

**REGIONAL DISTRICT OF NANAIMO
REGULAR BOARD MEETING
AGENDA**

Tuesday, October 3, 2017

7:00 P.M.

RDN Board Chambers

This meeting will be recorded

Pages

- 1. CALL TO ORDER**
- 2. APPROVAL OF THE AGENDA**
- 3. ADOPTION OF MINUTES**
(All Directors - One Vote)
That the following minutes be adopted:
 - 3.1 Regular Board Meeting - August 22, 2017** 8
 - 3.2 Special Board Meeting - September 12, 2017** 16
- 4. INVITED PRESENTATIONS**
 - 4.1 Steve Slawuta, RC Strategies and Brian Johnston, PERC, re Regional District of Nanaimo Draft District 69 (Oceanside) Recreation Services Master Plan**
- 5. DELEGATIONS - AGENDA ITEMS**
 - 5.1 Tracy Samra, City of Nanaimo, re Zero Waste Recycling Services** 21
 - 5.2 Jan Hastings, Nanaimo Recycling Exchange, re Update on NRE** 22
- 6. CORRESPONDENCE**
(All Directors - One Vote)
That the following correspondence be received for information:
 - 6.1 Lynette Jackson, Gabriola Senior Citizens Association, re Proposal to RDN for Financial Assistance in Upgrading Rollo Centre Interior in Compliance with VIHA Standards** 23
 - 6.2 Snuneymuxw First Nation re Mid-Island Regional Forestry Initiative, Letters of Support, and Key Components of the MOU** 31

| | | |
|-----|--|----|
| 6.3 | Nina Evans-Locke and Dean Gaudry, Nanaimo & Area Land Trust, re Mount Benson Regional Park Trails | 46 |
| 6.4 | Paul Hasselback, Island Health, re Air Quality Related Health Concerns due to Domestic Wood Burning | 47 |

7. COMMITTEE MINUTES

(All Directors - One Vote)

That the following minutes be received for information:

| | | |
|-----|---|----|
| 7.1 | Electoral Area Services Committee Meeting - September 12, 2017 | 49 |
| 7.2 | Committee of the Whole Meeting - September 12, 2017 | 53 |
| 7.3 | Transit Select Committee Meeting - September 14, 2017 | 58 |
| 7.4 | Solid Waste Management Select Committee Meeting - September 14, 2017 | 61 |

8. COMMITTEE RECOMMENDATIONS

8.1 Electoral Area Services Committee

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|-------|---|----|
| 8.1.1 | Bylaw Referral Park Implications Gabriola Local Trust Committee Bylaw Nos. 289 and 290 (Potlatch Density Transfer) | 63 |
|-------|---|----|

(Electoral Area Directors, except EA 'B' - One Vote)

1. That the Board advise the Gabriola Island Local Trust Committee that the Regional District of Nanaimo will accept the proposed 16.4-hectare parkland dedication through subdivision under Section 510 of the *Local Government Act* following adoption of Bylaws 289 and 290 by the Islands Trust.

2. That the Board advise the Gabriola Island Local Trust Committee that the Regional District of Nanaimo will accept proposed SRW #1, #2, #3 and #4 as public trail connections through subdivision following adoption of Bylaws 289 and 290 by the Islands Trust.

(All Directors - One Vote)

3. That the Board direct staff to include planning and development of the parkland dedication and trails in the Electoral Area 'B' Parks and Open Spaces Advisory Committee work planning session for prioritization and \$186,000 be included in the long term Financial Plan.

8.1.2 Zoning Amendment Application No. PL2015-172 - 846 Island Highway West, Electoral Area 'G' - Amendment Bylaw 500.404, 2017 - First and Second Reading 106

(Electoral Area Directors, except EA 'B' - One Vote)

1. That the Board receive the Summary of the Public Information Meeting held on October 3, 2016.

2. That the conditions set out in Attachment 3 of the staff report be completed prior to Amendment Bylaw No. 500.404 being considered for adoption.

3. That "Regional District of Nanaimo Land Use and Subdivision Amendment Bylaw No. 500.404, 2017", be introduced and read two times.

4. That the Public Hearing on "Regional District of Nanaimo Land Use and Subdivision Amendment Bylaw No. 500.404, 2017", be chaired by Director Stanhope or his alternate.

8.1.3 Gabriola Island Reception Centre – South Island 131

(All Directors - Weighted Vote)

That the Board enter into a 5 year License of Use agreement at \$1 per year, with the Gabriola United Church for an Emergency Reception Centre and that the Regional District of Nanaimo purchase and install a 30 kW emergency standby generator for the purposes of an Emergency Reception Centre at the Gabriola United Church.

8.1.4 Fire Protection Services Agreement with City of Parksville 135

(All Directors - Weighted Vote)

That the Board approve the addendum to the Fire Protection Services Agreement with the City of Parksville covering portions of Electoral Area 'G'

8.1.5 Electoral Area 'B' Community Works Funds - Huxley Community Park Playground Project

(All Directors - One Vote)

That up to \$66,500 of Electoral Area 'B' Community Works Funds be allocated for Phase 2 Playground Equipment to be used if required to complete the Huxley Community Park Playground Project.

8.2 Committee of the Whole

8.2.1 Bylaw No. 1764 Alberni-Clayoquot Regional District 2018 Permissive Tax Exemption 165

(All Directors - One Vote - 2/3 Majority)

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

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

8.2.2 2018 to 2022 Financial Plan Schedule and Preliminary 2018 Budget Information 169

(All Directors - One Vote)

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

8.2.3 Board Procedure Amendment Bylaw No. 1754.01 176

(All Directors - One Vote)

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

(All Directors - One Vote - 2/3 Majority)

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

(All Directors - One Vote)

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

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

- 8.2.4 Service Agreement with Gabriola Island Chamber of Commerce to provide Economic Development For Electoral Area 'B'** 179
- (All Directors - One Vote)
1. That the Gabriola Island Economic Development Plan be received.
- (All Directors - Weighted Vote)
2. That the Regional District of Nanaimo enter into an agreement with the Gabriola Island Chamber of Commerce to provide economic development services for Electoral Area 'B' for 2017 to 2020 (three years).
- (Electoral Areas 'A', 'B', 'C' - Weighted Vote)
3. That the agreement include the following requirements:
- a. That the Gabriola Island Chamber of Commerce submit an annual work plan including expenses to the Regional District of Nanaimo in support of their funding request.
- b. That regular reporting on the Key Performance Indicators as outlined in the Gabriola Island Economic Development Plan be a requirement for continued funding.
4. That the Regional District of Nanaimo provide funding to the Gabriola Island Chamber of Commerce in the amount of \$29,925 for economic development services for the period ending March 31, 2018 and then \$65,000 per year thereafter in accordance with the agreement.
- 8.2.5 2017 Operational Plan Update and 2017 – 2021 Operational Report and Forecast** 212
- (All Directors - One Vote)
1. That the Board endorse the Regional District of Nanaimo 2017 Operational Plan Update.
2. That the Board endorse the Regional District of Nanaimo 2017 – 2021 Operational Report and Forecast.
- 8.2.6 September 2017 Drinking Water and Watershed Protection Program Update** 347
- (All Directors - Weighted Vote)
- That the Board endorse the September 2017 update on the Drinking Water and Watershed Protection program.

8.3 Transit Select Committee**8.3.1 Financial Implications of Transit Service to Duke Point 360**

(Nanaimo, Lantzville, Electoral Areas 'A', 'C' - Weighted Vote)

That the 5,000 hour conventional transit expansion for January 2018 be approved, and public transit service to the Duke Point ferry terminal area be implemented in January 2018.

8.3.2 CNG Bus Exterior Advertising 363

(All Directors, except Electoral Areas 'B' and 'F' - Weighted Vote)

That BC Transit be advised that the RDN is not permitting exterior bus advertising on the RDN Conventional fleet until BC Transit advises the paint defects are resolved.

8.3.3 Transit Expansion within Electoral Area 'A'

(Nanaimo, Lantzville, Electoral Areas 'A', 'C' - Weighted Vote)

That staff be directed to provide a report incorporating the following elements with a view to extending and improving the current transit services within Electoral Area 'A':

The cost of extending bus service beyond Woobank Road along Holden Corso Road, Barnes Road, Fawcett Road, Murdoch Road, Barnes Road, Holden Corso to White and Woobank Roads;

The cost of extending bus service through IR #4 along MacMillan Road, Gordon Road to Cedar Road;

A potential bus service schedule for each of the above routing both separately and combined;

The cost to situate a bus shelter to accommodate the Snuneymuxw First Nation residents within IR #4 both under the current service and the extended service proposal; and

The feasibility of including the extended services within the next expansion of transit service hours within the Regional District of Nanaimo.

8.3.4 Low Income Family Bus Pass Program

(All Directors, except Electoral Areas 'B' and 'F' - Weighted Vote)

That staff be directed to investigate the possibility of a low income bus pass for families below the poverty line within the Regional District of Nanaimo.

8.4 Solid Waste Management Select Committee**8.4.1 Waived Tipping Fees for Charitable Organizations – Follow up 370**

Please note: The original recommendation was varied by the Committee (Item 2 added)

(All Directors - One Vote)

1. That this report be received for information.

(All Directors - Weighted Vote)

2. That there be no change to the current policy on tipping fees for Charitable Organizations.

9. REPORTS

9.1 Draft Recreation Services Master Plan for Oceanside (District 69) 391

(Parksville, Qualicum Beach, Electoral Areas 'E', 'F', 'G', 'H' - Weighted Vote)

1. That the Draft Recreation Services Master Plan for Oceanside (District 69) be presented to the District 69 Recreation Commission and the Recreation Services Master Plan Advisory Committee for information and comment.

2. That the Draft Recreation Services Master Plan for Oceanside (District 69) be presented to the communities of Oceanside for feedback and comment in the form of open houses and online community engagement.

9.2 Zoning Amendment Application No. PL2017-015 - 2720 Benson View Road - Electoral Area 'C' - Amendment Bylaw No. 500.409 - Adoption 484

(Electoral Area Directors, except EA 'B' - One Vote)

That the Board adopt "Regional District of Nanaimo Land Use and Subdivision Amendment Bylaw No. 500.409, 2017".

9.3 Zoning Amendment Application No. PL2016-060 - 4775 & 4785 Anderson Avenue - Electoral Area 'H' - Amendment Bylaw No. 500.407 - Adoption 489

(Electoral Area Directors, except EA 'B' - One Vote)

That the Board adopt "Regional District of Nanaimo Land Use and Subdivision Amendment Bylaw No. 500.407, 2017".

10. BUSINESS ARISING FROM DELEGATIONS

11. NEW BUSINESS

12. IN CAMERA

(All Directors - One Vote)

That pursuant to Sections 90 (1) (e), (j), and (m) of the *Community Charter* the Board proceed to an In Camera meeting for discussions related to land acquisition, third party business interests, and intergovernmental relations.

13. ADJOURNMENT

**REGIONAL DISTRICT OF NANAIMO
MINUTES OF THE REGULAR BOARD MEETING**

**Tuesday, August 22, 2017
7:00 P.M.
RDN Board Chambers**

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

CALL TO ORDER

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

The Chair welcomed Chief Michael Recalma, Qualicum First Nation, to the meeting.

APPROVAL OF THE AGENDA

17- 427

It was moved and seconded that the agenda be approved, as amended, to include delegations and communications on the addendum.

CARRIED UNANIMOUSLY

ADOPTION OF MINUTES

17- 428

It was moved and seconded that the minutes of the Regular Board meeting held July 25, 2017, be adopted.

CARRIED UNANIMOUSLY

17- 429

It was moved and seconded that the minutes of the Special Board meeting held August 3, 2017, be adopted.

CARRIED UNANIMOUSLY

DELEGATIONS - AGENDA ITEMS

Dianne Eddy, re Bowser Sewer Plan

Dianne Eddy voiced her concerns regarding the lack of consultation with extended community residents and the additional stress to inland waters from a marine outfall potentially resulting in more algae growth and red tides.

Brian Field, re Development of Land in Bowser

Brian Field shared his vision of a West Coast themed town center with a land-based effluent and wastewater treatment system which could be developed into a fertilizer for retail sale and preserve the Salish Sea waters.

Thomas Gates, re Stop the Marine Sewage Outfall Connected to the Bowser Village Sanitary Sewer Service Establishment Bylaw

Thomas Gates provided a petition to the Board and stated he is not opposed to the development of a sustainable village and voiced his concerns regarding the lack of consultation with residents living near the proposed marine outfall location, potential risks to shellfish, human and marine health, increased costs of a marine outfall system and asked the Board not to adopt the sewer establishment bylaw if it includes a marine outfall.

Leanne Salter, re Secondary Outflow Proposal In Bowser

Leanne Salter shared her views of the possible impacts to species at risk, delicate reefs, air, water, fish and wildlife by the disbursement of secondary treated effluent into Baynes Sound and her lack of confidence in regulations protecting the environment and resources of British Columbia.

Dick Stubbs, re Importance of the Bowser Sewer Project Moving Forward

Dick Stubbs spoke of the unprecedented grant funding which will support the Bowser Village plan and address concerns of elevated contaminants due to overland flows and asked the Board to move the project forward and work together for the best possible outcome.

Owen Bird, re Concerns Regarding Current Bowser Sewage Proposal

Owen Bird voiced his concerns that the effects of pumping sewage into the Georgia Strait could have on tourism, social values, the environment and the potential harm to Bowser as a clean environment with pristine waters.

Laurie Basok, re Concerns Regarding the RDN's Process in Obtaining Bowser Village Centre Property Owners' Support to Establish a Sewer Service for Bowser Village

Laurie Basok spoke in opposition to the proposed sewer service due to lack of consultation with residents living in proximity to the outfall location, and the effect a marine outfall will have on beaches and the marine environment, and asked the Board to vote against the sewer project.

Sandra Finley, re Bowser Sewage Treatment Plan

Sandra Finley asked the Board to send the proposal back to the drawing board stating concerns with the Bowser Village Wastewater Servicing Design Report and advised the Board that you must have water lines in place before you build a sewer treatment system.

Alan Grozell, re Bowser Village Sewer System

Alan Grozell shared his opinion that a land-based outfall design is not suitable as a ground disposal facility due to the location of the watershed and the high water table during the winter months that will overflow and contaminate the creeks, ditches and eventually the beaches, and hopes that the Board will support the project and move forward with an ocean based outfall.

CORRESPONDENCE

17- 430

It was moved and seconded that the following correspondence be received for information:

John Horgan, BC Premier, re 2017 UBCM Convention

Sara Huber, Agricultural Land Commission, re Application for Recreational Trail Use in the Agricultural Land Reserve

Michelle MacEwen, Gabriola Island Recycling Organization, re Funding Request for New Oil Container

Len Walker re Bowser Village Centre Wastewater Project

Greta and Peter Taylor re Bowser Village Sanitary Service Establishment Bylaw

Lisa Helps, Mayor, City of Victoria, re Council Resolution Concerning Abandoned Vessels

Len Walker re Additional Correspondence regarding Bowser Village Centre Wastewater Project

CARRIED UNANIMOUSLY

Business Arising From Communications

17- 431

It was moved and seconded that the Chair of the Regional District write to the Chair of the Agricultural Land Commission (“ALC”) requesting that the Chair of the ALC direct the Executive Committee of the ALC to reconsider the panel decision in accordance with section 33.1 of the *Agricultural Land Commission Act* on the basis that the decision may not fulfill the purposes of the ALC as set out in section 6 of the *Agricultural Land Commission Act*.

CARRIED UNANIMOUSLY

17- 432

It was moved and seconded that the Regional District of Nanaimo Chair request a meeting with the Chair of the Agricultural Land Commission and the Electoral Area ‘A’ Director to discuss collaboration opportunities that will provide historical, economic, regional and community benefits with the development of the planned Morden Colliery Regional Trail Nanaimo River crossing and related trail works that would be compatible with the area’s agriculture land.

CARRIED UNANIMOUSLY

17- 433

It was moved and seconded that staff be directed to complete an agreement with the Gabriola Island Recycling Organization for the transfer of Community Works Funds allocated to Electoral Area ‘B’ for an amount up to \$6,325 to purchase a double-walled tank for a used-oil collection service.

Opposed (1): Director McKay

CARRIED

COMMITTEE MINUTES

Executive Committee Meeting - July 25, 2017

17- 434

It was moved and seconded that the minutes of the Executive Committee meeting held July 25, 2017, be received for information.

CARRIED UNANIMOUSLY

REPORTS

Bowser Village Sanitary Sewer Service - Bylaws 1760, 1761 and 1765, 2017

Chair Veenhof passed the Chair to Director Thorpe.

17- 435

It was moved and seconded that "Bowser Village Sanitary Sewer Service Establishment Bylaw No. 1760, 2017" be introduced, read three times and forwarded to the Inspector of Municipalities for approval.

CARRIED UNANIMOUSLY

17- 436

It was moved and seconded that "Bowser Village Sanitary Sewer Loan Authorization Bylaw No. 1761, 2017" be introduced, read three times and forwarded to the Inspector of Municipalities for approval.

CARRIED UNANIMOUSLY

17- 437

It was moved and seconded that "Bowser Village Sanitary Sewer Service Development Cost Charge Bylaw No. 1765, 2017" be introduced, read three times, and forwarded to the Inspector of Municipalities for approval.

CARRIED UNANIMOUSLY

17- 438

It was moved and seconded that the Regional District of Nanaimo enter into the Development Cost Charge Frontender Agreement with participating developers, on or before September 5, 2017.

CARRIED UNANIMOUSLY

Chair Veenhof assumed the Chair.

Nominations to the BC Ferry Authority Board of Directors

17- 439

It was moved and seconded that the Regional District of Nanaimo participate in the 2017 nomination process for an appointment to the BC Ferry Authority Board of Directors.

CARRIED UNANIMOUSLY

Proposed Removal of One-Third Tax Exemption

17- 440

It was moved and seconded that the following resolution regarding the Proposed Removal of the One-Third Tax Exemption be adopted and forwarded to the Federation of Canadian Municipalities (FCM) for consideration at their next Board meeting and Annual Conference:

WHEREAS, the 2017 Federal Budget proposes to eliminate the one-third of Council and Board member remuneration that is currently non-taxable and designed to be reimbursement of expenses incurred by elected local government officials; and

WHEREAS, the impact of this change is that the full amount of local government elected officials' remuneration will now be subject to income taxes and Canada Pension Plan (CPP) contributions and, resultantly, may be considered a disincentive to the holding of public office;

THEREFORE BE IT RESOLVED, that the Federation of Canadian Municipalities lobby the Federal Government to rescind the proposal to remove the tax exemption on compensation for local government elected officials.

CARRIED UNANIMOUSLY

17- 441

It was moved and seconded that the resolution regarding the Proposed Removal of the One-Third Tax Exemption also be forwarded to the Federal Minister of Finance William Morneau and Members of Parliament Sheila Malcolmson and Gord Johns.

CARRIED UNANIMOUSLY

Fall 2017 Community Works Funded Projects Update

17- 442

It was moved and seconded that the Community Works Funds program project list included in Attachment 1 be approved and that staff be authorized to continue work on the projects as needed.

CARRIED UNANIMOUSLY

Zoning Amendment – File No. PL2017-089 - Electoral Areas 'A', 'C', 'E', 'G' and 'H' - Amendment Bylaws 500.410, 2017 and 500.411, 2017 – Third Reading

17- 443

It was moved and seconded that the Board give third reading to “Regional District of Nanaimo Land Use and Subdivision Bylaw Amendment Bylaw No. 500.410, 2017”.

CARRIED UNANIMOUSLY

17- 444

It was moved and seconded that the Board give third reading to "Regional District of Nanaimo Land Use and Subdivision Bylaw Amendment Bylaw No. 500.411, 2017".

CARRIED UNANIMOUSLY

Zoning Amendment Application No. PL2016-110 - 1682 Cedar Road, Electoral Area 'A' - Amendment Bylaw No. 500.408, 2017 – Adoption

17- 445

It was moved and seconded that the Board adopt "Regional District of Nanaimo Land Use and Subdivision Amendment Bylaw No. 500.408, 2017".

CARRIED UNANIMOUSLY

BYLAWS - WITH NO ACCOMPANYING REPORT

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

17- 446

It was moved and seconded that "Southern Community Sewer Local Service Secondary Treatment Capital Improvements Security Issuing Bylaw No. 1762, 2017", be adopted.

