Way	57	65 Lake Heights Place	91	6625 Valley View Drive
24	6626 Green Acres Way	58	71 Lake Heights Place	92	6626 Valley View Drive
25	6630 Green Acres Way	59	75 Lake Heights Place	93	6629 Valley View Drive
26	6634 Green Acres Way	60	76 Lake Heights Place	94	6630 Valley View Drive
27	6635 Green Acres Way	61	82 Lake Heights Place	95	6633 Valley View Drive
28	6639 Green Acres Way	62	57 Lake Place	96	6634 Valley View Drive
29	6641 Green Acres Way	63	63 Lake Place	97	6648 Valley View Drive
30	6642 Green Acres Way	64	69 Lake Place	98	6649 Valley View Drive
31	6646 Green Acres Way	65	75 Lake Place	99	6653 Valley View Drive
32	6647 Green Acres Way	66	87 Lake Place	100	6654 Valley View Drive
33	6650 Green Acres Way	67	81/83 Lake Place	101	6657 Valley View Drive
34	6666 Green Acres Way	68	109 Lake View Crescent	102	6659 Valley View Drive

City of Nanaimo

REPORT TO COUNCIL

DATE OF MEETING: 2015-OCT-19

AUTHORED BY: D. HISCOCK, MANAGER, REVENUE SERVICES

RE: GREEN LAKE SEWER – INCLUSION IN THE RDN SEWER BENEFITING AREA

STAFF RECOMMENDATION:

That Council receive for information the report pertaining to Green Lake Sewer – Inclusion in the RDN Sewer Benefiting Area.

PURPOSE:

To provide background on the process to include Green Lake Sewer properties into the Regional District of Nanaimo's Sewer Benefiting Area.

BACKGROUND:

The Green Lake area was originally included in the Regional District of Nanaimo's Sewer Benefiting Area, which services most properties in the City of Nanaimo that are connected or can connect to the Regional Sewer Collection System and Sewage Treatment Plant. In 2000 it was determined that the Green Lake area was not likely to receive sewer service in the near future and Council requested that the properties be removed from the Sewer Benefiting Area. The Regional District amended their bylaw to remove those properties from the service area.

Residents in the Green Lake area continued to petition Council and seek funding for a sewer system, and in 2011 Council considered options to provide this service.

At the Regular Meeting of Council held 2011-JUN-13 (see Appendix 1), Council was asked to provide direction on the provision of a sewer service for the properties in the Green Lake area. The following resolutions were adopted:

"49011 It was moved and seconded that Council direct Staff proceed with a Local Area Service for sanitary sewer in the Green Lake area using a "petition for" process to be paid for using a parcel tax with a cost sharing formula of 80 percent City of Nanaimo and 20 percent local property owner.

49111 It was moved and seconded that the motion be amended to proceed with sanitary sewer installation in the Green Lake area with 100 percent funding to come from the City of Nanaimo. The motion carried.
Opposed: Councillor Sherry

The vote was taken on the main motion, as amended.

The motion carried.

Opposed: Councillor Sherry

49211 It was moved and seconded that Council enforce the mandatory connection provision of the sanitary sewer bylaw for properties in the Green Lake area. The motion carried unanimously.

49311 It was moved and seconded that Council waive all of the \$1,800 connection fee for those property owners connecting to the sewer system within the twelve month period from the date of sewer installation in order to provide incentive to connect to the system. The motion carried unanimously.”

It was understood that once sanitary sewer was brought into the Green Lake area, all the properties that could connect would then be included in the Sewer Benefiting Area and subject to the Regional District tax.

The City completed construction of the sanitary sewer system and it was available for connection since 2013-FEB-07. As of 2014-JAN-16, 71 homes out of a possible 98 had connected or were in the process of connecting.

At the Regular Meeting of Council held 2014-FEB-24 (see Appendix 2), a report was presented to provide options for consideration with respect to mandatory connection. The following resolution was adopted:

“07914 It was moved and seconded that Council:

1. extend the fee waived/reduced grace period and implement the following annually increasing fee schedule;

Year	% Fee Reduction	Connection Fee Amount
1 (2013)	100%	0
2 (March 2014)	66%	\$600
3 (March 2015)	33%	\$1,200
4 (March 2016)	0	\$1,800 ¹

¹Connections that are made in 2016 and beyond will be charged the connection rate at the time, which may be more than \$1,800.

2. for each property that is not connected in 2014, add a restriction on Building Permit issuance or subdivision, so when a renovation occurs or a subdivision, they are required to connect as directed by Staff; and,
3. when the fee reduction has been eliminated in 2016, Council can confirm how to proceed with implementing mandatory connections.

The motion carried unanimously.”

As of 2015-SEP-30, 78 homes out of a possible 98 are connected or are in the process of connecting. With the majority of properties connected and the issue of mandatory connection to be addressed in 2016, it is now appropriate to include the Green Lake properties into the Regional District of Nanaimo's Sewer Benefitting Area.

To do this, the Regional District of Nanaimo will amend their Sewer Benefitting Area Bylaw No. 1216 to include the Green Lake properties, and after three readings, the Bylaw will come to Council for the City of Nanaimo's consent.

The Regional District tax would begin in 2016. The 2015 tax rate for the Sewer Benefitting Area was \$0.3523 per \$1,000 of assessed value, costing \$123.31 for a home valued at \$350,000. Once connected, property owners would no longer have to pay for pump and haul services.

Respectfully submitted,

D. Hiscock
MANAGER
REVENUE SERVICES


Concurrence by:

V. Z. Mema
DIRECTOR
FINANCE

I. Howat
GENERAL MANAGER
CORPORATE SERVICES

CITY MANAGER COMMENT:

I concur with the staff recommendation.

RDN REPORT		
CAO APPROVAL 		
EAP		
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BOARD		

TO: Randy Alexander
General Manager, Regional & Community Utilities

DATE: October 19, 2015

MEETING: Board, October 27, 2015

FROM: Julie Pisani
Drinking Water & Watershed Protection Program Coordinator

FILE: 5600-07

SUBJECT: Comments on Proposed Policies under the BC Water Sustainability Act

RECOMMENDATION

That the Board direct staff to submit the attached *RDN Submission Re: Proposed Policies under the Water Sustainability Act 2015* to the Ministry of Environment.

PURPOSE

To provide the Board with an overview of the proposed policies under the BC Water Sustainability Act – particularly the new proposed policies on Licensing Groundwater and Groundwater Protection – in order to provide comments on behalf of the RDN to the Province as part of the public feedback process.

BACKGROUND

The Province of BC has invited comment on four discussion papers, proposing policies under the new Water Sustainability Act (WSA). The WSA received Royal Assent as Bill 18 in May 2014, and regulations under the new Act have been under development by the Province. The WSA will come into force in 2016 with some key policy areas being addressed first. At this point, the Province is seeking comment on four proposed policies: Licensing Groundwater; Groundwater Protection; Dam Safety; Strengthening Compliance. Policy discussion papers were published on the Ministry of Environment website at: <http://engage.gov.bc.ca/watersustainabilityact/2015/07/30/blog-post-16-proposed-water-policies-what-do-you-think/> . The proposed groundwater licensing requirements will not apply to domestic (residential) wells.

Draft staff comments on the policy discussion papers were provided to the Board on September 8, 2015 and on October 13, 2015. The final comments proposed for submission to the Province are included as an attachment to this report (See Appendix 1). The province has granted an extension to the deadline for Regional District of Nanaimo (RDN) comment to October 31, 2015.

The RDN Board has previously provided comment to the Province during the modernization process of the Water Act. In 2010 the Board submitted comments in support of four key goals in the Provincial Water Act Modernization discussion paper, that the Province was soliciting feedback on at the time. Two of those key goals overlap with current proposed policies now under discussion: *Introduce more flexibility and efficiency on the water allocation system* and *Regulate groundwater extraction and use*.

Staff have reviewed the previous comments offered by the RDN Board in these areas, to guide comments on the 2015 proposed policies for Licensing Groundwater and Groundwater Protection.

ALTERNATIVES

1. That the Board direct staff to submit the attached *RDN Submission Re: Proposed Policies under the Water Sustainability Act 2015* to the Ministry of Environment.
2. That the Board provide alternate direction to staff.

FINANCIAL IMPLICATIONS

There are no direct financial implications to the RDN resulting from submission of these comments. The comments reflect the RDN's goal of fiscal restraint and efficient delivery of services to residents of the region.

STRATEGIC PLAN IMPLICATIONS


The focus on the RDN Strategic Plan is to build regional resilience. Resilience comes from the ability to anticipate challenges and vulnerabilities, and adapt to changing circumstances. A resilient future depends upon how we continue to adapt and improve our management of our changing water resources. The proposed comments on the province's water policy discussion papers will support building a resilient and fiscally prudent regulatory structure for water management.

SUMMARY/CONCLUSIONS

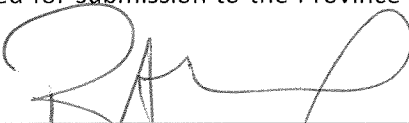
The Province of BC has invited comment on four discussion papers, proposing policies under the new WSA. The WSA will come into force in 2016 with some key policy areas being addressed first. The Province is currently seeking comment on four proposed policies: Licensing Groundwater; Groundwater Protection; Dam Safety; Strengthening Compliance.