CARRIED UNANIMOUSLY

17- 447

It was moved and seconded that "Southern Community Sewer Local Service Secondary Treatment Capital Improvements Interim Financing Bylaw No. 1763, 2017", be adopted.

CARRIED UNANIMOUSLY

IN CAMERA

17- 448

It was moved and seconded that pursuant to Sections 90 (1) (c), (e), (j), and (m) of the *Community Charter* the Board proceed to an In Camera meeting for discussions related to labour relations, land acquisition, third party business interests, and intergovernmental relations.

CARRIED UNANIMOUSLY

TIME: 8:57 PM

RISE AND REPORT

Purchase Contract for 1830 Galvin Place - EA 'F' Community Park

17- 449

It was moved and seconded that the Board approve the Purchase Contract with School District 69 (Qualicum) as provided in Attachment 1 with a purchase price of \$150,000 for 1830 Galvin Place (LOT A, BLOCK 359, NEWCASTLE DISTRICT, PLAN VIP73141) for use as an Electoral Area 'F' Community Park and a potential site for a future community recreation centre.

CARRIED UNANIMOUSLY

17- 450

It was moved and seconded that the acquisition for 1830 Galvin Place be funded 50% (\$75,000) from Cash In Lieu of Parkland Reserves and 50% (\$75,000) from Five Year borrowing as provided for under Section 175 of the *Community Charter* through the Electoral Area 'F' Community Parks Function.

CARRIED UNANIMOUSLY

ADJOURNMENT

It was moved and seconded that this meeting be adjourned.

CARRIED UNANIMOUSLY

TIME: 10:22 PM

CHAIR

CORPORATE OFFICER

**REGIONAL DISTRICT OF NANAIMO
MINUTES OF THE SPECIAL BOARD MEETING**

**Tuesday, September 12, 2017
3:00 P.M.
RDN Board Chambers**

| | | |
|---------------------|-----------------------|---|
| In Attendance: | Director W. Veenhof | Chair |
| | Director I. Thorpe | Vice Chair |
| | Alternate | |
| | Director K. Wilson | 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. McKay | City of Nanaimo |
| | Director B. Bestwick | City of Nanaimo |
| | Director J. Hong | City of Nanaimo |
| | Director J. Kipp | City of Nanaimo |
| | Director B. Yoachim | City of Nanaimo |
| | Director M. Lefebvre | City of Parksville |
| | Director B. Colclough | District of Lantzville |
| | Director T. Westbroek | Town of Qualicum Beach |
| | | |
| Regrets: | Director A. McPherson | Electoral Area A |
| | Director J. Stanhope | Electoral Area G |
| | Director Fuller | City of Nanaimo |
| | | |
| Also in Attendance: | P. Carlyle | Chief Administrative Officer |
| | R. Alexander | Gen. Mgr. Regional & Community Utilities |
| | G. Garbutt | Gen. Mgr. Strategic & Community Development |
| | T. Osborne | Gen. Mgr. Recreation & Parks |
| | J. Harrison | Director of Corporate Services |
| | W. Idema | Director of Finance |
| | D. Pearce | Director of Transportation & Emergency Services |
| | J. Hill | Mgr. Administrative Services |
| | C. Golding | Recording Secretary |

CALL TO ORDER

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

The Chair welcomed Alternate Director Wilson to the meeting.

APPROVAL OF THE AGENDA

17- 451

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

CARRIED UNANIMOUSLY

UNFINISHED BUSINESS

Bowser Village Sewer System Development Cost Charge Frontender Agreement

17- 452

It was moved and seconded that:

WHEREAS the Developers have requested an amendment to the August 22, 2017 Board approved Bowser Village Sewer System Development Cost Charge Frontender Agreement to:

1. remove one of the Developers as a party to the Agreement, and
2. reallocate the Capacity Allocation (Dwelling Unit Equivalents) amongst the remaining Developers

NOW THEREFORE BE IT RESOLVED THAT the Regional District of Nanaimo enter into the Development Cost Charge Frontender Agreement with the participating Developers.

CARRIED UNANIMOUSLY

COMMITTEE MINUTES

17- 453

It was moved and seconded that the following minutes be received for information:

Minutes of the Special Electoral Area Services Committee Meeting - August 22, 2017

CARRIED UNANIMOUSLY

COMMITTEE RECOMMENDATIONS

Electoral Area Services Committee

Development Permit with Variance Application No. PL2017-069 - 1682 Cedar Road, Electoral Area 'A'

Marco Rekrut, local resident, stated he is not opposed to the application but has concerns regarding drainage.

Dave Laliberte, local resident, voice his concerns regarding further buildings encroaching on his property at a later date.

17- 454

It was moved and seconded that the Board approve Development Permit with Variance No. PL2017-069 to permit the construction of an automotive repair shop subject to the terms and conditions outlined in Attachments 2 to 6.

CARRIED UNANIMOUSLY

Development Permit with Variance Application No. PL2017-073 - 126 Kinkade Road, Electoral Area 'G'

17- 455

It was moved and seconded that the Board approve Development Permit with Variance No. PL2017-073 to permit the construction of a dwelling unit subject to the terms and conditions outlined in Attachments 2 to 5.

CARRIED UNANIMOUSLY

Development Variance Permit Application No. PL2017-096 - 1856 Cedar Road, Electoral Area 'A'

17- 456

It was moved and seconded that the Board approve Development Variance Permit No. PL2017-096 to reduce the minimum required front and other lot line setback requirements to recognize an existing kiosk structure, subject to the conditions outlined in Attachments 2 to 4.

CARRIED UNANIMOUSLY

Development Permit Application No. PL2017-078 and Request for Relaxation of the Minimum 10% Perimeter Frontage Requirement in relation to Subdivision Application No. PL2016-130 - 300 Dan's Road and Myles Lake Road, Electoral Area 'C'

17- 457

It was moved and seconded that the Board approve the request to relax the minimum 10% perimeter frontage requirements for proposed lot A in relation to Subdivision Application No. PL2016-130.

CARRIED UNANIMOUSLY

17- 458

It was moved and seconded that the Board approve Development Permit No. PL2017-078 to permit a lot line adjustment subdivision, subject to the terms and conditions outlined in Attachments 2 and 3.

CARRIED UNANIMOUSLY

REPORTS

San Pareil UV Disinfection Upgrades – Construction Contract Award

17- 459

It was moved and seconded that the Board award the construction contract for the San Pareil Ultra-Violet Disinfection Upgrades to Ridgeline Mechanical Ltd. for \$476,159.26 (excluding GST).

CARRIED UNANIMOUSLY

Zoning Amendment – File No. PL2017-089 – Electoral Area ‘A’, ‘C’, ‘E’, ‘G’ and ‘H’ – Amendment Bylaw 500.410, 2017 – Adoption; Amendment Bylaw 500.411, 2017 – Adoption

17- 460

It was moved and seconded that the Board adopt “Regional District of Nanaimo Land Use and Subdivision Amendment Bylaw No. 500.410, 2017”.

CARRIED UNANIMOUSLY

17- 461

It was moved and seconded that the Board adopt “Regional District of Nanaimo Land Use and Subdivision Amendment Bylaw No. 500.411, 2017”.

CARRIED UNANIMOUSLY

The Chair announced that the members of the Community Grants Committee will be Directors Westbroek, Lefebvre and Young.

RECESS

17- 462

It was moved and seconded that the Board recess and reconvene immediately following the Committee of the Whole meeting for the purpose of moving In Camera.

CARRIED UNANIMOUSLY

TIME: 3:15 PM

17- 463

It was moved and seconded that the Special Board Meeting reconvene.

CARRIED UNANIMOUSLY

RECONVENE: 4:53 PM

IN CAMERA

17- 464

It was moved and seconded that pursuant to Section 90 (1) (c) of the *Community Charter*, the Board proceed to an In Camera meeting for discussions related to labour relations.

CARRIED UNANIMOUSLY

TIME: 4:56 PM

ADJOURNMENT

It was moved and seconded that this meeting be adjourned.

CARRIED UNANIMOUSLY

TIME: 5:27 PM

CHAIR

CORPORATE OFFICER

Delegation: Tracy Samra, City of Nanaimo, re Zero Waste Recycling Services.

Summary: The City will provide a brief Power Point presentation regarding Zero Waste Recycling Services.

Action Requested: That the RDN work with the City to address this important environmental issue.

Delegation: Jan Hastings, Nanaimo Recycling Exchange, re Update on NRE.

Summary: The NRE has been engaged in discussions with the City of Nanaimo about possibilities of a partnership for the purpose of providing a new facility for the NRE. These discussions have been halted and the NRE has been re-directed to appeal to the RDN for the same purpose.

Action Requested: That the Board of Directors address the NRE's need to relocate.

From: Lynette Jackson
Sent: 07 September 2017 11:12
To: Houle, Howard
Subject: GSCA Proposal to RDN for Financial Assistance in Upgrading Rollo Centre Interior in Ccompliance with VIHA Standards

Date: September 7, 2017

To: Howard Houle, RDN Director

From: Gabriola Senior Citizens Association

Re: Interior Renovation of Rollo Centre to Comply with VIHA Requirements

The Gabriola Senior Citizens Association (GSCA) is seeking RDN funding to assist us in completing Phase 3 of our multi-phase upgrade of the Rollo Centre.

The purpose of the interior renovation is to comply with current VIHA standards and to provide a multi-purpose, full access community venue, which also serves as Gabriola's north Emergency Reception centre.

As President and Grants Coordinator of GSCA, I have followed your recommendation to seek alternate funding sources, and have met with some success:

1) GSCA secured time-sensitive federal funding of \$24,995 via the New Horizons program. This represents the maximum grant allowable (limit \$25,000). The allocated amount must be spent for specific purposes indicated in the budget by March 19, 2018 (Articles of Agreement available on request). The funds are tied to specific kitchen equipment purchases and kitchen renovation steps [Attachment 1] (budget allocation page of NH grant is attached). It's certainly a helpful start, but does not cover the full cost of kitchen renovations nor the accessible washrooms and other associated interior upgrades.

2) Since GSCA is a not-for-profit, entirely volunteer organization, but does not have charitable status, we partnered with PHC as our sponsor, and applied to Nanaimo Foundation for funding for fully accessible washroom renovations. The Nanaimo Foundation viewed our application positively, but unfortunately we were not successful this year as there were other projects commemorating Canada's 150th anniversary that were deemed more celebratory. We have been encouraged to apply again next year (letter available on request), but the time-sensitive nature of the New Horizons grant makes that option problematic, as we need to have one new washroom in place before we dismantle the old washrooms to make way for the new kitchen construction.

3) GSCA once again has secured community support, this time via the 1% of monthly sales program undertaken by the Village Liquor Store. We will be the recipient of 1% of September 2017 sales. This contribution will be used to offset costs associated with installing a new fire alarm system and related fire safety equipment, not included in our budget request to RDN.

Our Renovations Committee, under the leadership of Noni Fidler, has laboured over concise and detailed plans that will allow interior renovations to proceed without shutting down ongoing activity groups and rental functions that are the financial lifeblood of the Rollo Centre.

[Attachment 2]

[Hazmat Report
Filed with RDN
Staff]

Noni consulted on an ongoing basis with Jill Lucko, Gabriola's VIHA inspector, and the renovation plan received VIHA approval on June 21 (attached). Noni then went forward to RDN for the building permit, where we learned that the pre-1990 age of the Rollo structure obliged us to undergo a Hazmat inspection. This has been successfully concluded (Hazmat report attached), and RDN has issued the Rollo building permit (#PR2017-0000515).

We have reached an agreement with Simon Reeves, the same local contractor who successfully worked with us to complete the full accessibility ramp (Phase 1) and the exterior shell improvements (Phase 2), to do the interior renovations (Phase 3). Obtaining the services of a skilled contractor on Gabriola is a time-sensitive dance, and Simon has proven himself to be skilled, conscientious, and reasonably priced.

GSCA is able to finance construction on the first washroom ourselves, and we have arranged a line of credit to ensure that work proceeds smoothly while we seek additional financial help from RDN.

[Attachment 3]

Attached are the estimates of the amounts needed, in addition to grant moneys already secured, to complete the renovations. A detailed breakdown of those costs (which are in addition to capital and construction costs funded by the \$25,000 NH grant) totaling \$41,730 is attached. Noni maintains a binder filled with due diligence research on suppliers and costs, and will be happy to supply details to your staff as required. We look forward to working closely with your staff to provide additional documentation and/or information as required.

We are proud to partner with RDN through this multi-phase upgrade, We acknowledge with sincere gratitude the financial support received to successfully complete the first two phases of the much-needed updating of the Rollo Centre, and look forward to working with you once again to complete this Gabriola community-supported initiative.

With thanks and all best wishes,

Lynette (Jackson) on behalf of the Gabriola Senior Citizens Association

C. BUDGET DETAILS

*62. Capital Assets: Will capital assets be among your planned expenditures with ESDC funding? Yes No

If yes, please explain how the purchases are necessary to carry out the project activities:

These are the components of a food-safe kitchen which is necessary for us to meet our obligations to many of the various activities and programs we offer.

***63. Further Budget Details:**

Capital Assets: The estimates for the kitchen equipment required to complete the project are;

| | |
|--------------|------------|
| Dishwasher | \$6,275.00 |
| Refrigerator | \$1,120.00 |
| Hood, fan | \$ 500.00 |
| Stove | \$1,575.00 |
| Microwave | \$ 600.00 |

Professional Fees: Architect (Architrave on Gabriola Island)
\$ 750.00

General Project Costs:

| | |
|-------------------|------------|
| Flooring | \$2,875.00 |
| Flooring Hall | \$1,150.00 |
| Walls | \$1,500.00 |
| Dishwasher Instal | \$ 700.00 |
| Delivery | \$ 150.00 |
| Shelving | \$2,400.00 |
| Sinks and Instal | \$ 500.00 |
| Plumbing | \$2,700.00 |
| Electrical | \$2,200.00 |

All capital assets, professional fees, and general project costs are requested from ESDC.

*Denotes mandatory field

ATTACHMENT 2

20 June 2017

Gabriola Senior Citizens Association
Box 181, 685 North Road
Gabriola, BC V0R 1X0

Jill Lucko, Environmental Health Officer
Health Protection & Environmental Services
3rd Floor, 6475 Metral Drive
Nanaimo, BC, V9T 2L9

Jill,

Please find enclosed an Application for a change to a Food Facility, namely plans for a new kitchen at the Rollo Seniors Centre on Gabriola Island.

The kitchen relocation is part of a number of renovations planned to relocate the washrooms, separate the large and small meeting rooms and make each independent of the other but able to access washrooms and the storage room.

Neither hand sink will have a cupboard over it but will have wall mounted paper towel and hand soap dispensers. The kitchen is mainly used for preparing coffee and tea and has been arranged to facilitate that purpose with the minimum number of volunteers at an event entering the kitchen and delivering the drinks and snacks through a counter height service window onto a stainless steel cart situated outside the kitchen for everyone else to access.

Floors will be Marmoleum as in the rest of the hall, sealed to the cupboard baseboards or with cove molding at the base of walls.

Cupboards are proposed to be locally sourced, made of prefinished birch plywood, which is light in colour and easy to clean, all wood trim will be sealed with a waterproof finish to allow for cleaning.

Countertops will be light coloured laminate with underwrap front edge, sealed to 18" of laminate up the walls. The rest of the walls will be painted with a washable paint.

Lighting will be LED pot lights.

All sinks will be stainless steel, taps are proposed to be single lever stainless steel.

Appliances are proposed to be stainless steel. A stainless steel hood fan will be mounted over the glass-topped stove.

A dishwasher is being sourced through Jemco Food Equipment Services: Stero SUH-1 under counter, one tray with heat booster to a 180 degree final rinse and three minute cycle so any dishes, cutlery and pots used can be quickly washed and sanitized. A double stainless steel sink will be installed for rinsing or filling kettles, tea pots or coffee urns.

A utility sink with floor bucket filler hose will be installed in an alcove outside one of the washrooms for the janitor's use and for members to clean up after themselves.

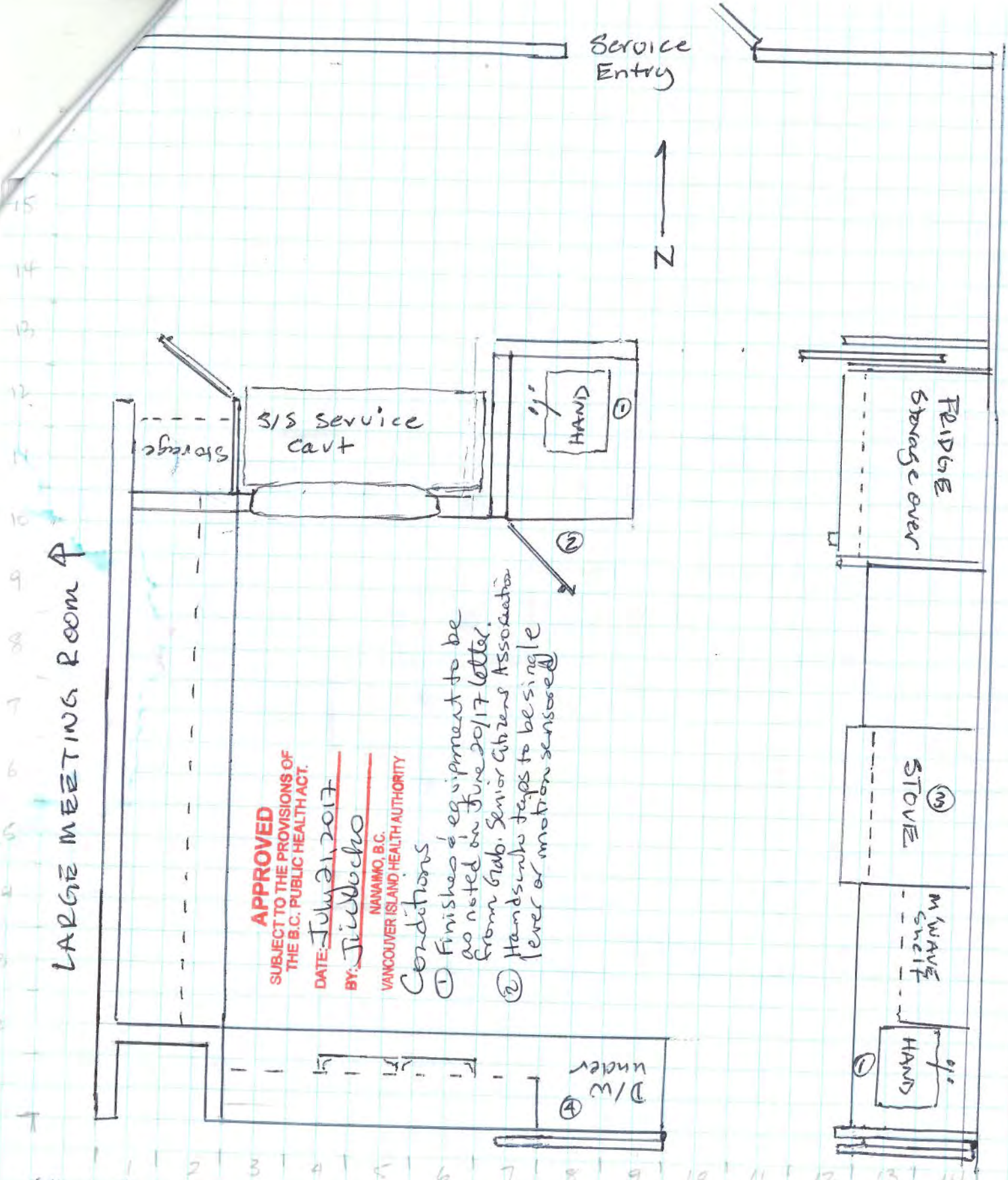
I have not included a sanitation plan for this review. I think you are familiar with our facility and have not pointed out issues that we need to address with our renovations, other than those we feel we have

addressed above using washable flooring, new counters, sealed surfaces for walls and cupboard and installing a commercial dishwasher.

Respectfully submitted,

Noni Fidler, Renovations Committee Chair
Gabriola Senior Citizens Association

LARGE MEETING ROOM



APPROVED
SUBJECT TO THE PROVISIONS OF
THE B.C. PUBLIC HEALTH ACT.