The RDN Board has previously provided comment in 2010 and 2013 to the Province during the modernization process of the Water Act. Staff have reviewed the previous comments offered by the RDN Board in these areas, to guide comments on the 2015 proposed policies for Licensing Groundwater and Groundwater Protection.


Draft staff comments on the policy discussion papers were provided to the Board on September 8, 2015 and on October 13, 2015. The final comments proposed for submission to the Province are included as an attachment to this report.



Report Writer

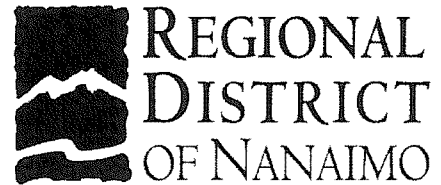


General Manager Concurrence



CAO Concurrence

October 19, 2015



Regional District of Nanaimo Submission re: Proposed Water Policies under the WSA

This submission is in response to the call for feedback on the proposed new policies released by the Province on July 30, 2015. The Regional District of Nanaimo received an extension on the comment period in order to offer feedback. The policies that are commented on are *Licensing Groundwater Use* and *Groundwater Protection*.

Comments on Proposed Licensing Groundwater Use Policy

- First Nations should be meaningfully engaged to co-create the regulations under the WSA.
- The Regulations need to clearly define “sustainable groundwater management” so there is consistent terminology and expectations.
- The Province needs to adequately fund monitoring in all locales to contribute to filling the gaps in data particularly to do with aquifer conditions (i.e. connection to surface water sources & mapped recharge areas) and actual groundwater use.
- Monitoring and reporting use should be required by large groundwater users; the Province should employ positive motivators to report use and utilize structures that minimize risk of under reporting.
- Regulations should consider cumulative impacts including those associated with the incremental addition of domestic wells (non-licensed wells).
- The water allocation system needs to be adaptive to consider the long term implications of climate change and other changing conditions, such as population growth, that will affect the sustainability of the resource. Initial licenses should be reviewable as new data comes in and conditions change.

Questions on Proposed Licensing Groundwater Use Policy

- At what point will a new groundwater license applicant be denied to prevent over-allocation? In other words: are there criteria for closing fully allocated basins/aquifers to new licenses? There should be a mechanism in place, and local governments should be aware of these criteria.
- Do the reporting requirements for groundwater licensees include reporting groundwater levels in addition to volume?
- How will “beneficial use” be assessed when approving licensing or reviewing licensing?
-

-
- How will impacts on surface water flows due to groundwater withdrawals be assessed when issuing or reviewing a license?

Comments on Proposed Groundwater Protection Regulation

- There should be a mandatory requirement for well drillers to submit well records / well logs to the Province. This would enhance the dataset that the Province uses to make decisions and protect the domestic users by ensuring that their access to the resource is incorporated into water management plans.

General Questions on the Public Feedback Period

- Why were social media links for sharing the public comment webpage not present on the site?
- Why were local governments not directly contacted when the comment period was initiated?



RDN REPORT	
CAO APPROVAL	
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BOARD	✓

STAFF REPORT

TO: Geoff Garbutt
GM of Strategic and Community Development

DATE: October 16, 2015

FROM: Paul Thompson
Manager of Long Range Planning

MEETING: Board October 27, 2015

FILE:

SUBJECT: Amendment to Regional Growth Strategy Bylaw No. 1615

RECOMMENDATIONS

1. That a review of the Regional Growth Strategy be initiated that considers the criteria for a minor amendment.
2. That the Consultation Plan provided as Attachment 1 to this report be adopted.

PURPOSE

To initiate the process for amending the Regional Growth Strategy (RGS) bylaw to provide clarification on what types of amendments may be considered through the minor amendment process.

BACKGROUND

The attached report (Attachment 2) was originally included on the agenda of the Committee of the Whole meeting held on July 14, 2015 where it was referred to a Director’s Briefing. A Directors’ Briefing was held on October 13, 2015 where staff provided an overview of the issues related to the interpretation of the RGS Minor Amendment Criteria, the proposed changes to this section and the consultation requirements for a regular RGS amendment.

Given the discussion at the Briefing, the proposed changes to the minor amendment criteria have been brought back for consideration by the Board. In keeping with the discussion at the Briefing, the Consultation Plan has been modified to strike a balance between expediency and ensuring there are valid opportunities for public input.

ALTERNATIVES

1. Initiate the RGS amendment process to amend the criteria for minor amendments and approve the Consultation Plan.
2. Do not initiate the RGS amendment process to amend the criteria for minor amendments and do not approve the Consultation Plan, and provide alternate direction.

FINANCIAL IMPLICATIONS

There are no direct financial implications. Funds and resources to undertake this RGS amendment have been included in the 2015 and 2016 budgets for the Regional Growth Management function.

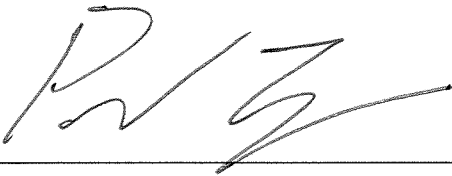
PUBLIC RELATIONS IMPLICATIONS

An updated Consultation Plan has been provided as Attachment 1. The Consultation Plan provides for a balance of expediency, opportunities for the community to provide input and meeting legislative requirements. The Consultation Plan has also been updated to reflect the new timeline.

SUMMARY/CONCLUSION

Staff were directed to initiate an amendment to the RGS that would address these concerns through amendments to the minor amendment criteria. After consulting with municipal planning and administrative staff at the member municipalities, proposed changes to the minor amendment criteria were developed. The changes proposed address both concerns by clarifying that parts 1 and 2 of Section 1.5.1 can be read separately and it provides a minimum set of items that must be considered for a full OCP review process. The proposed changes were presented to the RDN Board at a Directors Briefing held on October 13, 2015.

The staff recommendation is to proceed with the process to amend the Regional Growth Strategy as outlined in the July 3, 2015 Staff report provided here as Attachment 2.



Report Writer



General Manager Concurrence

C.A.O. Concurrence

Consultation Plan

RGS Amendment

Minor Amendment Process

October 16, 2015

Adopted By RDN Board

October 27, 2015

Prepared by
Long Range Planning,
Strategic & Community
Development



REGIONAL
DISTRICT
OF NANAIMO

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ACRONYMS

ALR – Agricultural Land Reserve

COW – Committee of the Whole

GCB – Growth Containment Boundary

IAC – Intergovernmental Advisory Committee

LGA – Local Government Act

OCP – Official Community Plan

RDN – Regional District of Nanaimo

RGS – Regional Growth Strategy

1 PURPOSE

The purpose of this Consultation Plan is to establish a process that the Regional District of Nanaimo (RDN) will use to gather input on a proposed amendment to the RGS. This Plan outlines the way in which those who are interested and affected will be provided opportunities to comment on the proposed amendment.

This Plan is intended to meet the RDN Board's responsibilities under Sections 855(2) and 879 of the *Local Government Act*, and also be consistent with Board consultation policies¹ and procedures bylaws.

2 SCOPE

The scope of this Consultation Plan is limited to the proposed amendment to the RGS Minor Amendment Criteria.

3 PROCESS

The chart in Appendix A shows how public consultation fits in with the overall process to amend the RGS. The *Local Government Act* requires that an amendment to amend the process for a minor amendment go through the regular RGS amendment process.

¹ Regional District of Nanaimo, June 2, 2008 Public Consultation/Communication Framework Policy No. A1.23

4 LEGISLATIVE REQUIREMENTS FOR CONSULTATION

Regional Growth Strategy Amendments

This Consultation Plan is intended to meet Sections 855(1) and (2) of the *Local Government Act* that requires the RDN to provide consultation opportunities relating to proposed changes to a Regional Growth Strategy. Section 855 (2) of the *Act* specifically states that:

"...as soon as possible after the initiation of [a process to amend] a Regional Growth Strategy, the board must adopt a Consultation Plan that, in the opinion of the Board, provides opportunities for early and ongoing consultation with, at a minimum,

- (a) its citizens,*
- (b) affected local governments²,*
- (c) First Nations,*
- (d) school district boards, greater boards and improvement district boards, and*
- (e) the Provincial and Federal governments and their agencies."*

Under Section 854 (1) of the *Local Government Act*, the preparation [and amendment] of a Regional Growth Strategy must be initiated by resolution of the board. Following a resolution to initiate a process to consider an amendment, the RDN Board must give written notice to affected local governments and to the Minister (Section 854 (2)). In addition to this notice, opportunities will be provided for 'affected local governments' along with other stakeholders to provide feedback prior to receiving formal referrals as required by the *Local Government Act* (see Appendix A).

The RDN Board is required to consider whether the Consultation Plan should include a public hearing to provide an opportunity for individuals and organizations to make their views known before proposed amendments to the RGS are submitted for acceptance by 'affected local governments' (Section 857 of the *LGA*).

5 CONSIDERATIONS

In addition to the legislative requirements for consultation for Regional Growth Strategies, there are several key issues and pre-existing decisions that influence the approach outlined in this Consultation Plan. This includes a need to:

1. Consider the high level of local interest from members of the community regarding what qualifies to be considered as a minor amendment.

² For the RDN an "affected local government" means the council of each municipality all or part of which is covered by the regional growth strategy and the board of each regional district that is adjoining an area to which the regional growth strategy is to apply. See the *Local Government Act* Sections 854 & 857.

2. Build understanding of the role of RDN staff in facilitating a fair and open review process that encourages broad participation and input.
3. Encourage and look for opportunities through the consultation process to build a collaborative environment and reach consensus about issues amongst community members with divergent views.
4. Evaluate and determine the need to provide the community and other interested stakeholders with different levels of detail and access to background information in order to allow for opportunities to provide 'informed' input.
5. Use the Inter-Governmental Advisory Committee (IAC) to provide opportunities for discussion and feedback on the proposed changes from staff representing 'affected local governments' and Provincial agencies.
6. Ensure a range of opportunities for community input is provided.

6 APPROACH

As such, it is essential and in keeping with the Guiding Principles of the RDN Public Consultation/Communication Framework that *"Anyone likely to be affected by a decision ...have opportunities for input into that decision"*. This Consultation Plan provides opportunities for those with an interest in the RGS Minor Amendment process to share their views with RDN representatives.

As this amendment involves a change to the RGS with region-wide implications, consultation opportunities must be provided to all residents of the region. Furthermore, the RDN is also required to consult with affected local governments, First Nations, school district boards, improvement district boards, and Provincial and Federal governments and their agencies.

This section describes the different methods that will be used to provide information and opportunities to engage community members.

A. Public Access to Information

For community members to be able to provide “informed input” on whether or not they support the proposed changes to the RGS, they first need to receive information on why this amendment is being proposed at this time. Without this information it will be difficult for community members both locally and regionally to understand the short and long term benefits/challenges of approving changes to the RGS.

The ‘Frequently Asked Questions’ (FAQs) will be developed to provide answers to questions that are anticipated and information that is key to helping community members understand and evaluate the proposed amendment.

The RDN will ensure that information is available, opportunities are provided to ask questions, and receive feedback.

1. Background Information – Hard Copy

Information on the proposed amendments will be available for review at the main RDN office and the offices of the member municipalities.

2. Background Information – Website

A section on the RDN website will be created to provide information on the proposed amendment. Documents related to the proposed amendment will be accessible on the web page, along with staff reports and RDN Board motions. This web page will be a vehicle for providing ongoing information on the amendment including where the amendment process is at, meeting notices and any new information.

3. Media Releases

Media releases will be used as appropriate to provide information about the proposed amendment and opportunities for community consultation.

4. RDN Website Notices/Twitter/Facebook

The RDN website notices page (<http://www.rdn.bc.ca/cms.asp?wpID=852>) will be used as another vehicle to update the community on activities related to the RGS amendment process. Use of Facebook and Twitter will also be used as appropriate.

5. RDN Newsletters

Where possible, RDN Perspectives (<http://www.rdn.bc.ca/cms.asp?wpID=452>) will be used to provide information and updates on the amendment. Electoral Area Directors will also be provided the option of providing this information in their own newsletters (<http://www.rdn.bc.ca/cms.asp?wpID=319>).

6. Advertising

Local newspapers will be used to advertise public meetings and public hearings related to this amendment.

7. RDN Staff Availability

RDN staff will be available to answer enquiries and meet with interested people or groups to discuss the proposed amendment.

Public Engagement & Feedback Opportunities

1. Public Meeting

One public meeting will be held on the amendment. This meeting will provide opportunities for residents and other stakeholders to find out more information on the amendment and provide feedback.

2. Public Hearing

Public hearings are formal meetings that provide opportunities for those who consider themselves impacted to have their views heard and recorded. Unlike a public meeting, a public hearing does not provide opportunities for back and forth dialogue between RDN elected officials, staff and those attending/presenting their views.

Should the RDN Board give First and Second Readings to the bylaws to amend the RGS then the next step in the public consultation process will be to hold a public hearing on the amending bylaw.

The *Local Government Act* allows the RDN Board to choose whether or not it holds a public hearing for RGS amendments. Given the potential implications for this amendment it is recommended that the RDN include a public hearing on the RGS amendment in the consultation process.

3. Ongoing Ways for the RDN to Receive Comments and Feedback

In addition to the opportunity to provide feedback at the public meeting and public hearing, those wishing to provide feedback on this amendment can at any time provide written comments to the RDN by e-mail, mail, or in-person. Community members and other stakeholders may also appear as delegations or submit comments on the amendment to the RDN Board or committees of the Board.

This communication will be documented as part of the public record on this amendment and will be made available for review. It should be noted that the RDN Board will not be able to consider any correspondence / feedback received after the end of a scheduled public hearing.

7 ACTIVITIES AND TIMING

The table below shows the proposed timing of different consultation activities and identifies the roles and responsibilities of the RDN. The timing of consultation activities will depend upon the RDN Board approval of the Consultation Plan during October 2015. The level of community interest on this application will determine whether or not there is a need for more consultation opportunities than those outlined in this Plan.

Consultation Activities Up To Board Approval to Proceed		
Activity	Date	Lead
Meeting with staff from member municipalities to discuss amendment.	April 24, 2015	RDN staff
Develop draft Consultation Plan and staff report.	June, 2015	RDN staff
Present Consultation Plan and staff report to Committee of the Whole (COW).	July 14, 2015	RDN staff
Directors Briefing	October 13, 2015	RDN staff
RDN Board supports amendment proceeding through review process (resolution to initiate process to amend the RGS).	October 27, 2015	RDN Board
RDN Board approve Consultation Plan.	October 27, 2015	RDN Board
Required initiation letters sent to 'Affected Local Governments', First Nations and the Minister.	November, 2015	RDN staff
RDN Website updated with information on process.	November, 2015	RDN staff
Provide updates on the process via web page and other media as appropriate and available.	Ongoing	RDN staff

RGS Amendment Consultation Plan

Consultation Activities following RDN Board Approval of Consultation Plan		
Activity	Date/Ongoing	Lead
IAC meeting to discuss application.	January, 2016	RDN staff
Sustainability Select Committee	January, 2016	RDN Staff
Provide updates on the process via e-mail alerts and other media (FB, Twitter, Website, RDN Perspectives, Area Updates) as appropriate and available.	Ongoing	RDN staff
Public Information Meeting on proposed RGS amendment.	February, 2016	RDN staff
Compile and analyze results from input received. Prepare staff report on next steps based on consultation results.	February, 2016	
Consultation results and staff report presented to COW.	March, 2016	RDN staff
Recommendations from COW on consultation results and First and Second reading of bylaw to amend the RGS go to RDN Board.	March, 2016	COW
If the RDN Board decides <u>not to proceed</u> with the process at this point (by not giving the bylaw to amend the RGS First and Second reading) then the consultation process stops at this point.	March, 2015	RDN Board
Provide community with updates on consultation results via web page and other media as appropriate and available.	Ongoing	RDN staff
Board Gives Proposed Bylaw First and Second Reading (decides to continue with bylaw amendment process - public hearings and required referrals)		
Activity	Completed/ Ongoing	Lead
Public Hearing on proposed bylaw amendments.	April, 2015	RDN staff
Prepare report on results of Public Hearing.	April, 2015	RDN staff
Take proposed bylaws for third reading.	May, 2015	RDN staff
Referral for acceptance to 'affected local governments' - 60 days to respond.	May – July, 2016	RDN staff
As per RDN Board direction, adopt bylaw amendments to RGS.	July, 2016	RDN staff
Update website, prepare insert for RDN Perspectives, Area Updates with information on outcome of Board decision.	August, 2016	RDN staff

8 BUDGET

The staff time, materials and other resources (printing, advertising, hall rentals etc.) needed to implement this Consultation Plan are included in the 2015 and 2016 Long Range Planning Department budget.

9 STAFF RESOURCES

File Manager

The RDN file manager for this application is the Senior Planner reporting to the Manager of Long Range Planning.