DATE: July 21, 2017
BY: J. Tschuch

NAVAMMO, B.C.
VANCOUVER ISLAND HEALTH AUTHORITY

Conditions

- ① Finishes & equipment to be as noted on June 20/17 letter from Grub. Senior Citizens Association
- ② Handsink taps to be single lever or motion sensor

1/2" = 1' = Scale

- ① Hand Sinks
 - ② Garbage & recycle pullout bins
 - ③ Exhaust fan over stove
 - ④ Servo SUIT - 1 hi temp D/W w/ boost
- HALL TO STORAGE ROOM →
- BATH ROOMS ↘
- FRIDGE ↓

ATTACHMENT 3

Gabriola Senior Citizens' Association
September, 2017

Interior renovation expense estimates (in addition to \$25,000 itemized kitchen renovation grant received from New Horizons) to complete Phase 3 interior renovation of the Rollo Centre:

1. GSCA: Financial value of contributions in-kind by volunteer GSCA board:
 - \$ 4800 N. Fidler, Reno Committee Chair: 120 hrs X \$40 hr.
Project planning, research re kitchen equipment, liaison with VIHA,
Hazmat inspectors, building permit
 - \$ 2000 J. Ramsay, Reno Committee: research, consultations, detailed drawings
 - \$ 3200 L. Jackson, President and Grants Coordinator: 80 hrs X \$40 hr
Federal, regional, and local grants research, applications, ongoing
communication with grantors, financial oversight
 - \$ 5240 Board contractor coordination and oversight: 7% of \$74,875 construction
SUBTOTAL of in-kind contribution: \$ 15,240

2. GSCA: Financial contribution for construction of two washrooms (one full access for wheelchairs/walkers) plus janitor's sink
 - \$ 8000 washroom #1, full access, including electricity, plumbing,
floor, new walls, janitor's sink (laundry tub style)
 - 5000 washroom #2
 - 200 paper towel and soap dispensers for both washrooms
 - 160 janitor's sink hose and taps; paper towel dispenser; soap dispenser
 - 1340 10% contingency
 - SUBTOTAL: \$14,700

3. New Horizons for Seniors: federal grant for kitchen equipment and partial construction
SUBTOTAL: \$24,995 (details included on separate attachment)

4. RDN: Interior renovations resulting from kitchen and washroom changes
 - \$ 5000 deconstruct old kitchen and add extension to small meeting room
 - 3000 Flooring
 - 700 kitchen pocket door; kitchen regular door; small meeting room door
 - 1000 double doors plus delivery and installation
 - 300 door hardware (for 5 doors listed above)
 - 3000 repaint Rollo interior (excluding storage area)
 - SUBTOTAL: \$13,000

4. RDN: Kitchen-related expenses not covered by New Horizon Grant
 - \$ 17300 kitchen cabinets built according to VIHA specifications
(note: prefab cabinets are not allowed by VIHA)
 - 2200 counters and backsplash
 - 300 cabinet handles

400 two handwashing kitchen sinks plus hardware, towel and soap dispenser (required in addition to primary sinks funded by NH grant)
SUBTOTAL: \$20,200

5. Building Permit Process and Ongoing Site Clean-up

\$ 2000 Hazmat report
1285 Electrical permit
925 building permit fee
1000 Ongoing yard cleanup, recycle, and hauling to dump as required to minimize hazards for seniors
SUBTOTAL: \$ 5,210

6. 10% contingency for RDN Funded Sections 3 and 4

\$ 1300 3
2020 4
SUBTOTAL: \$3,320

TOTAL IN-KIND/FINANCIAL CONTRIBUTION BY GSCA: \$29,940

TOTAL FEDERAL CONTRIBUTION: \$24,995

TOTAL ESTIMATED CONSTRUCTION BUDGET: \$76,215

TOTAL REQUESTED FROM RDN: \$41,730

NOTE: We are waiting estimate of costs by Gabriola's Fire Chief Rick Jackson to upgrade appropriate fire alarms and fire safety equipment at the Rollo Centre. This expense is not included in this proposal. GSCA intends to use community support funds derived from Gabriola's Village Liquor Store (1% of one month's sales) to help offset these costs.

Snuneymuxw First Nation



668 Centre Street
Nanaimo, BC, V9R 4Z4

Telephone: 250/740-2300
Fax: 250/753-3492

5 September 2017

Hon. John Horgan

Premier of British Columbia
Stn Prov Govt
Victoria, BC V8W 9E2
Via email: premier@gov.bc.ca

Hon. Doug Donaldson

Minister of Forests, Lands and Natural
Resource Operations & Rural
Development
Stn Prov Govt
Victoria, BC V8W 9E2
Via email: FLNR.Minister@gov.bc.ca

Hon. Scott Fraser

Minister of Indigenous Relations and
Reconciliation
Stn Prov Govt
Victoria, BC V8W 9E2
Via email: abr.minister@gov.bc.ca

Dear Premier and Ministers:

RE: Mid-Island Regional Forestry Initiative

First, congratulations to you all on forming the new government of British Columbia and making the implementation of the *Tsilhqot'in Nation* Aboriginal Title decision, the UNDRIP, and the TRC Calls to Action a foundation of your mandate and vision for the province. There is no greater or more urgent public policy issue in our country than this work to build reconciliation. Your mandate represents a welcome and historic shift to recognition and implementation of our rights, title and Pre-Confederation Treaty from 1854.

Because of these historic developments in law and policy, we are in a very dynamic time – no doubt, we are in a defining moment the kind of which only comes along

rarely. As you know, the impact of the *Tsilhqot'in* decision on the forest economy and forest policy in our province is significant. Implementing UNDRIP will certainly require a major departure from the status quo. The only way to respond to these challenges and uncertainty is by reaching out to join together – First Nations, the Provincial Crown, and the Forest Industry – to begin to craft a shared vision and collective steps that represent our best approach to an orderly and coordinated transformation of the forest economy and policy alike.

I am happy to share with you that the Snuneymuxw First Nation has already begun this work by pursuing the development of a regional forest strategy that could serve to both significantly stimulate the regional economy and be a meaningful step in reconciliation with Snuneymuxw. The Snuneymuxw First Nation, the Nanaimo Port Authority, and forest industry partners Timberwest and the Nanaimo River Estuary Log Storage Association through its members Coastland Wood Industries, Nanaimo Forest Products and Western Forest Products have drafted the “Mid-Island Regional Forestry Initiative” for consideration by the Province. The draft framework is attached to this letter and sets out how BC may participate to enable this important development. We respectfully ask for your consideration and participation in what would be a significant step in reconciliation in the region.

We would be pleased to meet with you, along with our partners, to further discuss this opportunity. I may be contacted at dwhite@snuneymuxw.ca or 250-756-7563.

sincerely,



Douglas White III Kwulasultun
Snuneymuxw Chief Negotiator and Councillor

cc. Timberwest
Coastland
Log Storage Association
Nanaimo Port Authority
Doug Routley, MLA Nanaimo-North Cowichan
Leonard Krog, MLA Nanaimo

MID-ISLAND REGIONAL FORESTRY INITIATIVE

Unlocking the forestry economy in the Nanaimo Region through a new model of partnership between Snuneymuxw, BC, and Industry

5 September 2017

A Vision for Stimulating the Regional Forest Economy Around Nanaimo

The Snuneymuxw First Nation has worked for many years to spur economic growth in the Nanaimo region. This has involved creating new partnerships with other governments and key industry actors. In recent years, a focus has been on the forest industry, where collaborative efforts and planning are required to maximize the forestry economic potential of the region.

Unlike much the rest of the Province, the forestry economy on southeastern Vancouver Island is distorted by the fact that almost all land is privately held. This limits opportunities for required reconciliation and partnership, and removes the range of flexibility for how to move forward. In the Nanaimo area, some of the last remaining Crown land blocks with forestry potential are on Mt. Benson and Mt. McKay. These lands have been in a holding pattern for decades, frozen out of the regional economy, because of the complexities of reconciliation. At the same time, the entire industry relies on log booming in the Nanaimo estuary which is facilitated by arrangements involving BC and the Nanaimo Port Authority – but the future of log booming is uncertain and complex because it has displaced the Snuneymuxw shellfishery (approximately 1 million pounds of clams/acre).

This proposal manages these complex factors by bringing Snuneymuxw, BC, the NPA and Industry into a common partnership to spur the next generation of forestry in the greater Nanaimo region. BC's role is critical – but is an extension of commitments already made in the *Reconciliation Agreement* signed with Snuneymuxw in 2013.

The Challenging Mid-Island Forestry Economy

The regional forest economy centred upon Nanaimo has been relatively stagnant over the past number of decades.

The BC forest sector continues to recover from 2009, the sector's worst year of the recent recession and one of the worst years for BC forestry in recent history. Although we are seeing some stability in the past five years we are still well below where we were a decade ago.

From 2005 – 2014:

- BC Timber harvest volume is down 20%, well below the Provincial Annual Allowable Cut
- BC manufactured forest products sales down 25%
- Direct Employment down 23%
- BC Softwood Lumber production down 25%
- Capital and Repair expenditures down 53%

Over the ten-year period ending 2011, 33,000 direct forest sector jobs in BC were lost and more than 70 mills closed.

Nanaimo has been particularly impacted by these developments. Jobs have been lost, major mills shut down, equipment manufacturers closed. At least four major mills and manufacturers have closed since 2002 (CIPA, Island Phoenix, WFP Nanaimo, and Madill Equipment).

The effect of this is that one of the regions of the Province with historically high unemployment has lost out on potentially hundreds of jobs. Currently, 3200 hectares of Crown land near the City of Nanaimo remain unharvested and of no economic benefit to Snuneymuxw, the Province, Industry or the region.

One of the central reasons for the relative stagnation of the forestry economy in the region has been the slow pace of forming proper relationships regarding Snuneymuxw's Aboriginal and Treaty Rights. A new and collaborative approach is needed to accelerate the pace of positive relations between BC and Snuneymuxw that can also unlock the economic potential of the region.

Innovative Partnership as the Path Forward

In recent years, Snuneymuxw and the Province have taken concrete steps forward, including through the 2013 *Reconciliation Agreement*. That Agreement provided a small boost to the local forestry economy through the transfer of Douglas District blocks 18, 202, and 271 which are now being harvested. Approximately 24 direct jobs have been created, and the forestry work on the blocks moves forward in an economically sustainable manner through business relationships with TimberWest, Coastland Wood Industries, A&K Logging and Snuneymuxw.

The transfer of these lands through the 2013 *Reconciliation Agreement* was explicitly acknowledged as only a first step – it contemplated an additional phase of land transfers to be negotiated. Snuneymuxw is proposing that this new round of land transfers be part of innovative partnership between Snuneymuxw, the Province, and Industry that unlocks the

forest economy in the region, creates jobs, makes Snuneymuxw a meaningful economic participant, and advances reconciliation.

The goal would be to design, confirm, and announce this innovative partnership – the *Mid-Island Forest Economy Growth Strategy* - by December 15, 2017, so that the entire region can plan for, organize around, and be prepared to implement this new engine for economic growth in the region.

The Elements of the Mid-Island Forest Economy Growth Strategy

The Growth Strategy would have the following partners: Snuneymuxw First Nation, Province of British Columbia, Nanaimo Port Authority, Timberwest, and the Nanaimo River Estuary Log Storage Association through its members Coastland Wood Industries, Nanaimo Forest Products and Western Forest Products.

The *Growth Strategy* would facilitate the following outcomes:

- Unlocking 3,200 ha of timber for harvest on an economically sustainable basis. Effectively this would provide an additional 32,000 cubic metres of cut annually in the mid-Island area in perpetuity;
- Creating 160 direct and indirect forestry jobs in the region;
- Contributing to long-term reconciliation between Snuneymuxw and the Province through the transfer of the remaining Mount Benson blocks (17, 243, 258 and 282 Douglas District) and the South Nanaimo River Blocks (14, 19-22, 87, 172, 181, 194, 224, and 777 Douglas and Bright District) to Snuneymuxw as part of fulfilling phase 2 negotiations under the *Reconciliation Agreement*;
- Increasing flow of timber to Coastland for its mill operations for years to come that improves their business certainty;
- Resolving outstanding issues and conflicts related to log storage in the Nanaimo Estuary. Specifically:
 - TimberWest, and others, would gain access to log storage in the Estuary which would economically benefit their operations;

- An overall reduction in the log storage area in the Nanaimo River Estuary from 140 hectares to 100 hectares through reduction of lease areas near Snuneymuxw IR #1, therefore reducing environmental impact;
 - The Nanaimo River Estuary Log Storage Association would be granted permission to rent or sublease space for third parties, therefore enabling more efficient use of the remaining storage areas;
 - Investment in a long term estuary restoration and enhancement program that meets environmental interests; and,
 - Predictability for the NPA in the management and revenue stream from log storage operations, and an increase in the amount of timber flowing through the NPA.
- Establishing jobs, revenue streams, and capacity development for Snuneymuxw through a business to business partnership between industry and Snuneymuxw, while providing them with business opportunities through partnering with Snuneymuxw on forestry operations and management.

Moving the Strategy Forward

For the *Growth Strategy* to move forward, confirmation is needed that the Province is prepared – in an expedited manner – to negotiate the transfer of the remaining Mt. Benson blocks and the South Nanaimo Blocks to Snuneymuxw. Should this confirmation be received, the expectation is that a transfer agreement would be completed by December 15, 2017.

At the same time as the land transfer agreement is being completed, Snuneymuxw, Timberwest, Coastland, Nanaimo Forest Products, Western Forest Products and the Nanaimo Port Authority would complete the necessary bilateral and multi-party understandings and agreements necessary (reflecting the elements above) to implement the strategy. These partners have expressed their commitment to this innovative partnership, and readiness to complete the arrangements in an expedited manner.



COASTLAND WOOD INDUSTRIES LTD.

August 3, 2017

Hon. John Horgan
Premier of British Columbia
Stn Prov Govt
Victoria, BC V8W9E2
Via email: premier@gov.bc.ca

Hon. Doug Donaldson
Minister of Forests, Lands & Natural Resource
Operations & Rural Development
Stn Prov Gvt
Victoria, BC V8V 1X4
Via email: FLNR.Minister@gov.bc.ca

Hon. Scott Fraser
Minister of Indigenous Relations and
Reconciliation
Stn Prov Govt
Victoria, BC V8W 9E2
Via email: abr.minister@gov.bc.ca

Subject: Snuneymuxw First Nation's Mid Island Regional Forestry Initiative

Dear Premier:

I am writing to lend Coastlands support for the above initiative for two reasons.

For Coastland Wood Industries Ltd, we employ over 30 Snuneymuxw Band members in our facility and have a long standing relationship with the band and their members since our incorporation in 1988. As an independent wood processor on Vancouver Island, we always struggle to maintain certainty of fibre supply to maintain our business and support the 300 jobs that pay taxes and support local hospitals and schools in our area and across the province. Over the past two years, Coastland has partnered with Snuneymuxw and their timber has supplied our business with over 60,000m³ of logs and resulted in significant revenue for the band.

For the Nanaimo Estuary Users Group, the Snuneymuxw First Nations Mid Island Regional Forestry Initiative will solidify certainty that has been lacking for the forest sector in this area. This initiative will create a revenue model that will synergize the interests of industry with Snuneymuxw, in turn making them a key partner in the local forest industry. Certainty and stabilization in the business climate of the South Island business area will be welcomed by all.

Coastland Wood Industries Ltd. supports the Snuneymuxw First Nations Mid Island Regional Forestry Initiative and looks forward to the greater participation of the Snuneymuxw in the Mid Island forest economy.

Feel free to call me with any questions or concerns,

Sincerely,

Hans DeVisser,

President

#2 – 84 Robarts Street, Nanaimo, British Columbia V9R 2S5 • Phone: 250-754-1962 • Fax: 250-753-2438 • Email: info@coastlandwood.com



September 1, 2017

Honourable John Horgan
Premier of British Columbia
PO Box 9041 Stn Prov Govt,
Victoria, BC V8V 9E1
Email: Premier@gov.bc.ca

Honourable Doug Donaldson
Minister of Forests, Lands & Natural Resource
Operations and Rural Development
PO box 9049 Stn Prov Govt
Victoria, BC V8V 9E2
Email: FLNR.Minister@gov.bc.ca

Honourable Scott Fraser
Minister of Indigenous Relations &
Reconciliation
PO Box 9151 Stn Prov Govt
Victoria, BC V8W 9E2
Email: ABR.Minister@gov.bc.ca

Re: Support for the Snuneymuxw Mid-Island Regional Forestry Initiative

Dear Premier and Ministers,

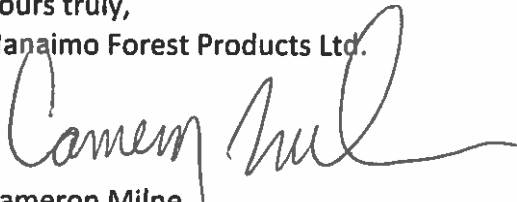
Nanaimo Forest Products Ltd. is a private BC based company which operates the Harmac pulp mill in Nanaimo, within the traditional territory of the Snuneymuxw First Nations. We are pleased to see the Snuneymuxw consolidate their aspirations and vision for the Nanaimo Estuary and the woodlands on Mount Benson and Mount McKay into the Mid-Island Regional Forestry Initiative. This proposal will have positive benefits for Snuneymuxw and the local economy. We encourage you to give serious consideration to the proposal.

We recognize the importance of building strong relationships with First Nations in British Columbia. As part of that effort and as a member of the Log Storage Association (LSA) in the Nanaimo River Estuary, we have entered into a Memorandum of Understanding (MOU) with the Snuneymuxw First Nation to increase and share in the benefits that flow out of activities in the estuary. We foresee that the MOU will provide an opportunity for the Snuneymuxw to take a more active role in the use and management of the estuary, including increased employment opportunities, business mentoring, revenue sharing and a mechanism and source of funding for ongoing estuary restoration and enhancement work. At the same time, the MOU will facilitate more efficient use of the log storage area on a reduced footprint while providing increased activity and revenue to the Snuneymuxw, industry and the Nanaimo Port Authority.

Access to additional timber in combination with secure log storage will create additional commercial activity for the Snuneymuxw, will provide greater certainty to forest companies in the region and will further relationships between all parties.

Once again, we are supportive of the Snuneymuxw proposal and are hopeful that the initiative will be given favourable consideration.

Yours truly,
Nanaimo Forest Products Ltd.

A handwritten signature in black ink, appearing to read "Cameron Milne", written over a horizontal line.

Cameron Milne
Fibre Supply Manager

August 1, 2017

Hon. John Horgan
Premier of British Columbia
Stn Prov Govt
Victoria, BC V8W 9E2
via email: premier@gov.bc.ca

Hon. Doug Donaldson
Minister of Forests, Lands, Natural Resource
Operations & Rural Development
Stn Prov Govt
Victoria, BC V8W 9E2
via email: FLNR.Minister@gov.bc.ca

Hon. Scott Fraser
Minister of Indigenous Relations &
Reconciliation
Stn Prov Govt
Victoria, BC V8W 9E2
via email: abr.minister@gov.bc.ca

Subject: TimberWest support for Snuneymuxw First Nation's Mid-Island Regional Forestry Initiative (dated February 27, 2017)

Dear Premier and Ministers,

TimberWest respects the history of the Snuneymuxw First Nation and we are optimistic that progress will continue between your government and Snuneymuxw on various matters under the Mid-Island Regional Forestry Initiative. We encourage you to continue on that path and TimberWest is very supportive of such efforts.

TimberWest and Snuneymuxw First Nation have continued to improve dialogue and progress positively on commercial and non-commercial aspects of their relationship over the last five years. In 2014 we partnered directly with Snuneymuxw on their first major harvest operation that took place on their private lands on Mount Benson. Since then, TimberWest has been active with Snuneymuxw and the Log Storage Association to bring together opportunities to improve the environmental management of the Nanaimo River Estuary while also making the most of the economic opportunity associated with log storage.

By optimizing the configuration of the log storage area at the mouth of the Nanaimo River and coordinating amongst all users, Snuneymuxw First Nation and its members will immediately benefit financially as a partner with revenue and jobs as well as over the long term as newly funded estuary restoration and enhancement activities bring positive results. Snuneymuxw will now be formally in a management position of this industrial activity. This will add positive

momentum to the growing commercial and cultural relationships that Snuneymuxw is forging with resource companies in the region. TimberWest believes this initiative aligns fully with your government's vision.

Finally, we expect there will be an overall shift of jobs back to central Vancouver Island given the improved certainty around log storage and marketing logistics. Currently, jobs and revenue are being forced outside of the Mid-Island Region at additional expense – natural, renewable revenues that leave the territory. TimberWest looks forward to being a part of this new initiative that involves a smaller environmental footprint and more local jobs for Snuneymuxw and other residents of this region.

Please contact me if you wish to discuss any aspect of this further.

Sincerely,

TIMBERWEST FOREST CORP.



Jeff Zweig
President & CEO

cc: Snuneymuxw First Nation Chief Wesley and Council

August 8, 2017

Honourable John Horgan
Premier of British Columbia
PO Box 9041 Stn Prov Govt
Victoria, BC V8V 9E1
Email: Premier@gov.bc.ca

Honourable Doug Donaldson
Minister of Forests, Lands, Natural Resource
Operations and Rural Development
PO Box 9049 Stn Prov Govt
Victoria, BC V8V 9E2
Email: FLNR.Minister@gov.bc.ca

Honourable Scott Fraser
Minister of Indigenous Relations &
Reconciliation
PO Box 9051 Stn Prov Govt
Victoria, BC V8W 9E2
Email: ABR.Minister@gov.bc.ca

Re: Snuneymuxw First Nation's Mid-Island Regional Forestry Initiative

Dear Honourable Premier and Ministers Donaldson and Fraser:

I am writing in support of the Snuneymuxw First Nation and to confirm Western Forest Products Inc.'s interest in exploring the development of a Mid-Island Forest Economy Growth Strategy. With extensive log storage and manufacturing facilities in the Nanaimo area, Western has significant interest in ensuring business certainty for our operations while working collaboratively with Snuneymuxw First Nation in whose traditional territory we operate.

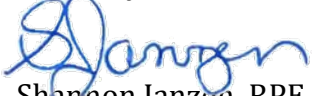
In January 2016, Western Forest Products Inc. and other industry peers signed a Memorandum of Understanding with Snuneymuxw First Nation to establish a cooperative and respectful long-term relationship with respect to log storage in the Nanaimo River Estuary. As a member of the Nanaimo River Estuary Log Association, we have significant interest in working with Snuneymuxw First Nation to shape the future of this area. While the parties to the Memorandum of Understanding have yet to conclude a long-term agreement, Western is optimistic a mutually-beneficial outcome can be achieved that accommodates the business needs and other interests of all parties.

.../2

Western shares many of the interests described in Snuneymuxw First Nation's vision for a Mid-Island Regional Forest Economy Growth Strategy. Our company supports the need to resolve First Nations land claims and create a more certain future for all British Columbians. We believe that this can be accomplished in a manner that supports our business needs and continues to attract the capital investments that will make our company stronger. We also recognize that increasing the number of First Nations people employed by and engaged in the forest sector is key to the long-term success of our business. Lastly, we believe that a mutually-beneficial solution to log storage in the Nanaimo River Estuary is achievable if all parties remain committed to the task at hand, and that working collaboratively with government agencies, we can build on the Snuneymuxw vision for a sustainable forest economy.

Western supports the Snuneymuxw First Nation's Mid-Island Regional Forestry Initiative and to the mutually-beneficial outcomes we believe are possible through this multi-party effort.

Sincerely,



Shannon Janzen, RPF

Vice President and Chief Forester

Cc: Chief John Wesley, Snuneymuxw First Nation
Tim Sheldon, Deputy Minister, Ministry of Forests, Lands, Natural Resource Operations and Rural Development
Doug Caul, Deputy Minister, Ministry of Indigenous Relations and Reconciliation

March 10, 2017

Hon. Christy Clark
Premier of British Columbia
West Annex – Parliament Buildings
Victoria, BC V8V 1X4
Via email: premier@gov.bc.ca

Hon. Steve Thomson
Minister of Forests, Lands and Natural Resource
Resource Operations
Rm. 248, Parliament Buildings
501 Belleville St.
Victoria, BC V8V 1X4
Via email: FLNR.Minister@gov.bc.ca

Hon. Michelle Stilwell
Minister of Social Development and
Social Innovation
Parliament Buildings
Victoria, BC V8V 1X4
Via email: Michelle.Stilwell.MLA@leg.bc.ca

Hon. John Rustad
Minister, Aboriginal Relations and Reconciliation
PO Box 9100, ST PROV GOVT
Victoria, BC V8W 9B1
Via email: abr.minister@gov.bc.ca

Dear Premier and Ministers,

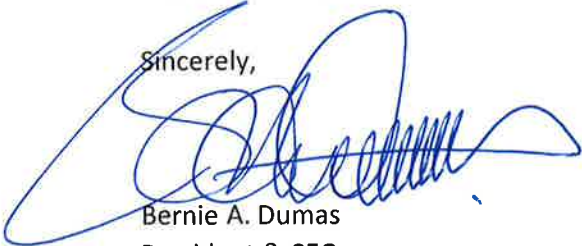
RE: Mid-Island Regional Forestry Initiative

We write in follow up to a letter sent to your attention on February 27, 2017 by Mr. Douglas White III Kwulasultun, Snuneymuxw First Nation Chief Negotiator and Councillor in which he shared the vision for the “Mid-Island Regional Forestry Initiative”.

The Nanaimo Port Authority as the administrator of the head lease on behalf of the Province, is encouraged by the collaboration in our initial discussions with Snuneymuxw First Nation, the Nanaimo River Estuary Log Storage Association and our forest industry partners Coastland Wood Industries, Nanaimo Forest Products, Western Forest Products and Timberwest regarding this initiative.

In providing this letter of support, we ask that the Province give serious consideration to the framework and join us in further discussions regarding this opportunity at your earliest convenience. If you have any questions, please do not hesitate to contact us directly.

Sincerely,



Bernie A. Dumas
President & CEO

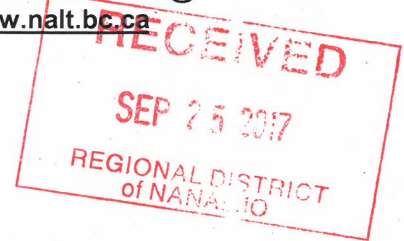


Key Components of the MOU

- 1. Log storage area will be reduced from 144ha to 100ha (30% reduction)**
- 2. LSA & TW support for the SFN obtaining 1/3 of log storage lease fees**
- 3. LSA will be permitted to rent space for 3rd party log storage**
- 4. The SFN is guaranteed the ability to store their logs at all times**
- 5. TW and others gain the ability to store logs in the NRE**
- 6. No restriction on log flows in or out of the estuary**
- 7. New 3rd party revenue to be shared 50/50 between LSA & SFN**
- 8. LSA & SFN commit 25% of the new 3rd party revenue to estuary restoration and enhancement projects (to be independently administered)**
- 9. LSA & SFN create new log storage Working Group to oversee log storage and other activities in the estuary**
- 10. Employment and mentoring opportunities for the SFN**



#8 – 140 Wallace Street, Nanaimo, BC V9R 5B1
Phone/Fax 250-714-1990 Email: admin@nalt.bc.ca
Website: www.nalt.bc.ca



September 20th, 2017

To: Bill Veenhoff, Chair, and RDN Board Directors,

Re: Mount Benson Regional Park Trails

Dear Chair and Directors,

The Nanaimo & Area Land Trust (NALT) and the Regional District of Nanaimo (RDN) have forged a strong partnership in relation to Mount Benson Regional Park (MBRP). From an agreement to match funds to purchase, management planning and a conservation covenant being registered on the lands, NALT has worked well with the RDN Board and Parks and Recreation staff and appreciates the work that has been done both in planning and actuation.

The MBRP is a significant piece in the regional parks and trails system and RDN Parks staff has done an admirable job in managing its use in the face of ever increasing popularity of the park's trails.

However, our annual monitoring work shows that growing popularity presents challenges that are beginning to undo the dedicated work of RDN staff, volunteers and NALT. The sheer number of park users has resulted in erosion and 'braiding' (inadvertent widening) along heavily utilized trails, and the creation of informal trails as shortcuts. These conditions degrade the experience of park users and threaten the natural areas preserved between trail corridors. The fracturing of natural refuges within the park system is of great concern to NALT. Events like the Fletcher's Challenge race and the upcoming Benson Grind fundraising race highlight the need to designate and strengthen the trails that are resilient to heavy use, and thereby reduce erosion, braiding and informal trails.

NALT understands that resources are limited. We would like to work with the RDN and user groups to identify the corridors of heaviest use, work on effective solutions to trail issues and find innovative ways to implement the necessary changes to preserve the natural amenities of MBRP and park user enjoyment. As partners in a covenant, we are obligated to work toward these goals.

We look forward to working with the RDN to resolve these issues.

On behalf of the NALT Board of Directors and the Conservation Covenants Committee,

Nina Evans-Locke
Board Co-Chair

Dean Gaudry
Board Co-Chair

cc Tom Osborne, General Manager of Recreation and Parks

September 25, 2017
19150

Chair and Board of Directors
Regional District of Nanaimo
6300 Hammond Bay Road
Nanaimo, BC V9T 6N2

Dear Chair and Board:

Re: Air Quality Related Health Concerns due to Domestic Wood Burning

On an ongoing basis, our office receives concerns expressed by residents about exposure to outdoor smoke produced by wood-burning appliances and backyard burning. While some residents are bothered by the nuisance created by smoke, most are concerned about the potential health effects this exposure may have on them and others within their families. We would therefore like to draw your attention to recent developments related to wood-burning appliances and wood-smoke, and outline actions Council can take to reduce the impact.

While wood-burning appliances are used as a primary or secondary source of heat in many homes, the health effects from the resulting wood-smoke have become increasingly recognized. Wood smoke contains many of the same harmful substances that are found in tobacco smoke and is a significant source of fine particulate matter (PM_{2.5}), a major component of air pollution and a detriment to health. When inhaled, PM_{2.5} embeds deep inside the tissue of the lung. Exposure is associated with a shortened lifespan, and can lead to lung cancer, reduced lung functioning and worsening of heart disease and asthma among those who suffer from these conditions. Building upon existing research, a February 2017 Health Canada study (mcgill/newsroom/woodstoves), using air quality data from three BC cities (including Courtenay/Comox), found that an increase in PM_{2.5} specifically due to wood burning in the winter was associated with a 19 percent increase in hospitalization for heart attacks among those 65 years or older.

On September 19, 2016 the government of BC adopted the new Solid Fuel Burning Domestic Appliance Regulation (SFB DAR) ([BCReg218/2016](http://bcgov.ca/BCReg218/2016)). Changes include the requirement for domestic wood burning appliances sold in BC to be USEPA certified to meet PM emissions standards, and provisions regarding the kind of fuel that can be burnt. In addition, there is now a requirement for the use of noncertified hydronic wood boilers (that were installed prior to May 1, 2017) to be discontinued by 2026 unless they meet an 80 metre setback requirement from a property line. However, the SFB DAR does not stipulate a similar requirement for existing noncertified wood stoves.

Given that SFB DAR does not require discontinuation of existing noncertified wood stoves, the potential for ongoing exposure to elevated PM_{2.5} will continue in many communities. And, while wood smoke air pollution receives most attention in valley communities, it also contributes to poor air quality in localized areas where wood source space heating is used by one or more households within a neighbourhood.

Local governments are uniquely positioned to lower PM_{2.5} emission, improve air quality and thus achieve better health outcomes by addressing gaps not covered in SFB DAR. There are a number of ways to effect change, such as:

1. Update and/or implement air quality bylaws that afford more stringent controls on the type and use of wood burning appliances, such as requiring the replacement of existing noncertified appliances. This is currently being done at the local level through a bylaw in at least one community on Vancouver Island.
2. Offer incentive programs that support wood alternative heating sources. A program that focuses on exchanging woodstoves for alternative heating methods, such as heat pumps, will achieve more substantial improvements than one that focuses on exchanging a noncertified woodstove for a certified one. The provincial woodstove exchange program can be utilized. It offers higher incentives for cleaner heating options and has made heat pumps eligible.
3. Social marketing and educational campaigns that provide awareness to local residents about the health effects due to wood stove.
4. Implement bylaws that restrict backyard burning, including limitations on materials, setbacks and time periods. Most Vancouver Island local municipalities and regional districts currently have bylaws in place to address backyard burning, many of which include seasonal burning bans. Existing bylaws can be further strengthened to include burning restrictions year round in urban containment areas.

We encourage council to consider adopting one or more of these strategies. Island Health appreciates any opportunity to engage with municipalities with respect to initiatives that lead to health outcome improvements. For further discussion around air quality please contact us at HBE@viha.ca.

Yours in Health,



Paul Hasselback, MD, MSc, FRCPC
Medical Health Officer

c.c.: Earle Plain, Air Quality Meteorologist, Ministry of Environment

PH/cl

REGIONAL DISTRICT OF NANAIMO

MINUTES OF THE ELECTORAL AREA SERVICES COMMITTEE MEETING

Tuesday, September 12, 2017

1:30 P.M.

RDN Board Chambers

| | | |
|---------------------|----------------------------------|---|
| In Attendance: | Director W. Veenhof Alternate | Chair |
| | Director K. Wilson | 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 |
| Regrets: | Director J. Stanhope | Electoral Area G |
| | Director A. McPherson | Electoral Area A |
| Also in Attendance: | P. Carlyle | Chief Administrative Officer |
| | R. Alexander | Gen. Mgr. Regional & Community Utilities |
| | G. Garbutt | Gen. Mgr. Strategic & Community Development |
| | T. Osborne | Gen. Mgr. Recreation & Parks |
| | J. Harrison | Director of Corporate Services |
| | W. Idema | Director of Finance |
| | D. Pearce | Director of Transportation & Emergency Services |
| | J. Hill | Mgr. Administrative Services |
| | J. Holm | Mgr. Current Planning |
| | J. Wilson | Mgr. Emergency Services |
| | B. Ritter | Recording Secretary |

CALL TO ORDER

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

The Chair welcomed Alternate Director Wilson to the meeting.

APPROVAL OF THE AGENDA

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

CARRIED UNANIMOUSLY

ADOPTION OF MINUTES

It was moved and seconded that the following minutes be adopted:

Electoral Area Services Committee Meeting - July 11, 2017

Special Electoral Area Services Committee - August 22, 2017

CARRIED UNANIMOUSLY

DELEGATIONS

Richard Strachan and Laurie MacDonald, Gabriola Island Community Hall Association, re Gabriola South Island Emergency Reception Centre & Generator

Joyce Babula (President) and Richard Strachan (Treasurer) of the Gabriola Island Community Hall Association spoke in support of the Gabriola Island Community Hall for the location of an Emergency Reception Centre.

COMMITTEE MINUTES

It was moved and seconded that the following minutes be received for information:

Electoral Area 'B' Parks and Open Space Advisory Committee Meeting - July 24, 2017.

CARRIED UNANIMOUSLY

COMMITTEE RECOMMENDATIONS

Electoral Area 'B' Parks and Open Space Advisory Committee

Bylaw Referral Park Implications Gabriola Local Trust Committee Bylaw Nos. 289 and 290 (Potlatch Density Transfer)

It was moved and seconded that the Board advise the Gabriola Island Local Trust Committee that the Regional District of Nanaimo will accept the proposed 16.4-hectare parkland dedication through subdivision under Section 510 of the *Local Government Act* following adoption of Bylaws 289 and 290 by the Islands Trust.

CARRIED UNANIMOUSLY

It was moved and seconded that the Board advise the Gabriola Island Local Trust Committee that the Regional District of Nanaimo will accept proposed SRW #1, #2, #3 and #4 as public trail connections through subdivision following adoption of Bylaws 289 and 290 by the Islands Trust.

CARRIED UNANIMOUSLY

It was moved and seconded that the Board direct staff to include planning and development of the parkland dedication and trails in the Electoral Area 'B' Parks and Open Space Advisory Committee work planning session for prioritization and \$186,000 be included in the long term Financial Plan.

CARRIED UNANIMOUSLY

PLANNING

Zoning Amendment

Zoning Amendment Application No. PL2015-172 - 846 Island Highway West, Electoral Area 'G' - Amendment Bylaw 500.404, 2017 - First and Second Reading

It was moved and seconded that the Board receive the Summary of the Public Information Meeting held on October 3, 2016.

CARRIED UNANIMOUSLY

It was moved and seconded that the conditions set out in Attachment 3 of the staff report be completed prior to Amendment Bylaw No. 500.404 being considered for adoption.

CARRIED UNANIMOUSLY

It was moved and seconded that “Regional District of Nanaimo Land Use and Subdivision Amendment Bylaw No. 500.404, 2017”, be introduced and read two times.

CARRIED UNANIMOUSLY

It was moved and seconded that the Public Hearing on “Regional District of Nanaimo Land Use and Subdivision Amendment Bylaw No. 500.404, 2017”, be chaired by Director Stanhope or his alternate.

CARRIED UNANIMOUSLY

EMERGENCY PREPAREDNESS

Gabriola Island Reception Centre – South Island

It was moved and seconded that the Board enter into a 5 year License of Use agreement at \$1 per year, with the Gabriola United Church for an Emergency Reception Centre and that the Regional District of Nanaimo purchase and install a 30 kW emergency standby generator for the purposes of an Emergency Reception Centre at the Gabriola United Church.

Opposed (1): Director Young

CARRIED

FIRE PROTECTION

Fire Protection Services Agreement with City of Parksville

It was moved and seconded that the Board approve the addendum to the Fire Protection Services Agreement with the City of Parksville covering portions of Electoral Area 'G'.

CARRIED UNANIMOUSLY

BUILDING INSPECTION

Building Permit Activity – Second Quarter 2017

It was moved and seconded that the report on building permit activity for the second quarter of 2017 be received for information.

CARRIED UNANIMOUSLY

NEW BUSINESS

Electoral Area 'B' Community Works Funds - Huxley Community Park Playground Project

It was moved and seconded that up to \$66,500 of Electoral Area 'B' Community Works Funds be allocated for Phase 2 Playground Equipment to be used if required to complete the Huxley Community Park Playground Project.

CARRIED UNANIMOUSLY

Directors' Forum

The Directors' Forum included discussions related to Electoral Area matters.

ADJOURNMENT

It was moved and seconded that the meeting be adjourned.

CARRIED UNANIMOUSLY

TIME: 2:28 PM

CHAIR

CORPORATE OFFICER

REGIONAL DISTRICT OF NANAIMO

MINUTES OF THE REGULAR COMMITTEE OF THE WHOLE MEETING

Tuesday, September 12, 2017

3:15 P.M.

RDN Board Chambers

| | | |
|-----------------------|------------------------|---|
| In Attendance: | Director W. Veenhof | Chair |
| | Director I. Thorpe | Vice Chair |
| | Alternate | |
| | Director K. Wilson | 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. McKay | City of Nanaimo |
| | Director B. Bestwick | City of Nanaimo |
| | Director J. Hong | City of Nanaimo |
| | Director J. Kipp | City of Nanaimo |
| | Director B. Yoachim | City of Nanaimo |
| | Director M. Lefebvre | City of Parksville |
| | Director B. Colclough | District of Lantzville |
| Director T. Westbroek | Town of Qualicum Beach | |
| Regrets: | Director A. McPherson | Electoral Area A |
| | Director J. Stanhope | Electoral Area G |
| | Director G. Fuller | City of Nanaimo |
| Also in Attendance: | P. Carlyle | Chief Administrative Officer |
| | R. Alexander | Gen. Mgr. Regional & Community Utilities |
| | G. Garbutt | Gen. Mgr. Strategic & Community Development |
| | T. Osborne | Gen. Mgr. Recreation & Parks |
| | J. Harrison | Director of Corporate Services |
| | W. Idema | Director of Finance |
| | D. Pearce | Director of Transportation and Emergency Services |
| | J. Hill | Mgr. Administrative Services |
| | P. Thompson | Mgr. Long Range Planning |
| C. Golding | Recording Secretary | |

CALL TO ORDER

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

APPROVAL OF THE AGENDA

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

CARRIED UNANIMOUSLY

ADOPTION OF MINUTES

It was moved and seconded that the following minutes be adopted:

Regular Committee of the Whole Meeting - July 11, 2017

CARRIED UNANIMOUSLY

DELEGATIONS

Gloria Hatfield, Gabriola Chamber of Commerce, re Economic Development Plan Recommendation for Electoral Area 'B'

Gloria Hatfield provided the Board with updates on the status of marketing, strategic planning, interim plan to fiscal year-end and asked the Board to receive the Electoral Area 'B' Economic Development Plan, enter into an agreement to provide economic development services for Electoral Area 'B', and provide \$29,925 for services ending March 31, 2018 and \$65,000 per year thereafter.