Planning Staff Time

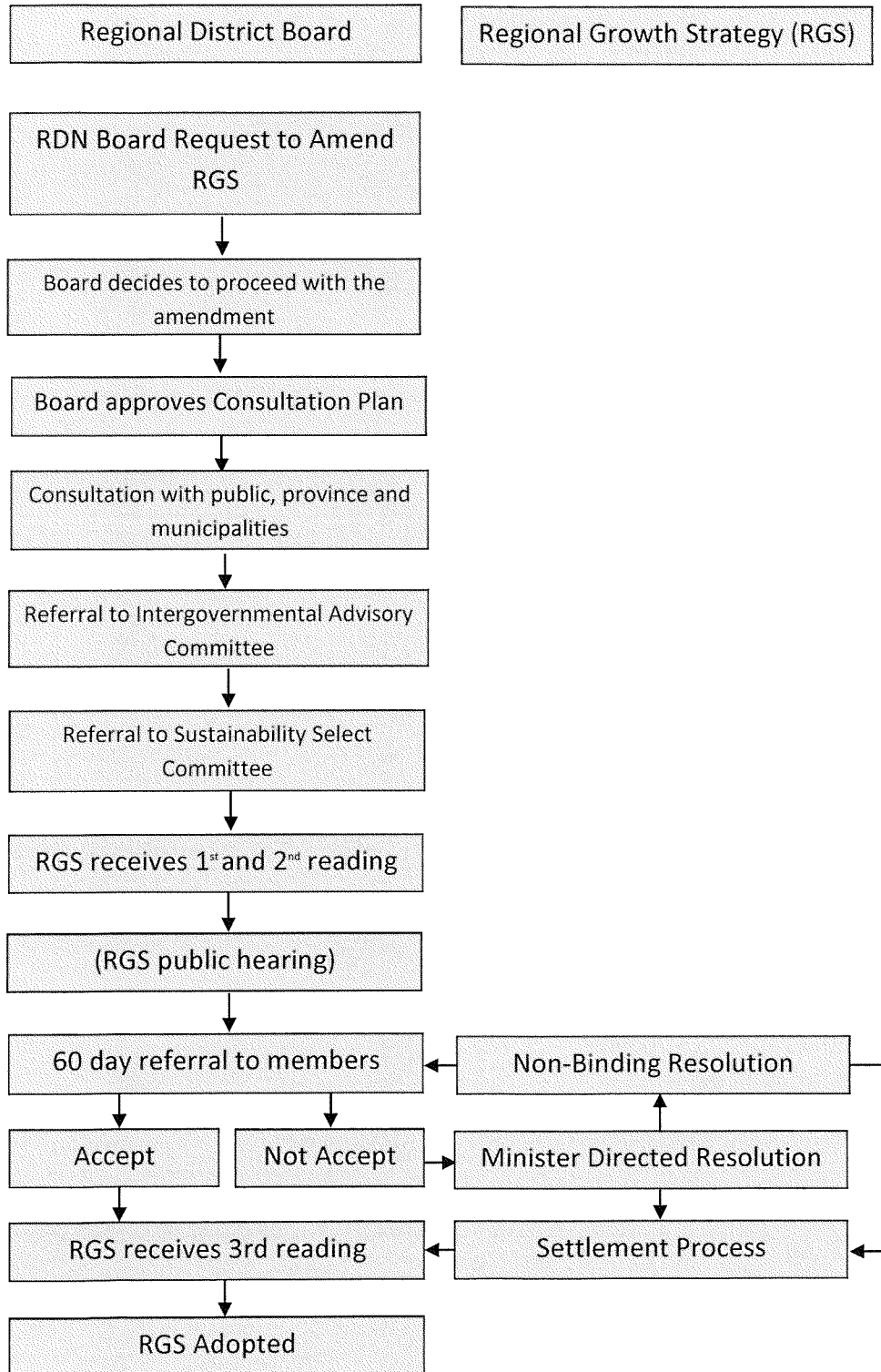
The 2015 and 2016 Long Range Planning Budget does account for staff time and resources for this amendment.

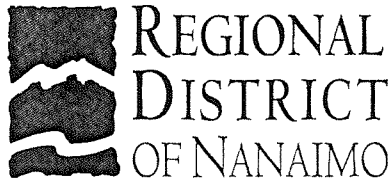
Corporate Communications

The RDN's Corporate Communications Coordinator has reviewed and provided comment on this Consultation Plan to ensure it is consistent with the RDN's Communication Policies and that it is coordinated with other communications and consultation initiatives scheduled by the RDN for 2015 and 2016.

APPENDIX A

Legislated Amendment Process for the Regional Growth Strategy – Initiated by RDN





RDN REPORT		
CAO APPROVAL		
EAP		
COW	✓	
JUL 06 2015		
RHD		
BOARD		

STAFF REPORT

TO: Geoff Garbutt
GM of Strategic and Community Development

DATE: July 3, 2015

FROM: Paul Thompson
Manager of Long Range Planning

MEETING: COW July 14, 2015

FILE: 6780 30 MA

SUBJECT: Amendment to Regional Growth Strategy Bylaw No. 1615

RECOMMENDATIONS

1. That a review of the Regional Growth Strategy be initiated that considers the criteria for a minor amendment.
2. That the consultation plan provided as Attachment 4 to the staff report be adopted.

PURPOSE

To initiate the process for amending the Regional Growth Strategy bylaw to provide clarification on what types of amendments may be considered through the minor amendment process.

BACKGROUND

The Town of Qualicum Beach submitted a request to the Regional District of Nanaimo to amend the Regional District of Nanaimo Regional Growth Strategy Bylaw No. 1615. The request was for the Growth Containment Boundary (GCB) to be moved so that it would be contiguous with the Town's municipal boundary. The Town also requested that the RGS amendment be processed as a Minor Amendment in accordance with RGS Policy 1.5.1(1): *Amendments resulting from a full Electoral Area or Municipal Official Community Plan review process* (see Attachment 1). The Town had stated that it completed a full OCP review process.

The criteria for minor amendments are outlined in Section 1.5.1 of the RGS and are divided into two parts. The first part outlines the criteria under which a proposed amendment to the RGS may be considered minor. The second part outlines some of the types of amendments that are not considered minor (see Attachment 1).

In response to public input, the Board indicated that they had two concerns with interpreting the Criteria for Minor Amendments. The first concern of the Board was that it was not clear whether the first and second parts of Section 1.5.1 were meant to be considered together. That is, does a proposed RGS amendment have to meet the criteria outlined in Part 1 and not be on the list of types of amendments not considered minor in Part 2. The way in which the RGS was formatted left some uncertainty about amendments that included those situations that were listed in Part 2 of Section 1.5.1.

The main focus of the concern appeared to be over land in the Agricultural Land Reserve. One of the types of amendments not considered minor is “those that include land in the Agricultural Land Reserve or will negatively impact agricultural lands.”

The second concern had to do with the meaning of “a full Electoral Area or Municipal Official Community Plan Review Process”. This was a concern because of uncertainty over what is meant by a full OCP review process.

The uncertainty resulted in the following resolution being adopted:

“that staff initiate an amendment to Regional Growth Strategy Section 1.5.1 Criteria for Minor Amendments to clarify what types of amendments may be considered through the minor amendment process.”

The *Local Government Act* requires that an amendment to amend the process for a minor amendment go through the regular RGS amendment process. Under Section 854 (1) of the *Local Government Act*, the preparation (and amendment) of a Regional Growth Strategy must be initiated by resolution of the board. Following a resolution to initiate a process to consider an amendment, the RDN Board must give written notice to affected local governments and to the Minister (Section 854 (2)). In addition to this notice, opportunities will be provided for ‘affected local governments’ along with other stakeholders to provide feedback prior to receiving formal referrals as required by the *Local Government Act*.

As outlined in the ‘regular’ RGS amendment process (Attachment 2), consideration of the amendment will require referrals to each member municipality and adjacent regional district. Referrals will also be provided to provincial and federal agencies and First Nations. Section 857 of the *Local Government Act* requires that before an RGS amendment can be adopted by the Board, it must be accepted by each member Municipal Council and adjacent Regional District Board during an established referral period.

The RDN Board is required to consider whether the Consultation Plan should include a public hearing to provide an opportunity for individuals and organizations to make their views known before proposed amendments to the RGS are submitted for acceptance by ‘affected local governments’ (Section 857 of the *Local Government Act*). It should be noted that the regular process established by the RDN for amending the RGS (see Attachment 2) includes holding a public hearing prior to referring the amending bylaw to ‘affected local governments’ for their acceptance.

ALTERNATIVES

1. Initiate the RGS amendment process to amend the criteria for minor amendments and approve the consultation plan.
2. Do not initiate the RGS amendment process to amend the criteria for minor amendments nor approve the consultation plan and provide alternate direction.

FINANCIAL IMPLICATIONS

There are no direct financial implications. Funds and resources to undertake this RGS amendment have been included in the 2015 budget for the Regional Growth Management function.

STRATEGIC PLAN IMPLICATIONS

The proposed changes to the RGS address aspects of two of the action areas identified in the Board Strategic Plan: the Regional Federation and Strategic and Community Development. The Strategic Plan recognizes that the RDN is a regional federation and that each of the partners needs to work together to resolve issues. The proposed amendments have been developed with input from the RDN and municipalities and further consultation with the member municipalities will take place as part of the RGS amendment process. The RGS amendment process also provides an opportunity to increase the understanding of growth management issues in the community.

INTERGOVERNMENTAL RELATIONS/LAND USE IMPLICATIONS

There are two aspects to intergovernmental relations implications. The first aspect is consultation required as part of the amendment process. The second is the implications of changing the criteria for what qualifies as a minor amendment. As the implications of changing the minor amendment criteria are greatest for the member municipalities and the electoral areas of the RDN, consultation with the four member municipalities and the electoral area Directors is very important.

Minor Amendment Criteria

While the formatting of Section 1.5.1 may suggest that the requirements of both subsections 1 and 2 need to be satisfied, that was not the original intent. The criterion on the full OCP review was added to the list of criteria for a minor amendment to the Draft RGS at the request of RDN directors. The reason for this change was based on the view that if a municipality or the RDN conducted a full OCP review that resulted in a need to change the RGS then the process to change the RGS should not be as onerous.

At the time, the view was that Part 2 of Section 1.5.1 did not have to be deleted as it would not be possible to undertake a full OCP review that did not include the land in the ALR as all municipalities and all electoral areas have land in the ALR.

With respect to the concern about the meaning of a full OCP review process, the original intent was that a full OCP review meant that it had been done in a manner similar that of a regularly scheduled OCP review. The type of amendment request submitted by the Town of Qualicum Beach was not anticipated when the RGS was being drafted.

Generally, two types of RGS amendments related to changes to land use were contemplated. The first was where a landowner applied to the local government to amend an OCP to allow a development on a particular piece of land. When this type of OCP amendment required an RGS amendment the regular RGS amendment process would be followed as the original OCP amendment was triggered by a land owner.