Lisa Griffith, Gabriola Historical and Museum Society, re Annual Review of Activities and Financial Records to Fulfill Obligations Associated with \$12,000 Annual Contribution from Regional District of Nanaimo

Lisa Griffith thanked the Board for their ongoing support and presented a slide show highlighting 2017 accomplishments including a new exhibit and museum sponsored contest for a Gabriola Flag, 2016 Financial Statements and upcoming plans for 2017-2018.

Richard Strachan, Gabriola Island Community Hall Association, re Petition to the Regional District of Nanaimo to raise \$40,000 annually for the Gabriola Community Hall General Revenue Fund

Richard Strachan shared a summary of community sponsored events and activities that residents and visitors attend at the Gabriola Community Hall and presented a petition to the Board in support of implementation of a property tax increase to raise \$40,000 annually for the Community Hall general revenue fund.

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

Deanna Breuker provided a slide show introducing the Purple Angel Ambassadors Living Moments Dementia Day Program, shared her vision for dementia support in the Oceanside area, and asked for the Board's assistance in providing space for the program at 181 Sunningdale Road in Qualicum Beach.

COMMITTEE MINUTES

It is moved and seconded that the following minutes be received for information:

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

CARRIED UNANIMOUSLY

FINANCE

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

It was moved and seconded that “Property Tax Exemption (Alberni-Clayoquot Mt. Arrowsmith Regional Park) Bylaw No. 1764, 2017” be introduced and read three times.

CARRIED UNANIMOUSLY

It was moved and seconded that “Property Tax Exemption (Alberni-Clayoquot Mt. Arrowsmith Regional Park) Bylaw No. 1764, 2017” be adopted.

CARRIED UNANIMOUSLY

2018 to 2022 Financial Plan Schedule and Preliminary 2018 Budget Information

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

CARRIED UNANIMOUSLY

Quarterly Financial Report - Second Quarter - 2017

It was moved and seconded that the financial report for the period January 1, 2017 to June 30, 2017 be received for information.

CARRIED UNANIMOUSLY

CORPORATE SERVICES

Board Procedure Amendment Bylaw No. 1754.01

It was moved and seconded that “Regional District of Nanaimo Board Procedure Amendment Bylaw No. 1754.01, 2017” be introduced and read three times.

CARRIED UNANIMOUSLY

It was moved and seconded that “Regional District of Nanaimo Board Procedure Amendment Bylaw No. 1754.01, 2017” be adopted.

CARRIED UNANIMOUSLY

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

CARRIED UNANIMOUSLY

It was moved and seconded that the Minister of Municipal Affairs & Housing be requested to review the legislation to modernize the notice requirements for Directors.

CARRIED UNANIMOUSLY

STRATEGIC AND COMMUNITY DEVELOPMENT

Service Agreement with Gabriola Island Chamber of Commerce to Provide Economic Development for Electoral Area ‘B’

It was moved and seconded that the Gabriola Island Economic Development Plan be received.

CARRIED UNANIMOUSLY

It was moved and seconded that the Regional District of Nanaimo enter into an agreement with the Gabriola Island Chamber of Commerce to provide economic development services for Electoral Area ‘B’ for 2017 to 2020 (three years).

CARRIED UNANIMOUSLY

It was moved and seconded that the agreement include the following requirements:

- a. That the Gabriola Island Chamber of Commerce submit an annual work plan including expenses to the Regional District of Nanaimo in support of their funding request.
- b. That regular reporting on the Key Performance Indicators as outlined in the Gabriola Island Economic Development Plan be a requirement for continued funding.

CARRIED UNANIMOUSLY

It was moved and seconded that the Regional District of Nanaimo provide funding to the Gabriola Island Chamber of Commerce in the amount of \$29,925 for economic development services for the period ending March 31, 2018 and then \$65,000 per year thereafter in accordance with the agreement.

CARRIED UNANIMOUSLY

2017 Operational Plan Update and 2017 – 2021 Operational Report and Forecast

Staff provided an overview of the 2017 Operational Plan Update and 2017 - 2021 Operational Report and Forecast to the Board.

It was moved and seconded that the Board endorse the Regional District of Nanaimo 2017 Operational Plan Update.

CARRIED UNANIMOUSLY

It was moved and seconded that the Board endorse the Regional District of Nanaimo 2017 – 2021 Operational Report and Forecast.

CARRIED UNANIMOUSLY

REGIONAL AND COMMUNITY UTILITIES

September 2017 Drinking Water and Watershed Protection Program Update

It was moved and seconded that the Board endorse the September 2017 update on the Drinking Water and Watershed Protection program.

CARRIED UNANIMOUSLY

NEW BUSINESS

Directors' Roundtable

Directors provided updates to the Board.

ADJOURNMENT

It was moved and seconded that this meeting be adjourned.

CARRIED UNANIMOUSLY

TIME: 4:52 PM

CHAIR

CORPORATE OFFICER

REGIONAL DISTRICT OF NANAIMO

MINUTES OF THE TRANSIT SELECT COMMITTEE MEETING

Thursday, September 14, 2017

12:00 P.M.

RDN Board Chambers

| | | |
|---------------------|--------------------------|---|
| In Attendance: | Chairperson T. Westbroek | Town of Qualicum Beach |
| | Director A. McPherson | Electoral Area 'A' |
| | Director M. Young | Electoral Area 'C' |
| | Director B. Rogers | Electoral Area 'E' |
| | Director B. Veenhof | Electoral Area 'H' |
| | Director B. Bestwick | City of Nanaimo |
| | Director J. Hong | City of Nanaimo |
| | Director B. Yoachim | City of Nanaimo |
| | Director B. Colclough | District of Lantzville |
| | Director M. Lefebvre | City of Parksville |
| Regrets: | Director J. Stanhope | Electoral Area 'G' |
| | Director B. McKay | City of Nanaimo |
| Also in Attendance: | P. Carlyle | Chief Administrative Officer |
| | D. Pearce | Director of Transit & Emergency Services |
| | D. Marshall | Mgr. Transit Operations |
| | E. Beauchamp | Superintendent of Transit Planning & Scheduling |
| | Myrna Moore | Senior Mgr. Regional District, BC Transit |
| | James Wadsworth | Mgr. Transit Planner, BC Transit |
| | Amir Freund | Transportation Planner, City of Nanaimo |
| | N. Hewitt | Recording Secretary |

CALL TO ORDER

The Chair called the meeting to order.

APPROVAL OF THE AGENDA

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

CARRIED UNANIMOUSLY

ADOPTION OF MINUTES

Transit Select Committee Meeting - May 25, 2017

It was moved and seconded that the minutes of the Transit Select Committee meeting held May 25, 2017, be adopted.

CARRIED UNANIMOUSLY

BC TRANSIT UPDATES

2016/2017 RDN Performance Review

It was moved and seconded that the 2016/2017 RDN Performance Review be received.

CARRIED UNANIMOUSLY

REPORTS

Financial Implications of Transit Service to Duke Point

It was moved and seconded that the 5,000 hour conventional transit expansion for January 2018 be approved, and public transit service to the Duke Point ferry terminal area be implemented in January 2018.

CARRIED UNANIMOUSLY

CNG Bus Exterior Advertising

It was moved and seconded that BC Transit be advised that the RDN is not permitting exterior bus advertising on the RDN Conventional fleet until BC Transit advises the paint defects are resolved.

CARRIED UNANIMOUSLY

NEW BUSINESS

Transit Expansion within Electoral Area 'A'

It was moved and seconded that staff be directed to provide a report incorporating the following elements with a view to extending and improving the current transit services within Electoral Area 'A':

- The cost of extending bus service beyond Woobank Road along Holden Corso Road, Barnes Road, Fawcett Road, Murdoch Road, Barnes Road, Holden Corso to White and Woobank Roads;
- The cost of extending bus service through IR #4 along MacMillan Road, Gordon Road to Cedar Road;
- A potential bus service schedule for each of the above routing both separately and combined;
- The cost to situate a bus shelter to accommodate the Snuneymuxw First Nation residents within IR #4 both under the current service and the extended service proposal; and
- The feasibility of including the extended services within the next expansion of transit service hours within the Regional District of Nanaimo.

CARRIED UNANIMOUSLY

Low Income Family Bus Pass Program

It was moved and seconded that staff be directed to investigate the possibility of a low income bus pass for families below the poverty line within the Regional District of Nanaimo.

Opposed (1): Director Rogers

CARRIED

ADJOURNMENT

It was moved and seconded that the meeting be adjourned.

CHAIR

REGIONAL DISTRICT OF NANAIMO

MINUTES OF THE SOLID WASTE MANAGEMENT SELECT COMMITTEE MEETING

**Thursday, September 14, 2017
2:30 P.M.
Committee Room**

| | | |
|---------------------|-----------------------------|---------------------------------|
| In Attendance: | Director A. McPherson | Chair |
| | Director M. Young | Electoral Area C |
| | Director H. Houle | Electoral Area B |
| | Director T. Westbroek | Town of Qualicum Beach |
| | Director B. McKay | City of Nanaimo |
| | Director J. Hong | City of Nanaimo |
| | Director J. Kipp | City of Nanaimo |
| | Alternate Director Oates | City of Parksville |
| Regrets: | Director J. Stanhope | Electoral Area G |
| | Director M. Lefebvre | City of Parksville |
| Also in Attendance: | P. Carlyle | CAO |
| | R. Alexander | GM, RCU |
| | L. Gardner | Manager Solid Waste Services |
| | R. Graves | Recording Secretary |

CALL TO ORDER

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

APPROVAL OF THE AGENDA

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

CARRIED UNANIMOUSLY

ADOPTION OF MINUTES

Solid Waste Management Select Committee Meeting - July 17, 2017

It was moved and seconded that the minutes of the Solid Waste Management Select Committee meeting held July 17, 2017, be adopted.

CARRIED UNANIMOUSLY

REPORTS

Waived Tipping Fees for Charitable Organizations – Follow up

It was moved and seconded that this report be received for information.

Opposed (1): Director Kipp

CARRIED

It was moved and seconded that tipping fees be waived for all charitable organizations.

Opposed (6): Director McPherson, Director Houle, Director Westbroek, Director McKay, Director Hong, and Director Oates

DEFEATED

It was moved and seconded that a 50/50 Cost Share Model be adopted with a set maximum fixed budget amount to be dispersed between qualifying charities and payable at 50% of the disposal/hauling costs. Qualifying charities would be those carrying out activities associated with waste diversion.

Opposed (4): Director Young, Director McKay, Director Hong, and Director Kipp

DEFEATED

It was moved and seconded that there be no change to the current policy on tipping fees for Charitable Organizations.

Opposed (1): Director Hong

CARRIED

IN CAMERA

It was moved and seconded that pursuant to Sections 90 (1)(j), and (m) of the *Community Charter* the Board proceed to an In Camera meeting for discussion related to third party business interests, and intergovernmental relations.

CARRIED UNANIMOUSLY

ADJOURNMENT

It was moved and seconded that the meeting be adjourned.

CARRIED UNANIMOUSLY

Time: 4:28 pm.

CHAIR

TO: Electoral Area B Parks and Open Space Committee **MEETING:** July 24, 2017
FROM: Elaine McCulloch
Parks Planner **FILE:**
SUBJECT: Bylaw Referral Park Implications – Gabriola Islands Trust Bylaw Nos. 289 & 290

RECOMMENDATION

1. That the Board advise the Gabriola Island Local Trust Committee that the RDN will accept the proposed 16.4-hectare parkland dedication through subdivision under Section 510 of the Local Government Act following adoption of Bylaws 289 and 290 by the Islands Trust.
2. That the Board advise the Gabriola Island Local Trust Committee that the RDN will accept proposed SRW #1, #2, #3 and #4 as public trail connections through subdivision following adoption of Bylaws 289 and 290 by the Islands Trust.
3. That the Board direct staff to include planning and development of the parkland dedication and trails in the Electoral Area ‘B’ Parks and Open Spaces Advisory Committee work planning session for prioritization and \$186,000 be included in the long term Financial Plan.

SUMMARY

The Gabriola Island Local Trust Committee (LTC) has requested that the Regional District of Nanaimo (RDN) review the amended draft rezoning Bylaw Nos. 289 and 290 and indicate if the RDN would accept the proposed 16.4-hectare parkland dedication and the four public trail Statutory Right-of-ways (SRW) which would result from the future subdivision of the rezoned lands. The proposed 16.4 hectares of parkland addition and public trail connections would connect the village center with the waterfront at Descanso Bay Regional Park and would expand Cox Community Park to 50 hectares (123.5 acres) (Attachment 1).

After the lands are transferred to the RDN, a master planning process for the park will be required to determine the community’s expectation for park development. Assuming minimal park development similar to that of the 707 Community Park on Gabriola, \$186,000 will need to be put into the Electoral Area ‘B’ Long-Term Financial Plan for planning and park development. It is estimated that once park development has been completed, the annual park and trail operational costs for the park and its associated community trails will be approximately \$15,000 - \$18,500.

BACKGROUND

On March 10, 2017, the Islands Trust provided the RDN a referral request to review the amended draft rezoning Bylaw Nos. 289 and 290 and indicate how the RDN’s park interests are affected by the proposed parkland dedication and the four public trail SRWs that would result from the future subdivision of the subject property (Attachment 2).

Future subdivision of the subject property will require a dedication of 5% of the area of land being subdivided as per Section 510 of the *Local Government Act (LGA)*. The total area of the subject property

is 67.8 ha (167.5 acres) requiring a dedication of 3.4 ha (8.4 acres) of usable park land. The conceptual strata subdivision plan shows a 25 lot subdivision with 16.4 hectares (40.5 acres) of community park, constituting 25% of the subject property. However, when taking into consideration the 5.3 hectares of park area which will be encumbered by a flight path covenant and the additional 0.44 hectare of park located within the riparian area of Mallet Creek, the remaining area of unencumbered, usable park land is 10.66 ha (26.3 acres) or 15.7% of the subject property. The subject property, including the dedicated park and community trail SRWs, are proposed to be re-designated to Rural Residential 2 (RR2). The appropriate 'Park' zoning is to be determined in consultation with the LTC at a later date.

As a condition of park land acceptance, the applicant is requiring the RDN agree to be a signatory to a restrictive covenant with the Gabriola Health Care Foundation Medical Clinic (GHCF) to allow the maintenance of a flight path over the park land for the Helipad that serves the Gabriola Community Health Centre (Attachment 3). The GHCF has prepared a draft covenant that would allow the GHCF to prune or remove trees within the proposed park to maintain the required clearance within the flightpath with all flight path maintenance costs to the GHCF (Attachment 4). The impact of the height restriction on park vegetation and the location of any future park structures will be most evident in the south-east corner of the park closest to the helipad and encompasses approximately 2.38 hectares or 14.5% of the park land (Attachment 5). It should be noted that while the height restriction covenant restricts the height of vegetation and built structures within in a certain area, it does not preclude the development of trails, fields, parking lots, playground structures or other park amenities within that same area.

The proposed park land generally slopes at an 8% - 10% grade down to Mallet Creek, and flattens out where it intersects with existing Cox Community Park. The park land is located within the Coastal Douglas Fir moist marine subzone and has been selectivity logged in the recent past. In 2012 the area of the park within the flight path was cleared upon completion of the Helipad. The higher elevation, southern half of the proposed park lands is an early successional pole-sapling regenerative forest composed of primarily regenerating Douglas fir, shore pine and arbutus interspersed with forest openings featuring exposed bedrock. The Mallet Creek riparian area which includes the incised draws that lead to the creek is a mature stage winter wet - summer moist ecotype composed of primarily western red cedar, with red alder, big leaf maple, and western hemlock.

The Islands Trust's *Regional Conservation Strategy, 2005-2010* identifies an objective to achieve at least 15% protection of the total area of Gabriola Island. The proposed parkland addition as presented would bring that number up to 12% from the existing 9.1% of the Island that is currently identified as being protected from development in parks and nature reserves.

The proposed parkland corresponds with the park acquisition policies identified in Section 4.2, subsections C and D of the *Gabriola Island OCP, Bylaw 262 (2017)* based on the following considerations: the proposed parkland is centrally located within the subdivision with a portion of the northern park boundary contiguous with Cox Community Park; the park land has potential for recreational capability and can be easily connected to Cox Community Park with a trail across Mallet Creek; and the existing access roads within the park land will serve as logical future trail connections (Attachment 6). The subdivision layout has maximized the park frontage onto the new Church Road connection and minimized the interface between the park and adjacent residential lots which will help reduce potential property owner/park user conflicts. There is an appropriate location for a public parking lot off Church Road that can serve as a trailhead for the new park as well as for Cox Community Park. There is no provision to develop a well in the park and no water service connection will be provided.

In addition to the parkland dedication outlined above, the revised conceptual strata subdivision plan identifies four statutory right-of-ways allowing public trail use. Trail SRW #1 provides an 8-meter wide

trail corridor that provides community trail connections through the proposed subdivision between Cox Community Park, and the village centre; Trail SRW #2 provides an 8-meter wide trail corridor that connects the village centre and the proposed community park and the Gabriola Community Health Centre; Trail SRW #3 allows the public non-vehicular access along the internal strata driveway and connects Taylor Bay Road to Trail #2 and the proposed community park; Trail SRW #4, width undefined, does not provide any connection and provides a limited winter vista when the trees are bare but it would provide a wildlife corridor. The provision of these community trails, with the exception of trail #4, corresponds with park acquisition policies identified in Section 4.2, subsections e, f and g of the *Gabriola Island OCP, Bylaw 262 (2017)* (Attachment 6). Trail SRWs #1, #2, and #3 are to be located on strata common property with a statutory right-of-way for public access with the RDN, whereas, trail SRW #4 would be placed on the title of lot 8. Trail development and maintenance is to be the responsibility of the RDN.

As a condition of rezoning, the LTC will be requiring the applicant register a Section 219 covenant on the subject property which will include a copy of the conceptual subdivision plan and the associated park land dedication and community trail SRWs. These lands will be transferred to the RDN at the time of final subdivision approval and will be in substantial compliance with the conceptual subdivision plan. Both the LTC and the RDN will be a signatory to this Section 219 covenant as the covenant deals with park land as well as land use planning.

If accepted, the proposed 16.4 ha addition to Cox Community Park will create a linear parkland and public trail network connecting the village center with the waterfront at Descanso Bay Regional Park. In addition to new trail development, parking lot construction and improvements to existing access road trails within the new park, a new trail within existing Cox Community Park and bridges across Mallet Creek will be required to link the two parks together (Attachment 7). With the expansion of Cox Community Park to approximately 50 hectares (123.5 acres) and its associated interconnected trail network, it is recommended that a park master plan be completed for the park that includes public consultation.

Parks staff and the Electoral Area Director conducted a site tour of the proposed parkland and trail corridors in August 2016 followed by the Parks and Open Space Committee on May 23rd, 2017.

ALTERNATIVES

1. That the Gabriola Island Local Trust Committee be advised that the proposed 16.4-hectare parkland dedication is acceptable and that the RDN will accept SRW #1, #2, #3 and #4 as public trail connections; and that planning and development costs of \$186,000 be included in the Area 'B' long-term work plan and financial plan.
2. That the Gabriola Island Local Trust Committee be advised that the proposed 16.4-hectare parkland dedication is not acceptable and that the RDN will not accept SRW #1, #2, #3 and #4 as public trail connections.
3. That the Board provide alternative direction to staff.

FINANCIAL IMPLICATIONS

The extent of future park development will be confirmed through the Park master planning process. The following development and operational cost estimates are based on the assumption that the park will require minimal development as outlined in Attachment 8. Preliminary cost estimates for park development could be provided once final trail routes, creek crossings, and parking lot design have been determined. Trail development and footbridge crossings within the Mallet Creek riparian area will

require provincial approvals and the guidance of a registered professional biologist and a geotechnical engineer.

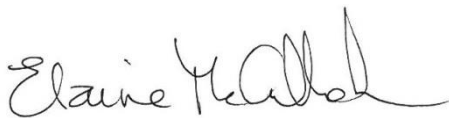
| | |
|-----------------------|--|
| \$20,000 - \$25,000 | Master Plan (including a site assessment and environmental overview) |
| \$100,000 - \$133,000 | Park development |
| \$20,000 - \$28,000 | Community Trail development (Trail #1, #2, and #3) |

Assuming minimal park development as described above, annual park and trail operational costs for the park addition and its associated community trails would be approximately \$15,000 - \$18,500 which is comparable to the average yearly operational costs for similarly developed parks such as the Englishman River Regional Park and Nanaimo River Regional Park.

Currently, no other funds have been identified for Cox Community Park addition development or maintenance in the five-year financial plan.

STRATEGIC PLAN IMPLICATIONS

The Strategic Plan 2016-2020 identifies a focus on service and organizational excellence, and through the acquisition of the proposed parkland addition to Cox Community Park and the associated community trail corridors linking Gabriola's village core with the park, the RDN will provide for community mobility and secure an additional recreational amenity for the residents of Electoral Area 'B'. The addition of parkland that enlarges an existing park is supported by the RDN's strategic priority to focus on protecting and enhancing our environment.



Elaine McCulloch
emcculloch@rdn.bc.ca
June 29, 2017

Reviewed by:

- W. Marshall, Manager, Park Services
- T. Osborne, General Manager, Recreation and Parks
- P. Carlyle, Chief Administrative Officer

Attachments









1. Park Land Dedication Context Map
2. Islands Trust Referral Request March 10, 2017
3. Letter from Gabriola Health Care Foundation to Regional District of Nanaimo Re. Flight Path Covenant background information
4. Draft Flightpath Covenant, Gabriola Health Care Foundation and Regional District of Nanaimo
5. Helicopter Flight Path Plan and Profiles through Park Land
6. Excerpt from Gabriola Official Community Plan; Bylaw No. 166, 1997 (consolidated Feb 2017)
7. Potential Trail Connections
8. Park and Trail Development and Operational Cost Estimates

ATTACHMENT 1
Proposed park Land Dedication Context Map



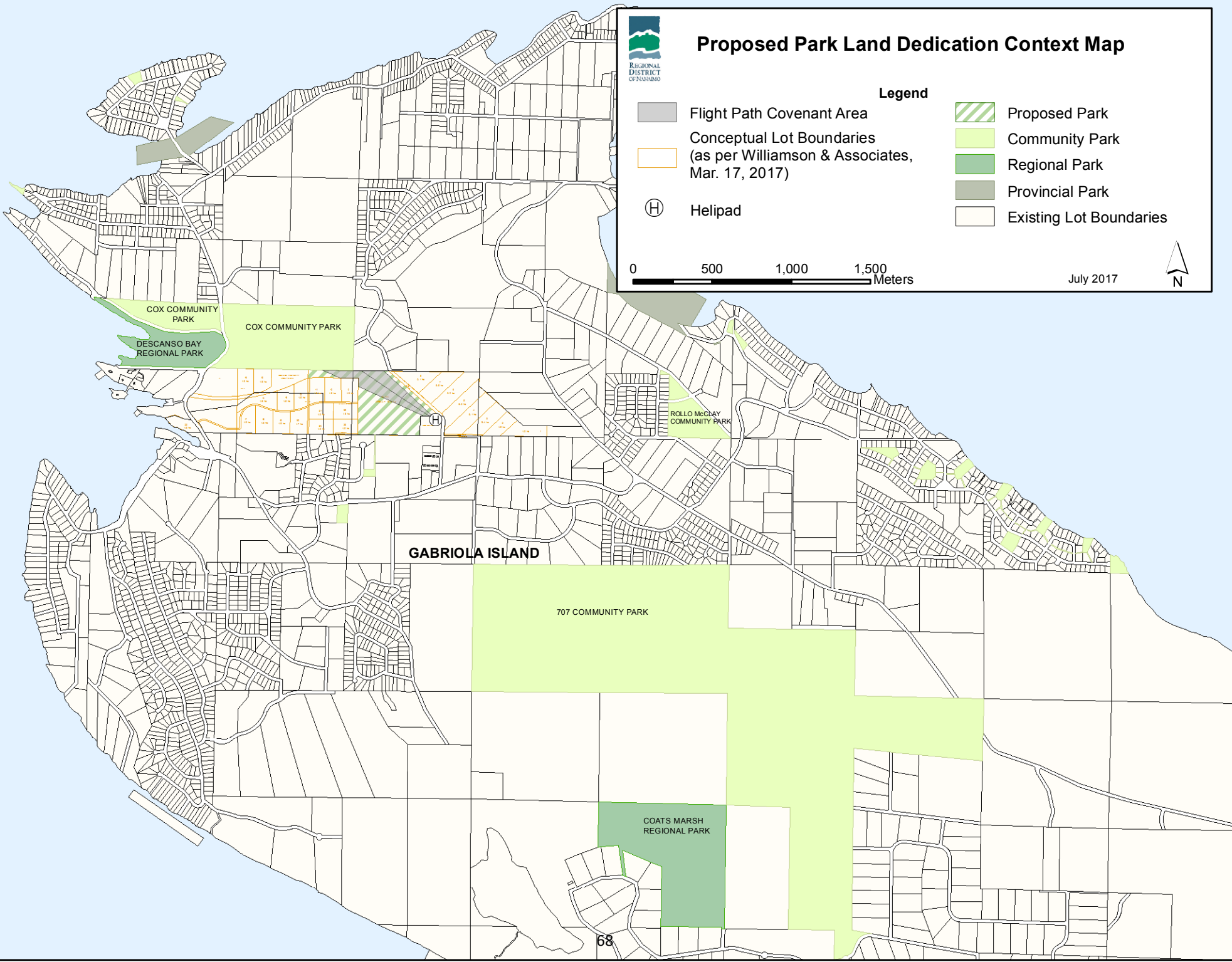
Proposed Park Land Dedication Context Map

Legend

-  Flight Path Covenant Area
-  Conceptual Lot Boundaries (as per Williamson & Associates, Mar. 17, 2017)
-  Helipad
-  Proposed Park
-  Community Park
-  Regional Park
-  Provincial Park
-  Existing Lot Boundaries

0 500 1,000 1,500 Meters

July 2017



ATTACHMENT 2

Islands Trust Referral Request March 10, 2017

Including draft bylaws No. 289 and No. 290 and revised subdivision layout



700 North Road, Gabriola Island, BC V0R 1X3
Telephone **250-247-2063** Fax 250-247-7514

Toll Free via Enquiry BC in Vancouver 604.660.2421 Elsewhere in BC **1.800.663.7867**

Email northinfo@islandstrust.bc.ca

Web www.islandstrust.bc.ca

March 10, 2017

VIA EMAIL wmarshall@rdn.bc.ca

Regional District Board
Regional District of Nanaimo
6300 Hammond Bay Road
Nanaimo, BC V9T 6N2

Attention: Wendy Marshall, Manager of Parks Services

Dear Wendy Marshall,

Re: Parkland Dedication for Bylaw Amendment Application GB-RZ-2016.1 (Williamson and Associates, Potlatch Properties), Gabriola Island

The Gabriola Island Local Trust Committee (LTC) passed the following resolution at their March 9, 2017 regular business meeting:

It was MOVED and SECONDED that the Gabriola Island Local Trust Committee refer Proposed Bylaws No. 289, cited as "Gabriola Island Official Community Plan (Gabriola) Bylaw No. 166, 1997, Amendment No. 1, 2016", and Bylaw No. 290 cited as "Gabriola Island Land Use Bylaw No. 177, 1999, Amendment No. 1, 2016", (GB-RZ-2016.1) to the Regional District of Nanaimo Board for a decision regarding proposed parkland dedication on the receiving lands and for consideration of accepting proposed Trail #4 as a statutory right of way.

CARRIED

The RDN has accepted by resolution, the proposed 136 hectare addition to the 707 Community Park in the 'donor lands' of this application. The applicant is proposing a 16.4 hectare park on the receiver lands (Attachment 1) to satisfy the 5% parkland dedication requirements of the *Local Government Act* for the proposed 17 strata and 8 fee simple lot subdivision. This proposed parkland is in excess of the 5% required and no longer includes Mallett Creek or the existing pond. These water features are now proposed to be part of the Strata Common Property. The applicant is also proposing four statutory rights-of-way (SRW) shown on Attachment 1 as Trails #1 through #4, as community trails to link Cox Bay Community Park and the adjacent neighbourhoods.

The Gabriola Lands and Trails Trust (GALTT) board has indicated it would be willing to secure proposed Trail #4 through a licence of occupation or a SRW. The LTC is interested in hearing from the RDN as to whether or not the RDN Board would consider all four SRWs as trail connections to Community Parks.

The LTC is hosting a 'Community Information Meeting' on the proposed application on Monday March 20, 2017 from 7:00 pm – 8:30 pm at the Gabriola Island Community Hall, 2200 South

Road. We would like to extend an invitation for the members of the RDN Parks and Open Space Advisory Committee to attend. The LTC has also scheduled a Public Hearing on Proposed Bylaw Nos. 289 and 290 for March 29, 2017 at 7:00 pm at the Haven, Phoenix Auditorium, 240 Davis Road, Gabriola Island.

Application details including recent staff reports and a copy of the draft restrictive covenant for the receiver lands, are posted on our applications page of the website:

<http://www.islandstrust.bc.ca/islands/local-trust-areas/gabriola/current-applications/>

Please contact me directly at szupanec@islandstrust.bc.ca or 250.247.2211 if you require information or have any questions.

Sincerely,



Sonja Zupanec
Island Planner
Local Planning Services, Islands Trust

Copy:
Gabriola Island Local Trust Committee
Ann Kjerulf, Regional Planning Manager

Attachments:

1. Conceptual park and trail map for the 'receiver lands'
2. Proposed Bylaws No. 289 and 290

PROPOSED

**GABRIOLA ISLAND LOCAL TRUST COMMITTEE
BYLAW NO. 289**

A BYLAW TO AMEND GABRIOLA ISLAND OFFICIAL COMMUNITY PLAN, 1997

The Gabriola Island Local Trust Committee, being the Trust Committee having jurisdiction in respect of the Gabriola Island Local Trust Area under the *Islands Trust Act*, enacts as follows:

1. Citation

This bylaw may be cited as “Gabriola Official Community Plan (Gabriola) Bylaw, 1997, Amendment No. 1, 2016”.

2. Gabriola Island Local Trust Committee Bylaw No. 166, cited as “Gabriola Official Community Plan (Gabriola) Bylaw, 1997”, is amended as shown on Schedule 1, attached to and forming part of this bylaw.

| | | | | |
|---|------------------|--------|---------|--------|
| READ A FIRST TIME THIS | 26 TH | DAY OF | MAY | , 2016 |
| READ A SECOND TIME THIS | 12 TH | DAY OF | JANUARY | , 2017 |
| PUBLIC HEARING HELD THIS | | DAY OF | | , 201x |
| READ A THIRD TIME THIS | | DAY OF | | , 201x |
| APPROVED BY THE EXECUTIVE COMMITTEE OF THE ISLANDS TRUST | | | | |
| THIS | | DAY OF | | , 201x |
| APPROVED BY THE MINISTER OF COMMUNITY, SPORT AND CULTURAL DEVELOPMENT | | | | |
| THIS | | DAY OF | | , 201x |
| ADOPTED THIS | | DAY OF | | , 201x |

SECRETARY

CHAIRPERSON

Gabriola Island Local Trust Committee

Bylaw No. 289

Schedule 1

Gabriola Island Local Trust Committee Bylaw No. 166, cited as “Gabriola Official Community Plan (Gabriola) Bylaw, 1997”, is amended as follows:

1. Schedule B –Land Use Designations – North Sheet is amended as follows:

a. On those lands described as :

- i. The South East $\frac{1}{4}$ of Section 13, Gabriola Island, Nanaimo District Except The South West $\frac{1}{4}$ of the South West $\frac{1}{4}$ of The Said South East $\frac{1}{4}$;
- ii. The South West $\frac{1}{4}$ of Section 14, Gabriola Island, Nanaimo District; and
- iii. The West $\frac{1}{2}$ of the North East $\frac{1}{4}$ of Section 10, Gabriola Island, Nanaimo District;

the land use designation is changed:

from “Forestry” to “Parks”;

as shown on Plan No. 1 attached to and forming part of this bylaw.

b. On those lands described as :

- i. The South $\frac{1}{2}$ of the North West $\frac{1}{4}$ of Section 19, Gabriola Island, Nanaimo District Except Part in Plan EPP13396;

the land use designation is changed:

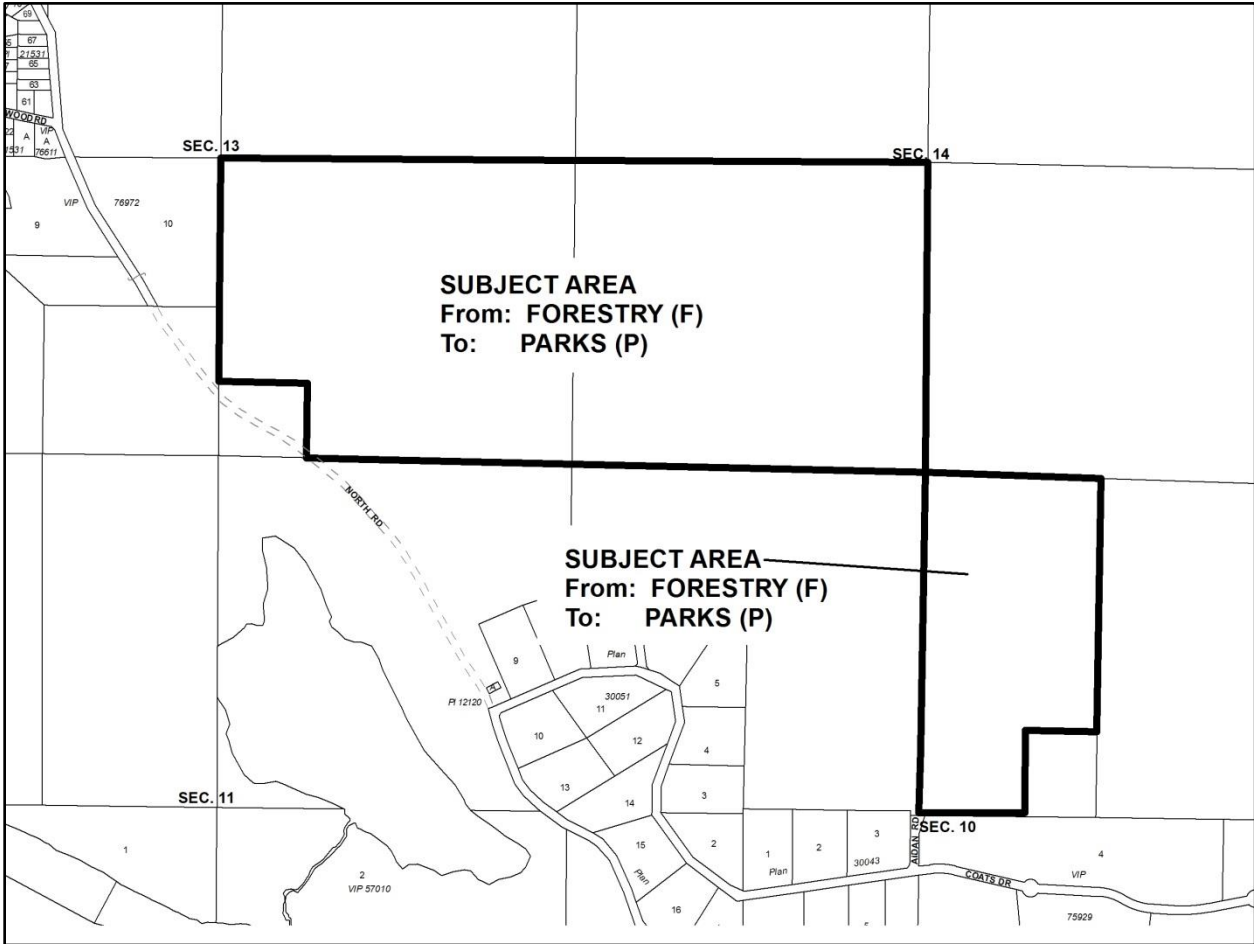
from “Forestry” to “Resource”;

as shown on Plan No. 2 attached to and forming part of this bylaw.

GABRIOLA ISLAND LOCAL TRUST COMMITTEE

BYLAW NO. 289

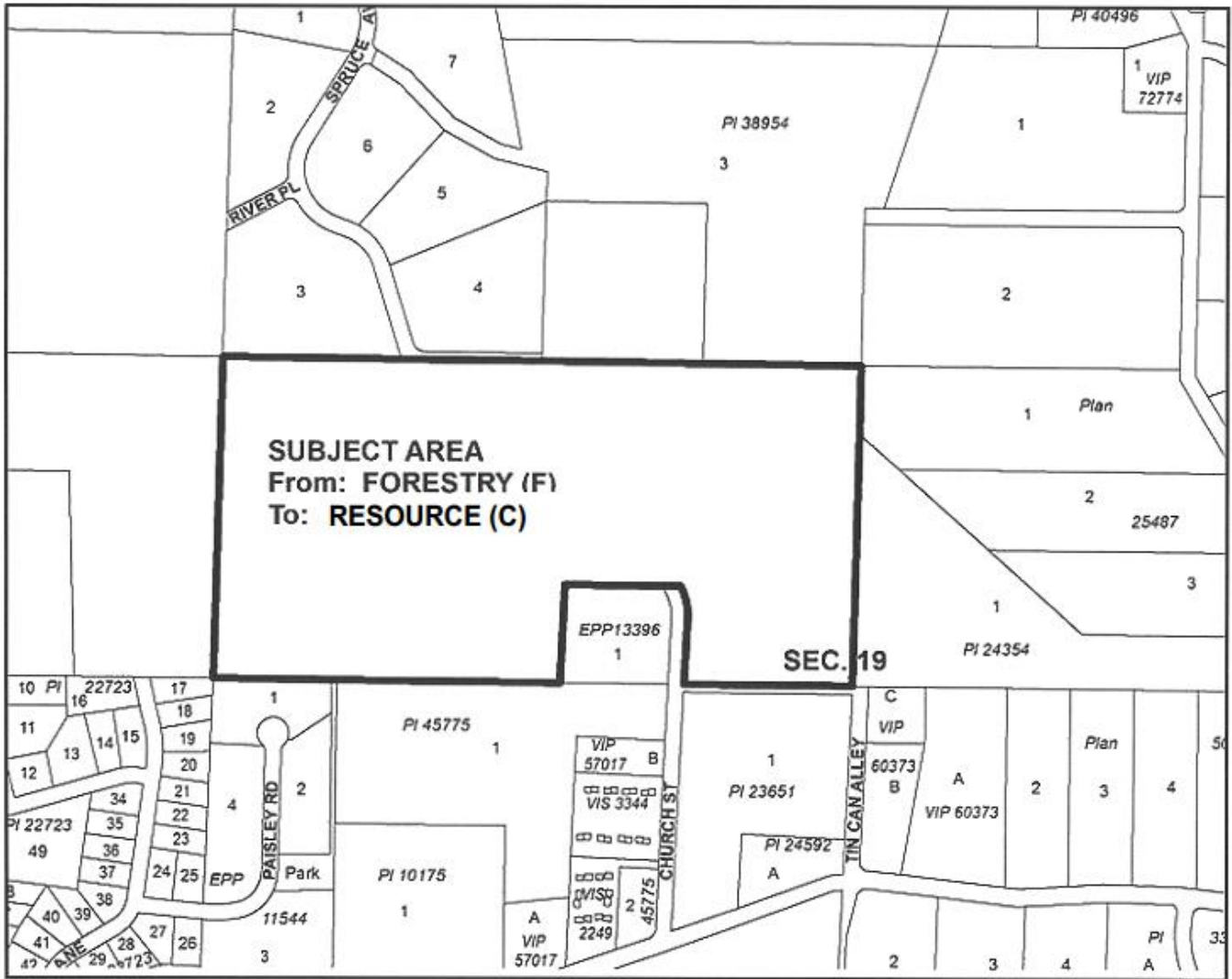
PLAN NO. 1



GABRIOLA ISLAND LOCAL TRUST COMMITTEE

BYLAW NO. 289

PLAN NO. 2



PROPOSED

**GABRIOLA ISLAND LOCAL TRUST COMMITTEE
BYLAW NO. 290**

A BYLAW TO AMEND GABRIOLA ISLAND LAND USE BYLAW, 1999

The Gabriola Island Local Trust Committee, being the Trust Committee having jurisdiction in respect of the Gabriola Island Local Trust Area under the *Islands Trust Act*, enacts as follows:

1. Citation

This bylaw may be cited for all purposes as “Gabriola Land Use Bylaw, 1999, Amendment No. 1, 2016”