The second type of RGS amendment envisaged was one resulting from an OCP review initiated by a local government whereby after completing the review the desired changes to the OCP required some kind of change to the RGS. The view at the time the RGS was drafted was that this type of amendment should be minor because the local government had already undertaken the necessary studies and the new OCP reflected the views of that particular community.

The simplest way to address the first concern is to remove the ambiguity between the two parts of Section 1.5.1 by making it clear that only certain kinds of amendments can be considered through the minor amendment process. There is then no need to state what kinds of amendments cannot be considered as a minor amendment. Removing Part 2 of Section 1.5.1 will accomplish this objective. The criteria would then just list the types of amendments considered to be minor. However, this change

alone does not address the second concern related to what qualifies as a full OCP review. It would still be left up to the municipalities and the RDN to determine what qualifies as a full OCP review process.

Using the RGS to direct how full OCP reviews must be conducted has very serious implications for the municipalities and electoral areas as neither the RDN nor the municipalities have ever tried to get involved in establishing a terms of reference for another local government's OCP review. To date, the RGS has not been prescriptive when it comes to how the municipalities would undertake the process of land use planning within their boundaries.

After consulting with the Planning Directors and CAOs of the RDN and municipalities, an alternative option was developed that would address all of concern one and go a long ways to addressing concern two. This option will help to clarify that the list of amendments not considered minor do not apply if a full OCP review process has been done and that each of the types of amendments has been contemplated as part of the OCP review process. The proposed change to Part 2 addresses both concerns as it clarifies that Parts 1 and 2 of Section 1.5.1 can be read separately and it provides a minimum set of items that must be considered for a full OCP review process. The wording for the proposed change can be seen in Attachment 3.

The proposed change under this option makes it clear that as long as the five types of amendments have been contemplated as part of a full OCP review process, then an OCP review would qualify as a minor amendment. This does impose more requirements on a municipality and the RDN for what types of issues must be considered during a full OCP review process. However, it does not go so far as to include requirements for the process that must be followed.

PUBLIC RELATIONS IMPLICATIONS

The Consultation Plan in Attachment 4 outlines the way in which those who are interested and affected will be provided opportunities to comment on the proposed amendment. The Plan is intended to meet the RDN Board's responsibilities under Sections 855(2) and 879 of the *Local Government Act* and, also be consistent with Board consultation policies¹ and procedures bylaws. Section 855 (2) of the *Local Government Act* specifically states that:

"...as soon as possible after the initiation of [a process to amend] a Regional Growth Strategy, the board must adopt a Consultation Plan that, in the opinion of the Board, provides opportunities for early and ongoing consultation with, at a minimum,

- (a) its citizens,*
- (b) affected local governments²,*
- (c) First Nations,*
- (d) school district boards, greater boards and improvement district boards, and*

¹ Regional District of Nanaimo, June 2, 2008 Public Consultation/Communication Framework Policy No. A1.23

² For the RDN an "affected local government" means the council of each municipality all or part of which is covered by the Regional Growth Strategy and the board of each regional district that is adjoining an area to which the Regional Growth Strategy is to apply. See the *Local Government Act* Sections 854 & 857.

(e) *the Provincial and Federal governments and their agencies."*

Should the bylaw amendment receive First and Second readings, a public hearing is recommended prior to considering the bylaw for third reading. This is important given the scale and significance of the proposed amendment.

SUMMARY/CONCLUSIONS

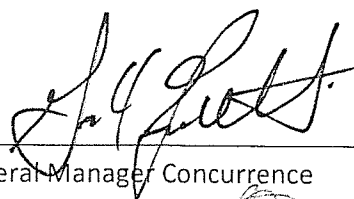
A request by the Town of Qualicum Beach for the RDN to consider an amendment to the Regional Growth Strategy through the Minor Amendment process raised concerns about the types of amendments that qualified for consideration as a minor amendment. The first concern of the Board was that it was not clear whether the first and second parts of Section 1.5.1 were meant to be considered together. That is, does a proposed RGS amendment have to meet the criteria outlined in Part 1 and not be on the list of types of amendments not considered minor in Part 2. The way in which the RGS was formatted left some uncertainty about amendments that included those situations that were listed in Part 2 of Section 1.5.1. The second concern had to do with the meaning of "a full Electoral Area or Municipal Official Community Plan Review Process". This was a concern because of uncertainty over what is meant by a full OCP review process.

Staff were directed to initiate an amendment to the RGS that would address these concerns through amendments to the minor amendment criteria. After consulting with municipal planning and administrative staff at the member municipalities, proposed changes to the minor amendment criteria were developed. The changes proposed address both concerns by clarifying that Parts 1 and 2 of Section 1.5.1 can be read separately and it provides a minimum set of items that must be considered for a full OCP review process.

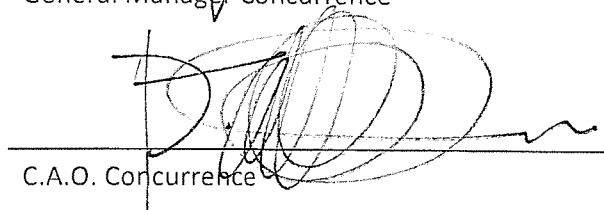
The staff recommendation is to proceed with the process to amend the Regional Growth Strategy. Input on the proposed amendment will be sought from a variety of stakeholders; in particular, the municipalities and electoral areas.



Report Writer



General Manager Concurrence



C.A.O. Concurrence

Attachment 1

1.5.1 Criteria for Minor Amendments

The following outlines the criteria for considering minor amendments to the RGS.

1. Criteria under which a proposed amendment to the RGS may be considered a minor amendment include the following:
 - Amendments resulting from a full Electoral Area or Municipal Official Community Plan review process;
 - Text and map amendments required to correct errors or as a result of more accurate information being received;
 - Amendments to incorporate changes to tables, figures, grammar, or numbering that do not alter the intent of the Regional Growth Strategy; and
 - Addition or deletion, or amendment to Section 5.4 Key Indicators.
2. Although not considered as an exhaustive list, the following types of amendments are not considered minor:
 - Those that lead to adverse changes to the health and ongoing viability of sensitive ecosystems and water sources;
 - Those that include land in the Agricultural Land Reserve or will negatively impact agricultural lands;
 - Those related to a development that would require significant works to address a natural hazard;
 - Those that require the provision of new community water and sewer systems outside the Growth Containment Boundary; and,
 - Those that are not consistent with measures and or policies to reduce greenhouse gas emissions and improve air quality.

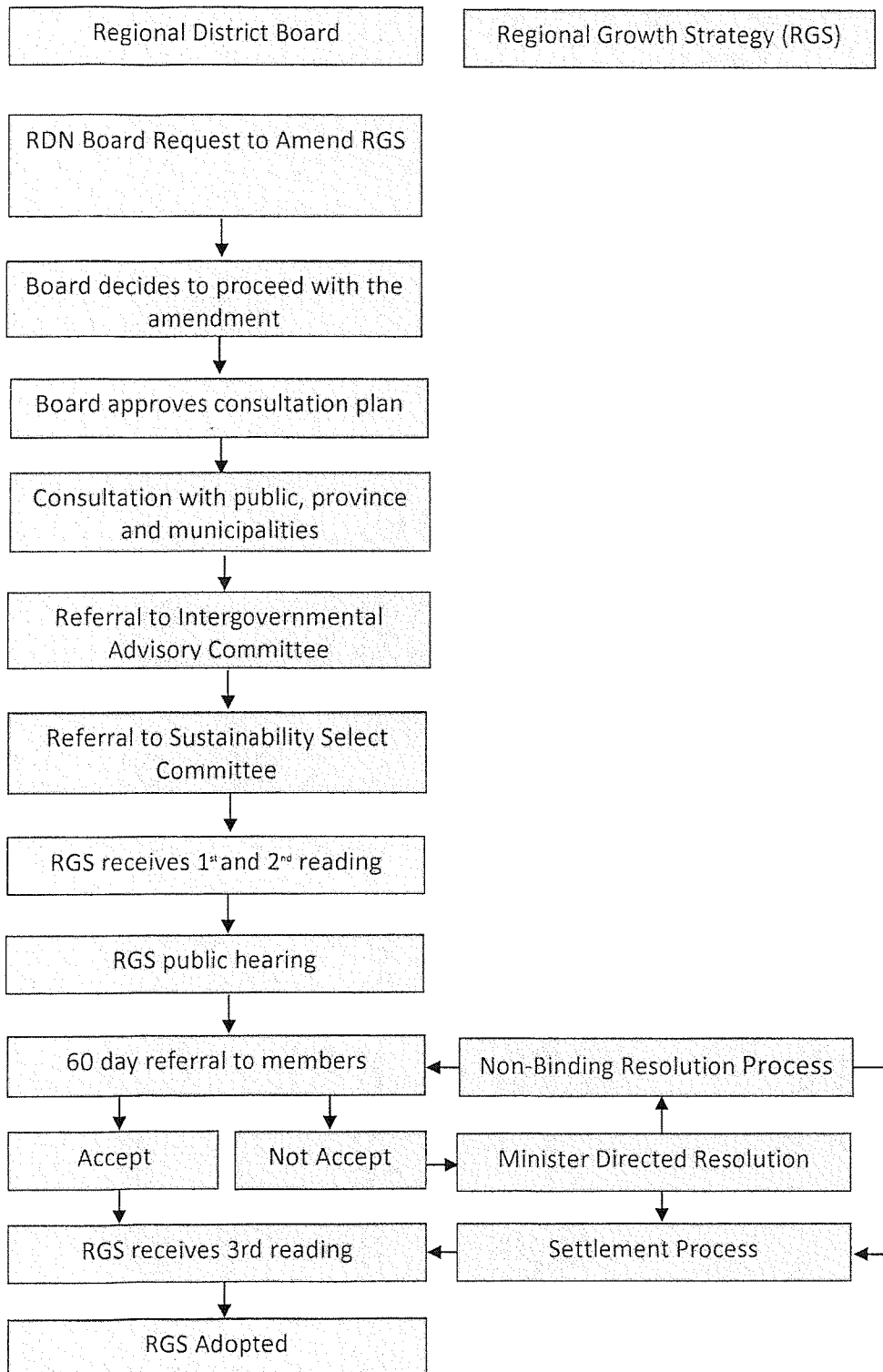
1.5.2 Process for Approving Minor Amendments