2. Gabriola Island Local Trust Committee Bylaw No. 177, cited as “Gabriola Island Land Use Bylaw, 1999,” is amended as shown on Schedule 1, attached to and forming part of this bylaw.

| | | | | |
|--|------------------|--------|---------|--------|
| READ A FIRST TIME THIS | 26 TH | DAY OF | MAY | , 2016 |
| READ A SECOND TIME THIS | 12 TH | DAY OF | JANUARY | , 2017 |
| PUBLIC HEARING HELD THIS | | DAY OF | | , 201x |
| READ A THIRD TIME THIS | | DAY OF | | , 201x |
| APPROVED BY THE EXECUTIVE COMMITTEE OF THE ISLANDS TRUST | | | | |
| THIS | | DAY OF | | , 201x |
| ADOPTED THIS | | DAY OF | | , 201x |

SECRETARY

CHAIRPERSON

GABRIOLA ISLAND LOCAL TRUST COMMITTEE

BYLAW NO. 290

SCHEDULE 1

Gabriola Island Land Use Bylaw No. 177 cited as “Gabriola Island Land Use Bylaw, 1999,” is amended as follows:

1. Schedule “A” - Section D.2 RESOURCE ZONES, insert new Subsection D.2.6(A) (Resource Residential 2 (RR2) after Subsection D.2.6 Resource Residential 1 (RR1) as shown on Appendix 1 attached to and forming part of this bylaw.
2. Schedule “B” - Zoning North Sheet is amended by changing the zoning classifications as follows:
 - a. On those lands described as :
 - i. The South East $\frac{1}{4}$ of Section 13, Gabriola Island, Nanaimo District Except The South West $\frac{1}{4}$ of the South West $\frac{1}{4}$ of The Said South East $\frac{1}{4}$;
 - ii. The South West $\frac{1}{4}$ of Section 14, Gabriola Island, Nanaimo District; and
 - iii. The West $\frac{1}{2}$ of the North East $\frac{1}{4}$ of Section 10, Gabriola Island, Nanaimo District;the land use zoning is changed:

from “Forestry” to “Forestry/Wilderness Recreation”;

as shown on Plan No. 1 attached to and forming part of this bylaw.
 - b. On those lands described as :
 - i. The South $\frac{1}{2}$ of the North West $\frac{1}{4}$ of Section 19, Gabriola Island, Nanaimo District Except Part in Plan EPP13396;the land use designation is changed:

from “Forestry” to “Resource Residential 2”;

as shown on Plan No. 2 attached to and forming part of this bylaw.
 - c. On a portion of those lands described as :
 - i. Lot 7, Section 20, Gabriola Island, Nanaimo District, Plan VIP86742the land use zoning is changed:

from “Resource” to “Resource Residential 2”;

as shown on Plan No. 3 attached to and forming part of this bylaw.
 - d. On a portion of those lands described as :

i. Lot 6, Section 20, Gabriola Island, Nanaimo District, Plan VIP86742;
the land use zoning is changed:

from "Resource" to "Resource Residential 2";
as shown on Plan No. 4 attached to and forming part of this bylaw.

e. On a portion of those lands described as :

i. Lot 1, Section 19, Gabriola Island, Nanaimo District, Plan 24354;
the land use designation is changed:

from "Resource" to "Resource Residential 2";
as shown on Plan No. 5 attached to and forming part of this bylaw.

GABRIOLA ISLAND LOCAL TRUST COMMITTEE

BYLAW 290

APPENDIX 1

D.2.6 (A) Resource Residential 2 (RR 2)

D. 2.6(A).1 Permitted Uses

In addition to the uses permitted in Article B.1.1.1, the following uses and no others are permitted in the Resource Residential 2 (RR2) zone:

a. Permitted Principal Uses

- i. single family residential
- ii. agriculture
- iii. horticulture

b. Permitted Accessory Uses

- i. *home occupation, subject to Section B.3*
- ii. *cottage residential*
- iii. processing and sale of agricultural products, limited to those grown or raised on the lot
- iv. agri-tourism

D. 2.6(A).2 Buildings and Structures

The buildings and structures permitted in Article B.1.1.2, plus the following buildings and structures and no others are permitted in the Resource Residential 2 (RR2) zone:

a. Permitted Buildings and Structures

- i. Maximum of:
 - one single family dwelling per lot;
 - three buildings per lot that exclude a cottage, pump/utility house and woodshed, and that are accessory to all dwellings;
 - one produce stand per lot, not exceeding 20.0 square metres (215.3 square feet) in floor area, accessory to an agricultural use; and,
 - one accessory cottage dwelling per lot, not exceeding 65.0 square metres (699.7 square feet), provided that the lot is 2.0 hectares (4.94 acres) or larger.
- ii. Other non-residential buildings and structures to accommodate:

- agriculture and horticulture.

D.2.6(A).3

Regulations

The general regulations in Part B, plus the following regulations apply in the Resource Residential 2 (RR2) zone:

a. Buildings and Structures Siting Requirements

- i. On lots less than 2.0 hectare (4.94 acres), except for a sign, fence, or pump/utility house, the minimum setback for buildings or structures is:
 - 6.0 metres (19.7 feet) from all lot lines.
- ii. On lots 2.0 hectare (4.94 acres) or larger, except for a sign, fence, or pump/utility house, the minimum setback for buildings or structures is:
 - 10.0 metres (32.8 feet) from any lot line, except the minimum setback for greenhouses is 7.5 metres (24.6 feet) from any lot line.
- iii. the minimum setback for an agricultural produce stand in the Resource Residential 2 (RR2) zone is 4.5 metres (14.7 feet) from the front lot line.

b. Lot Coverage Limitations

- i. The maximum combined lot coverage by buildings and structures is 10 percent of the lot area.

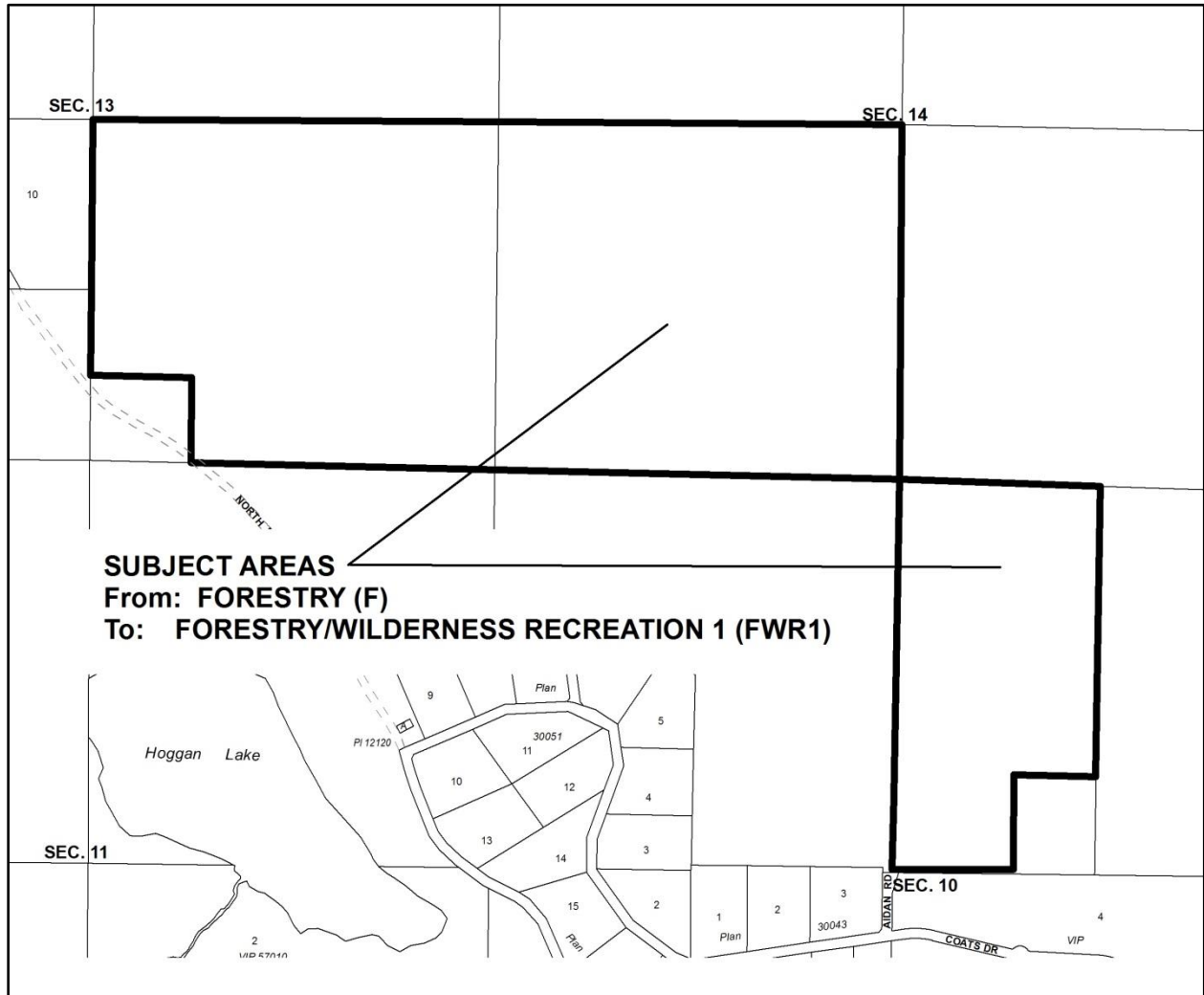
c. Lot Area Requirements for Subdivision

- i. The minimum average lot area is 1.9 hectares (4.7 acres);
- ii. The minimum lot area is 1.0 hectare (2.47 acres);
- iii. Despite any other provision of this Bylaw, the maximum number of lots permitted in the Resource Residential 2 (RR2) zone is 25.