1. On receipt of a request from a member municipality or the Electoral Area Planning Committee to amend the RGS, RDN staff will prepare a preliminary report for review by the Sustainability Select Committee. Committee comments and recommendations will be forwarded to the Regional Board.
2. A land use or development proposal or text amendment will be assessed in terms of the minor amendment criteria. The Board may resolve, by an affirmative vote of 2/3 of the Board members attending the meeting, to proceed with an amendment application as a minor amendment. Where the Board resolves to proceed with an amendment application as a minor amendment, the Board will:

- Determine the appropriate form of consultation required in conjunction with the proposed minor amendment;
 - Give 45 days written notice to each affected local government, including notice that the proposed amendment has been determined to be a minor amendment. The notice shall include a summary of the proposed amendment and any staff reports, other relevant supporting documentation and the date, time and place of the board meeting at which the amending bylaw is to be considered for first reading; and
 - Consider the written comments provided by the affected local governments prior to giving first reading to the proposed amendment bylaw.
3. The bylaw may be adopted without a public hearing after second reading in the event that the amending bylaw receives an affirmative vote of all Board members attending the meeting.
 4. Consider third reading and determine whether or not to adopt the amending bylaw.
 5. Minor amendment bylaws shall be adopted in accordance with the procedures that apply to the adoption of a RGS under Section 791 of the *Local Government Act*.

Attachment 2
 RGS Amendment Process

Legislated Amendment Process for the Regional Growth Strategy – Initiated by RDN



Attachment 3

Proposed Amendment to RGS Minor Amendment Criteria

1.5.1 Criteria for Minor Amendments

The following outlines the criteria for considering minor amendments to the RGS.

1. Criteria under which a proposed amendment to the RGS may be considered a minor amendment include the following:
 - Amendments resulting from a full Electoral Area or Municipal Official Community Plan review process;
 - Text and map amendments required to correct errors or as a result of more accurate information being received;
 - Amendments to incorporate changes to tables, figures, grammar, or numbering that do not alter the intent of the Regional Growth Strategy; and
 - Addition or deletion, or amendment to Section 5.4 Key Indicators.
2. Although not considered as an exhaustive list, the following types of amendments are not considered minor unless they have been contemplated as part of a full Official Community Plan review process:
 - Those that lead to adverse changes to the health and ongoing viability of sensitive ecosystems and water sources;
 - Those that include land in the Agricultural Land Reserve or will negatively impact agricultural lands;
 - Those related to a development that would require significant works to address a natural hazard;
 - Those that require the provision of new community water and sewer systems outside the Growth Containment Boundary; and,
 - Those that are not consistent with measures and or policies to reduce greenhouse gas emissions and improve air quality.

Attachment 4
Consultation Plan

Consultation Plan

RGS Amendment

Minor Amendment Process

July 3, 2015

Adopted By RDN Board

July 28, 2015

Prepared by
Long Range Planning,
Strategic & Community
Development



REGIONAL
DISTRICT
OF NANAIMO

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ACRONYMS

ALR – Agricultural Land Reserve

COW – Committee of the Whole

GCB – Growth Containment Boundary

IAC – Intergovernmental Advisory Committee

LGA – Local Government Act

OCP – Official Community Plan

RDN – Regional District of Nanaimo

RGS – Regional Growth Strategy

1 PURPOSE

The purpose of this Consultation Plan is to establish a process that the Regional District of Nanaimo (RDN) will use to gather public input on a proposed amendment to the RGS. This Plan outlines the way in which those who are interested and affected will be provided opportunities to comment on the proposed amendment.

This Plan is intended to meet the RDN Board's responsibilities under Sections 855(2) and 879 of the *Local Government Act*, and also be consistent with Board consultation policies¹ and procedures bylaws.

2 SCOPE

The scope of this Consultation Plan is limited to the proposed amendment to the RGS Minor Amendment Criteria.

3 PROCESS

The chart in Appendix A shows how public consultation fits in with the overall process to amend the RGS. The *Local Government Act* requires that an amendment to amend the process for a minor amendment go through the regular RGS amendment process.

¹ Regional District of Nanaimo, June 2, 2008 Public Consultation/Communication Framework Policy No. A1.23

4 LEGISLATIVE REQUIREMENTS FOR CONSULTATION

Regional Growth Strategy Amendments

This Consultation Plan is intended to meet Sections 855(1) and (2) of the *Local Government Act* that requires the RDN to provide consultation opportunities relating to proposed changes to a Regional Growth Strategy. Section 855 (2) of the *Act* specifically states that:

"...as soon as possible after the initiation of [a process to amend] a Regional Growth Strategy, the board must adopt a Consultation Plan that, in the opinion of the Board, provides opportunities for early and ongoing consultation with, at a minimum,

- (a) its citizens,*
- (b) affected local governments²,*
- (c) First Nations,*
- (d) school district boards, greater boards and improvement district boards, and*
- (e) the Provincial and Federal governments and their agencies."*

Under Section 854 (1) of the *Local Government Act*, the preparation [and amendment] of a Regional Growth Strategy must be initiated by resolution of the board. Following a resolution to initiate a process to consider an amendment, the RDN Board must give written notice to affected local governments and to the Minister (Section 854 (2)). In addition to this notice, opportunities will be provided for 'affected local governments' along with other stakeholders to provide feedback prior to receiving formal referrals as required by the *Local Government Act* (see Appendix A).

The RDN Board is required to consider whether the Consultation Plan should include a public hearing to provide an opportunity for individuals and organizations to make their views known before proposed amendments to the RGS are submitted for acceptance by 'affected local governments' (Section 857 of the *LGA*). It should be noted that the regular process established by the RDN for amending the RGS (see Appendix A) includes holding a public hearing prior to referring the amending bylaw/s to 'affected local governments' for their acceptance.

Should the bylaw amendments receive First and Second readings, a public hearing is recommended prior to considering the bylaw for third reading. This is important given the scale and significance of the proposed amendment.

² For the RDN an "affected local government" means the council of each municipality all or part of which is covered by the Regional Growth Strategy and the board of each regional district that is adjoining an area to which the Regional Growth Strategy is to apply. See the *Local Government Act* Sections 854 & 857.

5 CONSIDERATIONS

In addition to the legislative requirements for consultation for Regional Growth Strategies, there are several key issues and pre-existing decisions that influence the approach outlined in this Consultation Plan. This includes a need to:

1. Consider the high level of local interest from members of the community regarding what qualifies to be considered as a minor amendment.
2. Build understanding of the role of RDN staff in facilitating a fair and open review process that encourages broad participation and input.
3. Encourage and look for opportunities through the consultation process to build a collaborative environment and reach consensus about issues amongst community members with divergent views.
4. Evaluate and determine the need to provide the community and other interested stakeholders with different levels of detail and access to background information in order to allow for opportunities to provide 'informed' input.
5. Use the Inter-Governmental Advisory Committee (IAC) to provide opportunities for discussion and feedback on the proposed changes from staff representing 'affected local governments' and Provincial agencies.
6. Ensure a range of opportunities for community input is provided.

6 APPROACH

As such, it is essential and in keeping with the Guiding Principles of the RDN Public Consultation/Communication Framework that *"Anyone likely to be affected by a decision ...have opportunities for input into that decision"*. This Consultation Plan provides opportunities for those with an interest in the RGS Minor Amendment process to share their views with RDN representatives.

As this amendment involves a change to the RGS with region-wide implications, consultation opportunities must be provided to all residents of the region. Furthermore, the RDN is also required to consult with affected local governments, First Nations, school district boards, improvement district boards, and Provincial and Federal governments and their agencies.

This section describes the different methods that will be used to provide information and opportunities to engage community members.

A. Public Access to Information

For community members to be able to provide “informed input” on whether or not they support the proposed changes to the RGS, they first need to receive information on why this amendment is being proposed at this time. Without this information it will be difficult for community members both locally and regionally to understand the short and long term benefits/challenges of approving changes to the RGS.

The ‘Frequently Asked Questions’ (FAQs) will be developed to provide answers to questions that are anticipated and information that is key to helping community members understand and evaluate the proposed amendment.

The RDN will ensure that information is available, opportunities are provided to ask questions and receive feedback.

1. Background Information – Hard Copy

Information on the proposed amendments will be available for review at the main RDN office and the offices of the member municipalities.

2. Background Information – Website

A section on the RDN website (<http://www.rdn.bc.ca/cms.asp?wpID=3020>) will be created to provide information on the proposed amendment. Documents related to the proposed amendment will be accessible on the web page, along with staff reports and RDN Board motions. This web page will be a vehicle for providing ongoing information on the amendment including where the amendment process is at, meeting notices and any new information.

3. Media Releases

Media releases will be used as appropriate to provide information about the proposed amendment and opportunities for community consultation.

4. RDN Website Notices/Twitter/Facebook

The RDN website notices page (<http://www.rdn.bc.ca/cms.asp?wpID=852>) will be used as another vehicle to update the community on activities related to the RGS amendment process. Use of Facebook and Twitter will also be used as appropriate.

5. RDN Newsletters

Where possible, RDN Perspectives (<http://www.rdn.bc.ca/cms.asp?wpID=452>) will be used to provide information and updates on the amendment. Electoral Area Directors will also be provided the option of providing this information in their own newsletters (<http://www.rdn.bc.ca/cms.asp?wpID=319>).

6. Advertising

Local newspapers will be used to advertise public meetings and public hearings related to this amendment.

7. RDN Staff Availability

RDN staff will be available to answer enquiries and meet with interested people or groups to discuss the proposed amendment.

B. Public Engagement & Feedback Opportunities

1. Public Meeting

One public meeting will be held on the amendment. This meeting will provide opportunities for residents and other stakeholders to find out more information on the amendment and provide feedback.

2. Presentations to Community Groups

Community groups/organizations will be given the opportunity to host a presentation by RDN staff.

3. Public Hearing

Public hearings are formal meetings that provide opportunities for those who consider themselves impacted to have their views heard and recorded. Unlike a public meeting, a public hearing does not provide opportunities for back and forth dialogue between RDN elected officials, staff and those attending/presenting their views.

Should the RDN Board give First and Second Readings to the bylaws to amend the RGS then the next step in the public consultation process will be to hold a public hearing on the amending bylaw.

The *Local Government Act* allows the RDN Board to choose whether or not it holds a public hearing for RGS amendments. Given the potential implications for this amendment it is recommended that the RDN include a public hearing on the RGS amendment in the consultation process.

4. Ongoing Ways for the RDN to Receive Comments and Feedback

In addition to the opportunity to provide feedback at the public meeting and public hearing, those wishing to provide feedback on this amendment can at any time provide written comments to the RDN by e-mail, mail, or in-person. Community members and other stakeholders may also appear as delegations or submit comments on the amendment to the RDN Board or committees of the Board.

This communication will be documented as part of the public record on this amendment and will be made available for review. It should be noted that the RDN Board will not be

able to consider any correspondence / feedback received after the end of a scheduled public hearing.

7 ACTIVITIES AND TIMING

The table below shows the proposed timing of different consultation activities and identifies the roles and responsibilities of the RDN. The timing of consultation activities will depend upon the RDN Board approval of the Consultation Plan during July 2015. The level of community interest on this application will determine whether or not there is a need for more consultation opportunities than those outlined in this Plan.

Consultation Activities Up To Board Approval to Proceed		
Activity	Date	Lead
Meeting with staff from member municipalities to discuss amendment.	April 24, 2015	RDN staff
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Required initiation letters sent to 'Affected Local Governments', First Nations and the Minister.	August, 2015	RDN staff
RDN Website updated with information on process.	August, 2015	RDN staff
Provide updates on the process via web page and other media as appropriate and available.	Ongoing	RDN staff

RGS Amendment Consultation Plan

Consultation Activities following RDN Board Approval of Consultation Plan		
Activity	Date/Ongoing	Lead
IAC meeting to discuss application.	September, 2015	RDN staff
Sustainability Select Committee	September, 2015	RDN Staff
Send information to community groups/organizations offering presentations about the amendment.	September, 2015	RDN staff
Provide updates on the process via e-mail alerts and other media (FB, Twitter, Website, RDN Perspectives, Area Updates) as appropriate and available.	Ongoing	RDN staff
Public Information Meeting on proposed RGS amendment.	October, 2015	RDN staff
Compile and analyze results from input received. Prepare staff report on next steps based on consultation results.	October, 2015	
Consultation results and staff report presented to COW.	November, 2015	RDN staff
Recommendations from COW on consultation results and First and Second reading of bylaw to amend the RGS go to RDN Board.	November, 2015	COW
If the RDN Board decides <u>not to proceed</u> with the process at this point (by not giving the bylaw to amend the RGS First and Second reading) then the consultation process stops at this point.	November, 2015	RDN Board
Provide community with updates on consultation results via web page and other media as appropriate and available.	Ongoing	RDN staff

RGS Amendment Consultation Plan

Board Gives Proposed Bylaw First and Second Reading (decides to continue with bylaw amendment process - public hearings and required referrals)		
Activity	Completed/Ongoing	Lead
Public Hearing on proposed bylaw amendments.	January, 2015	RDN staff
Prepare report on results of Public Hearing.	January, 2015	RDN staff
Take proposed bylaws for third reading.	February, 2015	RDN staff
Referral for acceptance to 'affected local governments' - 60 days to respond.	March – April, 2016	RDN staff
As per RDN Board direction, adopt bylaw amendments to RGS.	April, 2016	RDN staff
Update website, prepare insert for RDN Perspectives, Area Updates with information on outcome of Board decision.	May, 2016	RDN staff

8 BUDGET

The staff time, materials and other resources (printing, advertising, hall rentals etc.) needed to implement this Consultation Plan are included in the 2015 Long Range Planning Department budget.

9 STAFF RESOURCES

File Manager

The RDN file manager for this application is the Senior Planner reporting to the Manager of Long Range Planning.

Planning Staff Time

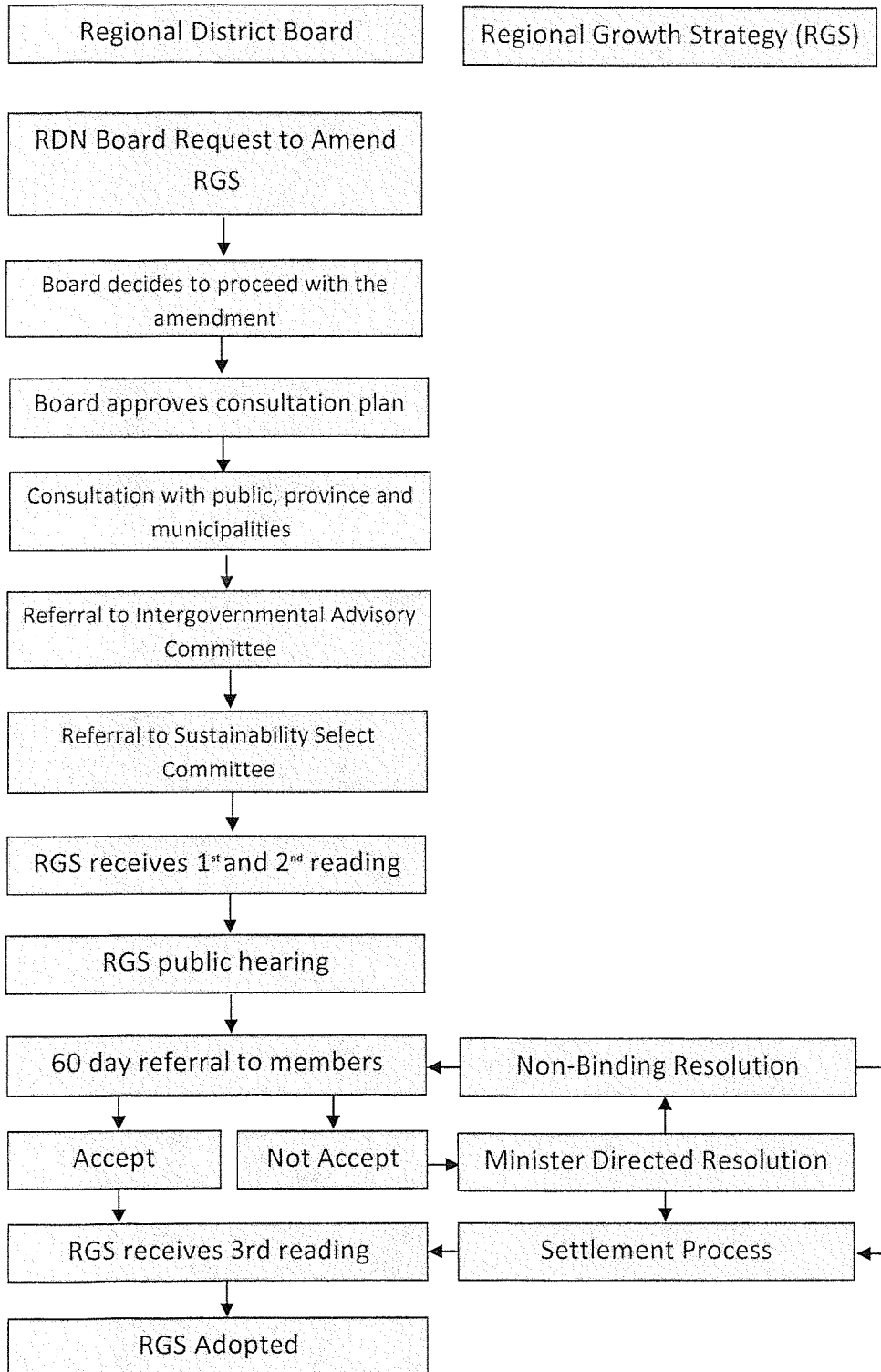
The 2015 Long Range Planning Budget does account for staff time and resources for this amendment.

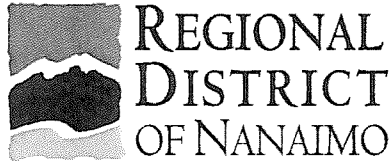
Corporate Communications

The RDN's Corporate Communications Coordinator has reviewed and provided comment on this Consultation Plan to ensure it is consistent with the RDN's Communication Policies and that it is coordinated with other communication and consultation initiatives scheduled by the RDN for 2015.

APPENDIX A

Legislated Amendment Process for the Regional Growth Strategy – Initiated by RDN





RDN REPORT		
CAO APPROVAL		
EAP		
COW		
OCT 19 2015		
RHD		
BOARD	✓	

STAFF REPORT

TO: Tom Osborne
 General Manager of Recreation and Parks

DATE: October 19, 2015

FROM: Dean Banman
 Manager of Recreation Services

MEETING: Oct 27, 2015 Board Meeting

FILE:

SUBJECT: Meadowood Community Recreation Centre Tender Award 2015

RECOMMENDATION

1. That the RDN award a construction contract to AFC Construction for the tender amount \$466,716 (plus GST) for the repurposing of modular portable classrooms into the Meadowood Community Recreation Centre and that the project be funded from Community Works Funds for Electoral Area 'F'.
2. That up to \$570,000 from Community Works Funds for Electoral Area 'F' be used to repurpose RDN owned modular portable classrooms into the Meadowood Community Recreation Centre.

PURPOSE

To consider awarding a construction contract for the repurposing of portable modular classrooms purchased in January 2015 from School District #69 (Qualicum) in to the Meadowood Community Recreation Centre to be located on School District #69 (Qualicum) lands leased to the RDN at Meadowood Way in Electoral Area 'F'.

BACKGROUND

In September of 2014 the Board approved a Licence of Use Agreement with School District #69 (Qualicum) for property located next to the Meadowood Community Park. At the same January 2015 Board meeting when the purchase of the portables was approved the Board also approved Electoral Area 'F' Community Works funding of \$301,073 for repurposing.

In February 2015 the RDN issued a request for proposals for professional services in the development of tender documents and management of project construction for the repurposing of the modular portable classrooms. The successful proponent of this competition was Architrave Design.

Under the services of Architrave Design, a detailed general construction contract tender was issued on September 23, 2015 with a close date of October 15, 2015. Tenders were evaluated for the selection of a general contractor with the intent to enter into a contract to provide the work as described in the tender (fixed price to develop the Meadowood Community Recreation Centre in the RDN Electoral Area "F" near Qualicum Bay, using surplus modular classrooms currently located at the former Parksville Elementary School).

Tender documents were made available on the RDN website, Civicinfo, BC Bid and advertisements in the Parksville/Qualicum Daily News and the Nanaimo Bulletin during the week of September 28. A total of three (3) bids were received. Bids were scored out of 100 with price being weighted at 50% The remaining criteria was composed of technical factors such as experience, project understanding, work plan and project delivery. Tenders were reviewed by RDN staff and Architrave Design with the results as follows:

- | | |
|---|--------------|
| • AFC Construction | \$466,716.00 |
| • Manley Design and Construction Management | \$520,441.65 |
| • Built Contracting LTD. | \$584,663.20 |

ALTERNATIVES

1. That the RDN award a construction contract to AFC Construction for the tender amount \$466,716 (plus GST) for the repurposing of modular portable classrooms into the Meadowood Community Recreation Centre and that up to \$570,000 from Community Works Funds for Electoral Area 'F' be used.
2. That the RDN not enter into a construction contract for the repurposing of modular portable classrooms into the Meadowood Community and move the portables to a storage site.
3. That the RDN not enter into a construction contract for the repurposing of modular portable classrooms into the Meadowood Community and the portables be sold if possible by November 30, 2015.
4. That the RDN not enter into a construction contract for the repurposing of modular portable classrooms into the Meadowood Community and alternative direction be provided.

FINANCIAL IMPLICATIONS

Alternative 1

A general building inspection of the portables was conducted in October 2014 concluded that the 20-year old portable complex is in relatively good condition, and that the buildings are good candidates for repurposing as a community facility at another location. Through the development of the tender documents Architrave Design in concert with their team of engineers established a Class 'C' price of between \$278,591 and \$490,595 to relocate and repurpose the portables.

Although results of the tender indicate that the project cost exceeds the \$301,073 amount approved by the RDN Board in January 2015, at an average cost of \$100 per square foot to repurpose and equal expected life expectancy, it is still more economical to repurpose the used portables than to purchase or lease new modular buildings (\$135 per square foot) or to construct a new wood-frame structure (\$160-\$180 per square foot). This report also notes the value of repurposing and keeping the portables in the Nanaimo region for community use.

To be considered by the Board in a separate staff report is a recommendation to enter into a Licence of Use Agreement with the Corcan Meadowood Residents Association allowing them day to day operational use of the centre in exchange for an annual fee provided by the RDN. This fee and planning

for future capital requirements totalling \$8,000 annually have been included in the preliminary 2016 five year financial plan within the Electoral Area 'F' Community Park budget.

There are five main cost components to this project as identified in the table totalling \$570,000.

Professional Services (tender preparation, construction management)	\$ 51,000
Construction	\$ 466,716
Connection Fees/permits	\$ 5,000
Relocation of Portables	\$ 37,000
Finishing Items (tables, chairs, signage, security system, staging)	\$ 10,284
Total	\$ 570,000

If the Board approves the two recommendations within this report, the 2015 closing balance of Community Works Funds for Electoral Area 'F' is projected to be \$687,339.

Alternative 2

If the construction management contract to repurpose the portables is not awarded, the RDN will still own the portables which will need to be removed from the School District property of the former Parksville Elementary prior to November 30 of this year.

The cost to remove from the school site to an alternate location within D69 is \$8,000. One alternate location has been found where the portables can be stored for \$500 per month. The cost to date associated with the project (purchase, inspection, security, design) is \$34,700. Additional moving costs would also be incurred once a suitable plan is in place to make use of the structures for community recreation use.

Alternative 3

Should the Regional District decide the portables do not have any future value or purpose, it would be prudent to attempt to sell all the units while at their existing site (grounds of former Parksville Elementary School) to not incur any more costs. The portables need to be moved from the school grounds prior to November 30 of this year. A sale prior to November 30 would likely eliminate the \$8,000 moving fee identified in Alternative 2.

If the RDN Board decides not to approve the project at this time, the community would continue with the Meadowood Community Park Phase 2 long term development plan which includes the construction of a community centre when funding has been achieved.

STRATEGIC PLAN IMPLICATIONS

Establishing a community centre is consistent with the goal to develop more compact, complete communities and a neighborhood form that provides opportunities for energy efficient modes of transportation. Developing a social and recreational hub in the community reduces the need for residents to drive to outside locations and encourages active transportation that reduces greenhouse gases, and provides health benefits.

The development of a social hub in the community, where residents actively take part in planning and building of important facilities, creates a greater sense of community pride and ownership, which is foundational to building sustainable communities.

Repurposing portables to create the Meadowood Community Centre conserves resources and reduces material and energy consumption compared to new construction.

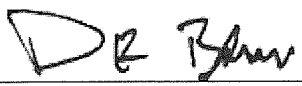
SUMMARY

Since February 2015 RDN staff have worked with Architrave Design in the development of tender documents and management of project construction for the repurposing of the modular portable classrooms that were purchased in January 2015 from School District #69 (Qualicum). The repurposed structures are to then to be used as the Meadowood Community Recreation Centre, located on School District #69 (Qualicum) lands leased to the RDN at Meadowood Way in Electoral Area 'F'


A detailed general construction contract tender was issued on September 23, 2015 with a close date of October 15, 2015. As outlined on page two of the report, the tenders received were; 1) AFC Construction (\$466,716), Manley Design and Construction Management (\$520,441.65), 3) Built Contracting (\$584,663.20). Staff and the design team have reviewed the three bids which were rated based on price and technical factors of which AFC Construction was identified as the best bid with the final determination being price.

Staff and the design team also concluded a detailed review of cost estimates in comparisons to the tenders received. Board consideration and approval is now required to award the tender contract to AFC Construction in the amount of \$466,716 and for up to \$570,000 be allocated from Electoral Area 'F' Community Works Funds for the completion of the project. If endorsed, the remaining Community Works Funds would be \$687,339.

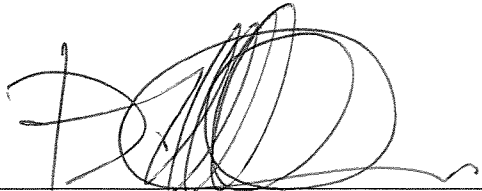
Although results of the tender indicate that the project cost exceeds the \$301,073 amount approved by the RDN Board in January 2015, the projected savings by repurposing the portables vs. purchasing new is \$129,000 and \$259,000 over a similar site built structure.



Report Writer



General Manager Concurrence



CAO Concurrence