GABRIOLA ISLAND LOCAL TRUST COMMITTEE

BYLAW 290

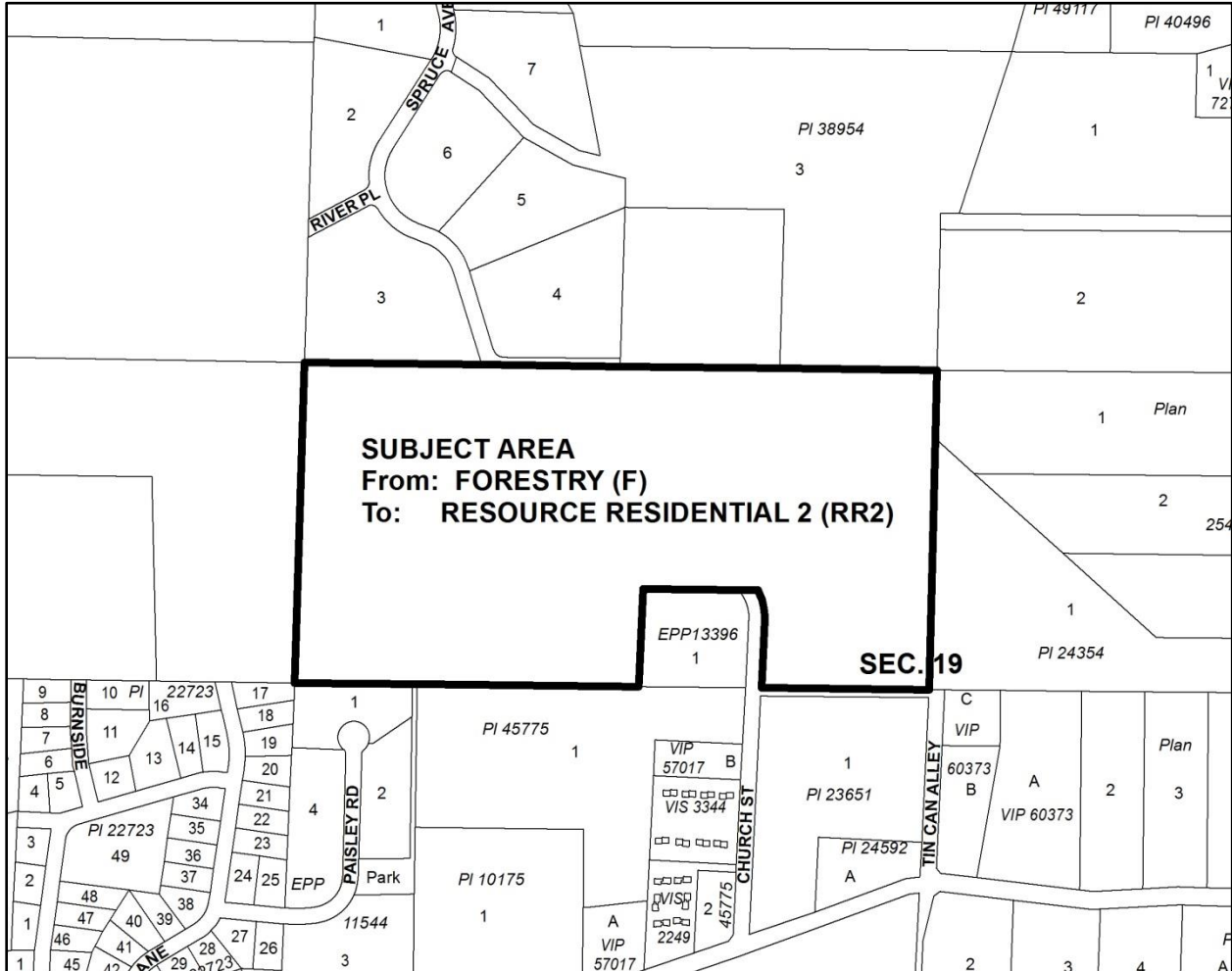
PLAN No. 1



GABRIOLA ISLAND LOCAL TRUST COMMITTEE

BYLAW 290

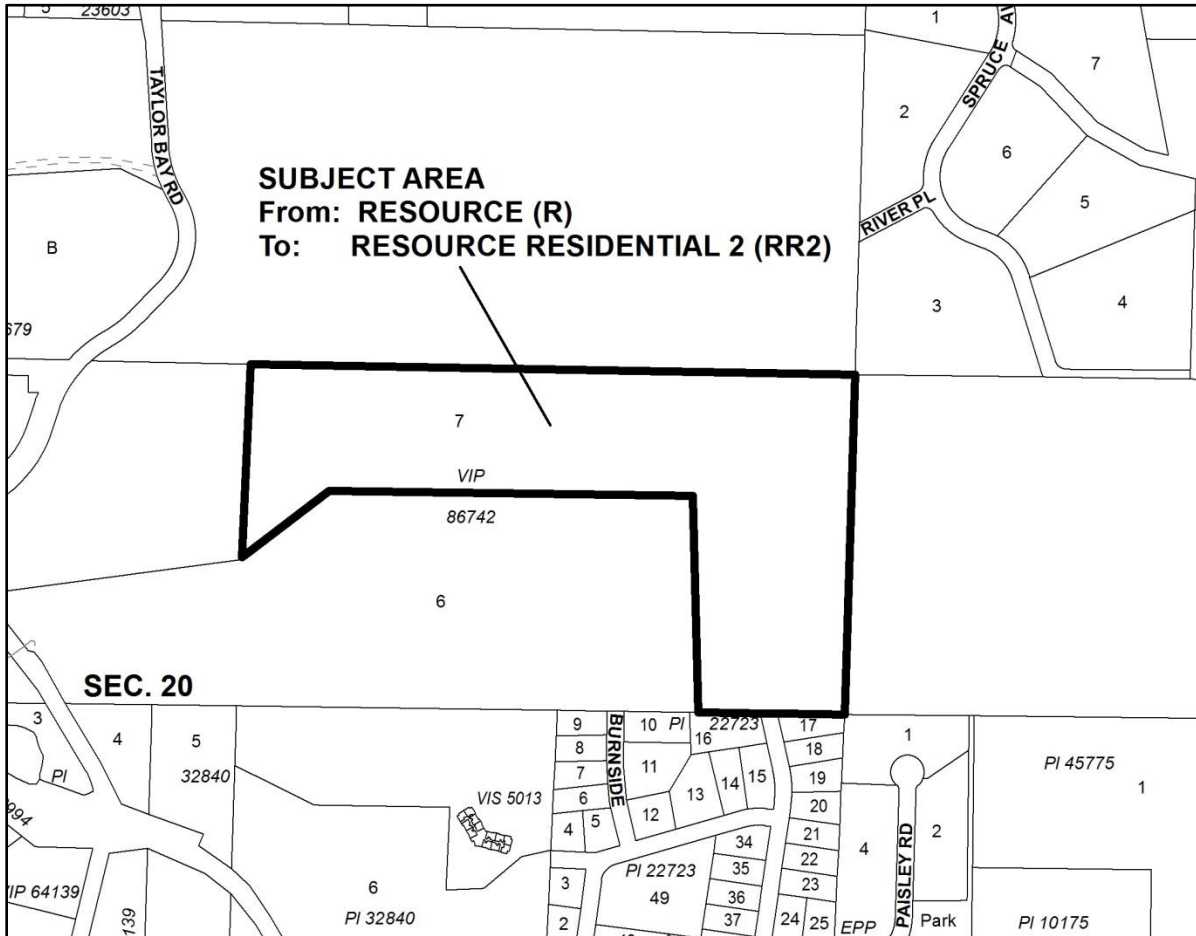
PLAN No. 2



GABRIOLA ISLAND LOCAL TRUST COMMITTEE

BYLAW 290

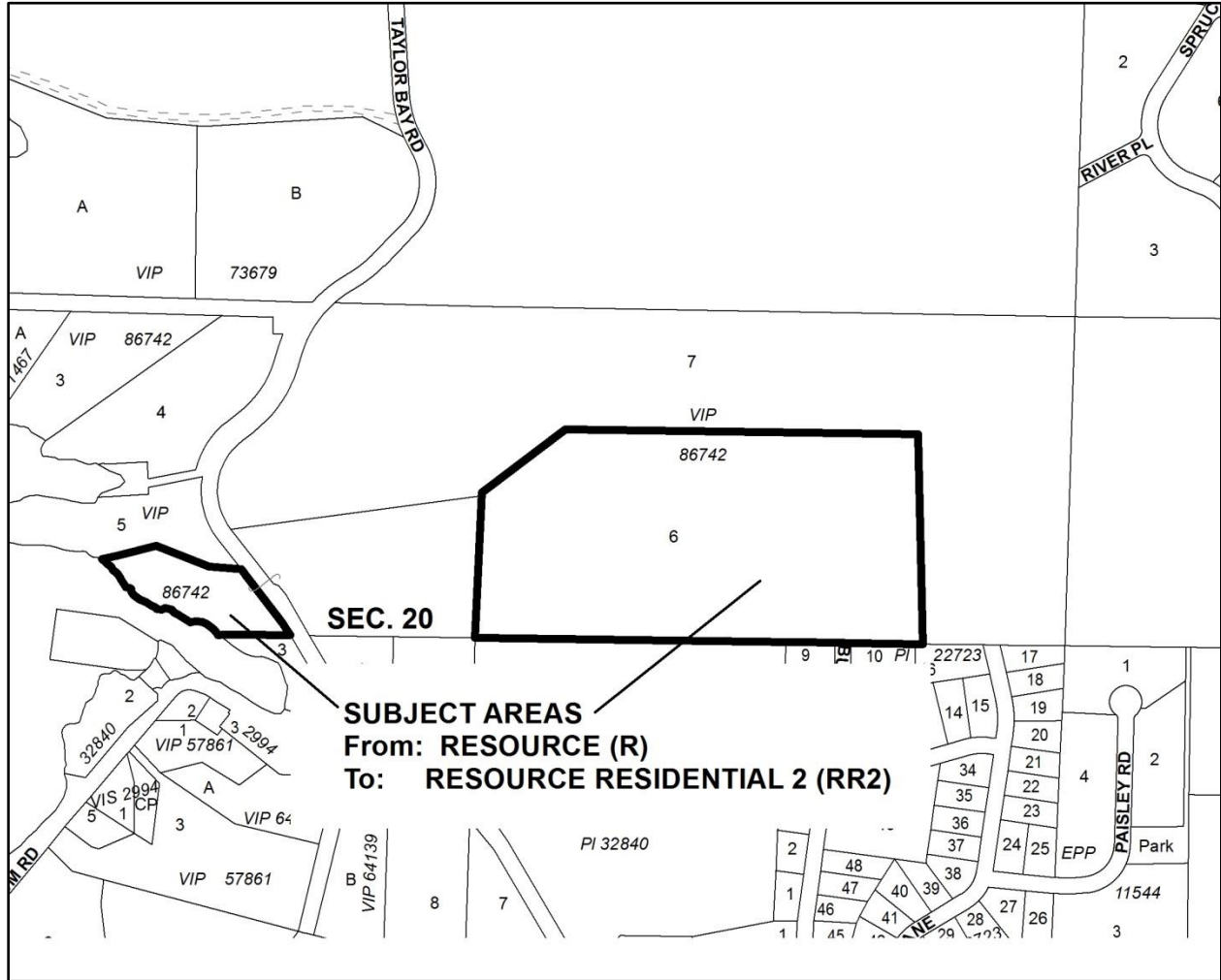
PLAN No. 3



GABRIOLA ISLAND LOCAL TRUST COMMITTEE

BYLAW 290

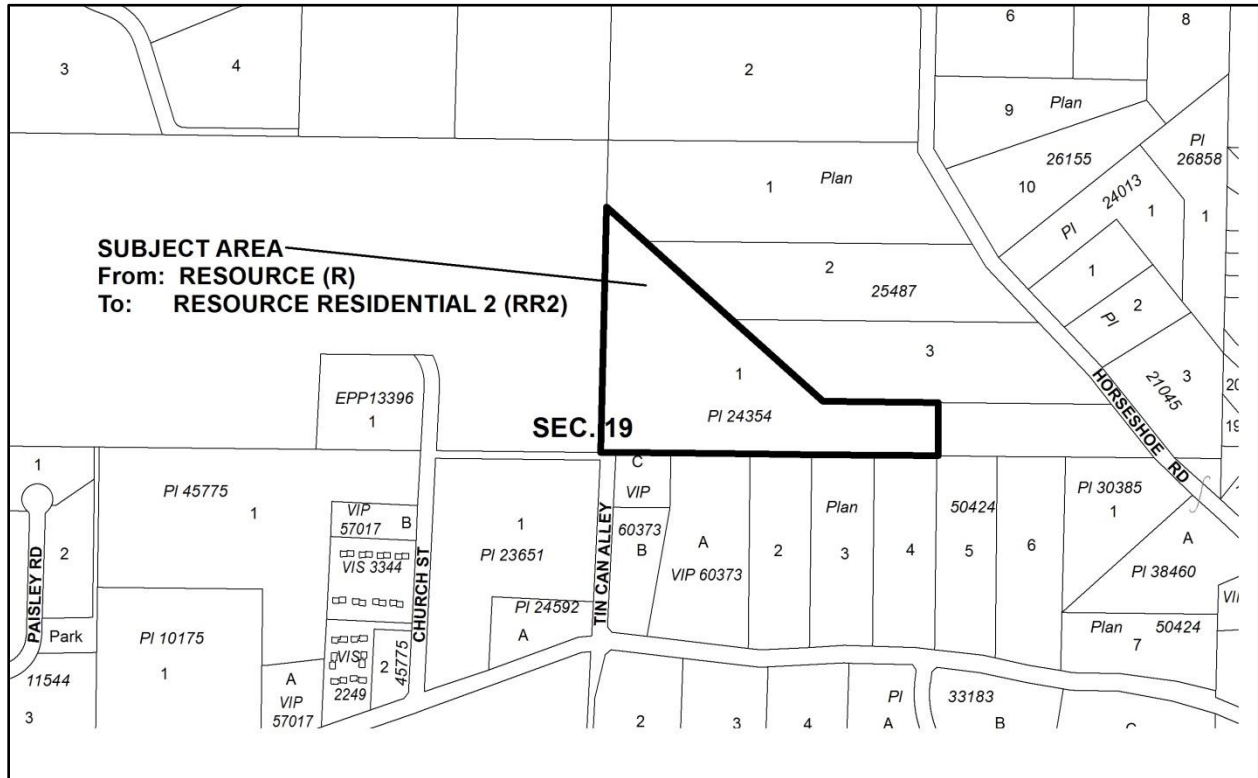
PLAN No. 4



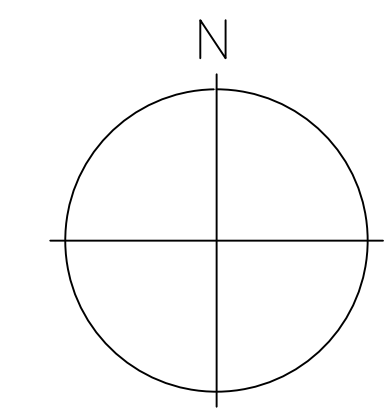
GABRIOLA ISLAND LOCAL TRUST COMMITTEE

BYLAW 290

PLAN No. 5

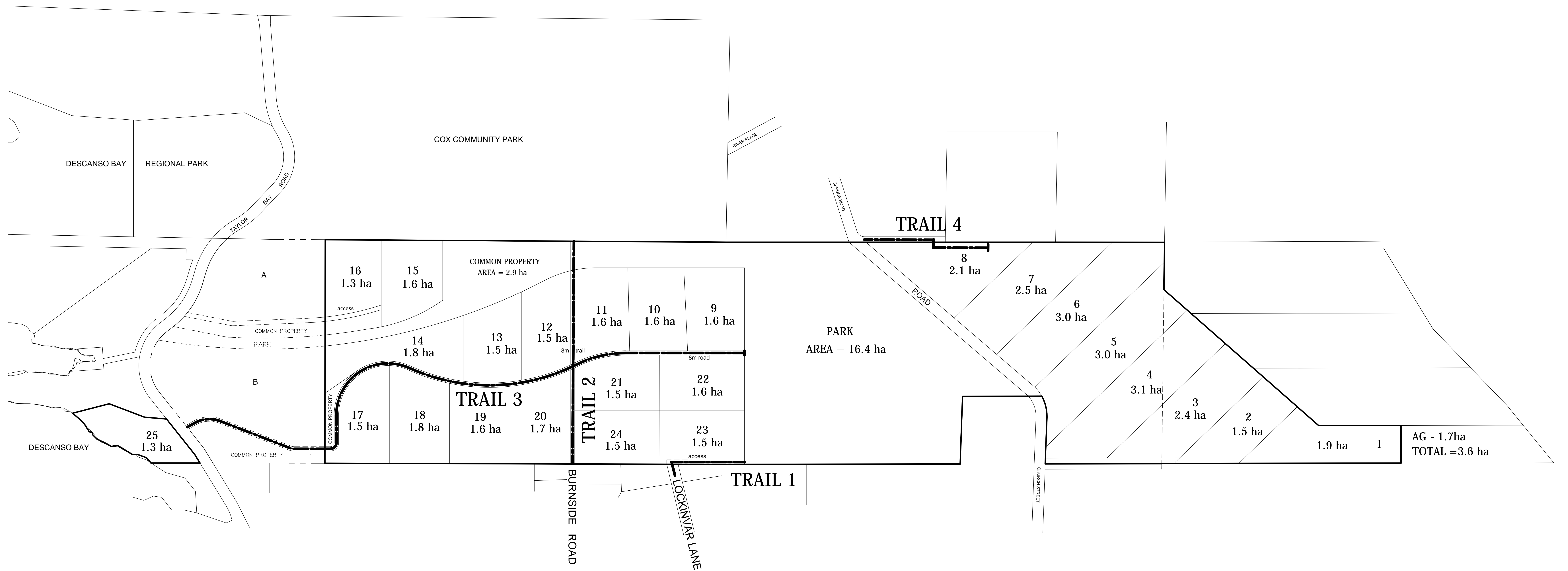


SPRUCE TO CHURCH
 MALLET CREEK
 DENSITY TRANSFER



CONCEPTUAL TRAIL
 PLAN

- 1 - TRAIL SRW, CLINIC CONNECTOR
- 2 - TRAIL SRW, COX PARK CONNECTOR
- 3 - TRAIL SRW, ACCESS ROAD
- 4 - TRAIL LICENCE, TO VIEW POINT



FEBRUARY 27, 2017

| NO. | DATE | REVISION |
|-----|-------------------|---|
| 00 | MAY 05 2015 | FIRST ISSUE |
| 01 | NOVEMBER 17, 2015 | ADD PROPERTY TO THE EAST AND REVISE LOT LAYOUT. |
| 02 | NOVEMBER 09, 2016 | ADJUST COMMON PROPERTY AND PARK. |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |

DRAWING: CONCEPTUAL SUBDIVISION LAYOUT
 DATE: MAY 05/15
 SCALE: 1:2500
 DRAWN: CH
 FILE: 04191-122
 SHEET: 1 OF 1

WILLIAMSON & ASSOCIATES
 PROFESSIONAL SURVEYORS
 3088 BARONS ROAD NANAIMO B.C. V1T 4B5
 PHONE: (250) 756-7723 FAX: (250) 756-7724
 EMAIL: WAPS@TELUS.NET

ATTACHMENT 3

**Letter from Gabriola Health Care Foundation to Regional District of Nanaimo
Re: Flight Path Covenant background information**



Gabriola Health Care Foundation

PO Box 295, Gabriola Island, BC V0R 1X0
(250) 247-9555 Email: ghcf@ghcf.ca
Web site: <http://www.ghcf.ca/>
Charity BN/Registration # 85193 0586 RR0001

April 25, 2017

Ms. Elaine McCulloch
RDN Recreation and Parks
6300 Hamond Bay Road
Nanaimo, BC V9T 6N2

Dear Elaine,

Further to your visit to the helicopter pad at the Gabriola Community Health Centre last Friday, the following background information may be helpful:

- The Health Centre is owned by the Gabriola Health Care Foundation, a nonprofit society, on behalf of the community and is complete with an Urgent Treatment facility which serves all residents and visitors to Gabriola.
- The helipad is a vital part of the Health Centre and allows the evacuation of a critically ill or injured patient in both day or night situations. Emergency medical air evacuations on Gabriola are very infrequent but vital (typically less than 10 per year).
- The helipad was designed with the guidance of both Transport Canada and Helijet, the operators of the BC air ambulances, and complies with all current regulations.
- The flight path bearings and gradients were determined by Transport Canada in compliance with their regulations.
- The Gabriola flight paths are published by Nav Canada and provide the navigational information to pilots for day or night approaches.
- The air space within the flight paths was cleared of trees to provide unobstructed flight paths on completion of the Helipad in 2012.
- It is the responsibility of the Helipad owner (GHCF) to maintain the unobstructed airspace in compliance with safety regulations.
- Transport Canada has the authority to and will shut down helicopter operations in the event clear flight paths are not maintained. (The emergency helipad at Tofino was a recent case in point.)

The GHCF is working with the current owners to develop a suitable covenant on the adjacent property that allows GHCF to have trees pruned, or removed, when necessary to maintain the required clearances within the flight paths. The GHCF believes this is a necessary and prudent action to ensure the future operation of the Helipad.

Please advise if there is any further information you may require.

Regards,

Chuck Connor, President and Director
Gabriola Health Care Foundation

ATTACHMENT 4
Draft Flightpath Covenant
Gabriola Heath Care Foundation and Regional District of Nanaimo

GENERAL INSTRUMENT – PART 2
Revised May 14, 2016

FORM C – GENERAL INSTRUMENT – PART 2

WHEREAS the Transferor is the registered owner of all and singular that certain parcel or tract of land situate, lying and being in the Nanaimo/Cowichan Assessment Area, in the Province of British Columbia, and more particularly known and described as:

PID: 006-0635-121
The South 1/2 of the North West ¼ of Section 19, Gabriola Island, Nanaimo
District except Part in Plan EPP1336

(hereinafter call the "**Servient Tenement**");

AND WHEREAS the Transferee is the registered owner of all and singular that certain parcel or tract of land situate, lying and being in the Nanaimo/Cowichan Assessment Area, in the Province of British Columbia, and more particularly known and described as:

PID: 028-750-632
Lot 1, Section 19, Gabriola Island, Nanaimo District, Plan EPP13396

(hereinafter called the "**Dominant Tenement**");

AND WHEREAS the Transferor has agreed that the Transferee may have the clear and unfettered use of the flight path airspace as described in Schedule "A" attached hereto (the "**Flight Path Airspace**") for the approach and departure of helicopters to and from a helipad situate upon the Dominant Tenement.

AND WHEREAS the Transferor has agreed to grant in favour of the Transferee an easement over the Servient Tenement to allow the Transferee to prune and/or remove trees and other foliage which encroach onto the Flight Path Airspace.

AND WHEREAS the Transferor has agreed to grant in favour of the Transferee a restrictive covenant over the Servient Tenement restricting the construction of any improvements on the Servient Tenement that encroach into the Flight Path Airspace.

NOW THEREFORE WITNESSETH that in consideration of the sum of FIVE (\$5.00) DOLLARS and other good and valuable consideration, now paid by the Transferee to the Transferor, the receipt and sufficiency of which is hereby expressly acknowledged, the parties agree as follows:

1. The Transferor, as owner of the Servient Tenement, DOES HEREBY GRANT to the Transferee and its successors, as owner of the Dominant Tenement, the non-exclusive right and easement to the Flight Path Airspace for the use and passage through the Flight

Path Airspace by helicopters approaching and departing to and from the helipad situate on the Dominant Tenement .

2. It is acknowledged by the Transferor that the approach and departure of helicopters to and from the helipad situate on the Dominant Tenement will not be considered a nuisance, and the Transferor covenants with the Transferee that the Transferor will not do or permit to be done any act or thing which will interfere with the exercise of the rights of the Transferee set out in paragraph 1.
3. The Transferor, as owner of the Servient Tenement, DOES HEREBY GRANT to the Transferee, as owner of the Dominant Tenement, the nonexclusive right and easement to allow the Transferee and its agents and contractors to prune and/or remove trees and other foliage upon the Servient Tenement which encroach into the Flight Path Airspace, subject to the following restrictions:
 - (a) the Transferee will limit its activities to that portion of the Servient Tenement that lies beneath the Flight Path Airspace and to those areas of the Servient Tenement that are reasonably required in order to gain access to and egress from that portion of the Servient Tenement that lies beneath the Flight Path Airspace;
 - (b) the Transferee will provide the Transferor with reasonable notice of its proposed activities on the Servient Tenement;
 - (c) if requested by the Transferor, the Transferee will hire a certified arborist to oversee the pruning and/or removal of trees; and
 - (d) the Transferee will remove all debris resulting from the pruning and for removal of trees and other foliage from the Servient Tenement in a timely manner.
4. The Transferor covenants with the Transferee that the Transferor will not do or permit to be done any act or thing which will interfere with the exercise of the rights of the Transferee set out in paragraphs 1 and 3.
5. The Transferor, as owner of the Servient Tenement, DOES HEREBY COVENANT with the Transferee, as owner of the Dominant Tenement, not to construct or allow any improvements to be constructed on the Servient Tenement that will encroach into the Flight Path Air Space.
6. The easement set forth in paragraphs 1 and 3 and the restrictive covenant set forth in paragraph 4 shall burden and run with the Servient Tenement and shall benefit and run with the Dominant Tenement.
7. No part of the fee simple of the Servient Tenement shall pass or be vested in the Transferee by virtue of this Agreement.
8. Notwithstanding anything to the contrary contained herein:

- (a) in the event of a transfer by the Transferor of a freehold interest in the Servient Tenement and to the extent that the purchaser of the freehold interest assumes the covenants and obligations of the Transferor contained in this Agreement, the Transferor will, without further written agreement, be freed and relieved of any further liability with reference to such covenants and obligations that arise after the date of such assumption; and
 - (b) in the event of a transfer by the Transferee of the freehold interest in the Dominant Tenement and to the extent that the purchaser of such interest assumes the covenants and obligations of the Transferee under this Agreement, the Transferee will, without further written agreement, be freed and relieved of any further liability with reference to such covenants and obligations that arise after the date of such assumption.
9. Each party will, at its own expense, execute and deliver such further agreements and other documents and do such further acts and things as the other party may reasonably request to evidence, carry out and give full force and effect to the intent of this Agreement including, without limitation, taking all such steps to file in the Land Title Office such documents as may be required to ensure full registration of the easements and restrictive covenant contained in this Agreement.

IN WITNESS WHEREOF the parties have executed this Agreement on Form C, to which this Agreement is attached and which forms a part of this Agreement, effective as of the date first above written.

SCHEDULE "A"
FLIGHT PATH AIRSPACE

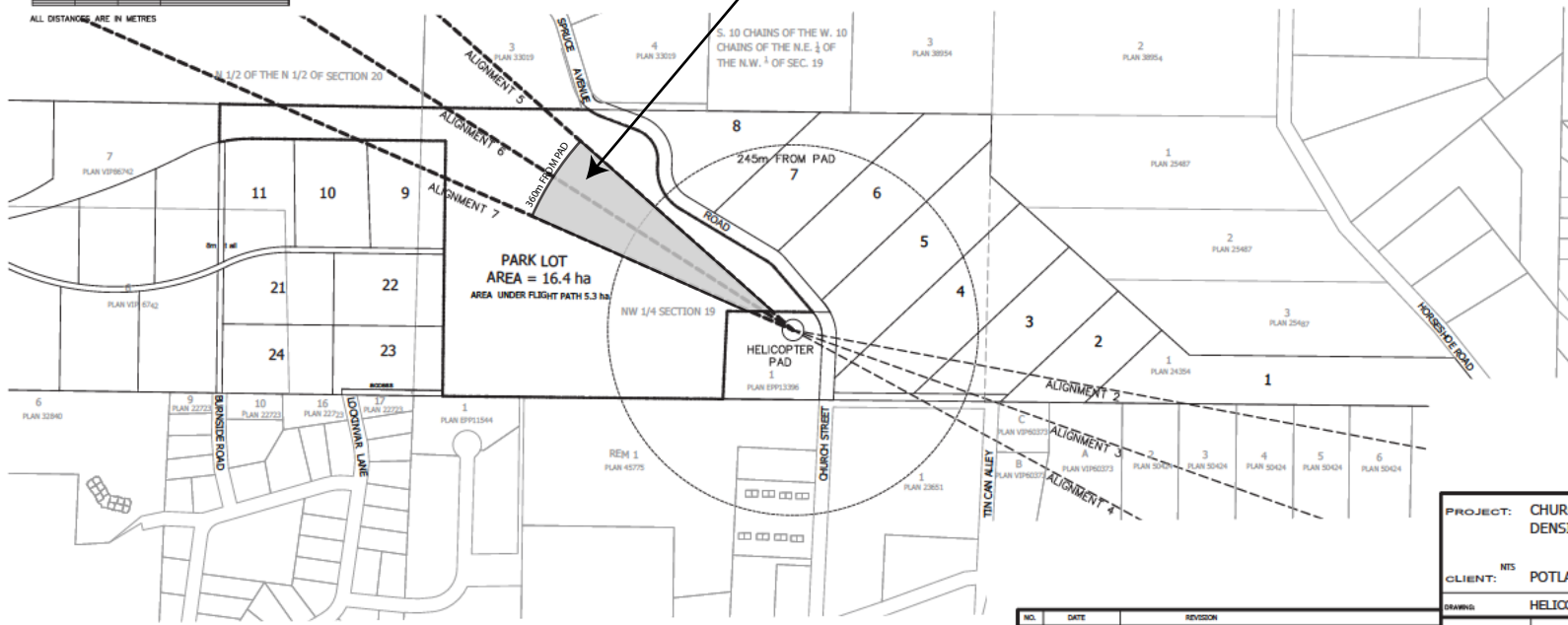
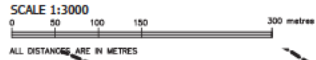
"**Flight Path Airspace**" means the area that extends a total of 1075 meters distant from the edge of the safety area as shown thereon and bounded by 293 and 311 true degrees, and 100 and 118 true degrees, respectively, and the airspace above an 8% incline from the edge of the safety area for the first 245 meters and the airspace above a 16% incline for a further 830 meters and which Flight Paths extend into the Servient Tenement, as more particularly depicted and described in the Survey of { Surveyor } dated { Date } attached [Attach Survey Document]



ATTACHMENT 5

Helicopter Flight Path Plan and Profiles through Park Land

FLIGHT PATH AREA WITHIN PARK
WITH IMPACT TO MATURE VEGETATION



PROJECT: CHURCH TO SPRUCE MALLET CREEK
DENSITY TRANSFER

CLIENT: ^{NTS} POTLATCH / PILOT BAY

DRAWING: HELICOPTER FLIGHT PATH PLAN

DATE: JUNE 2017

SCALE: 1:3000

DRAWN: CH

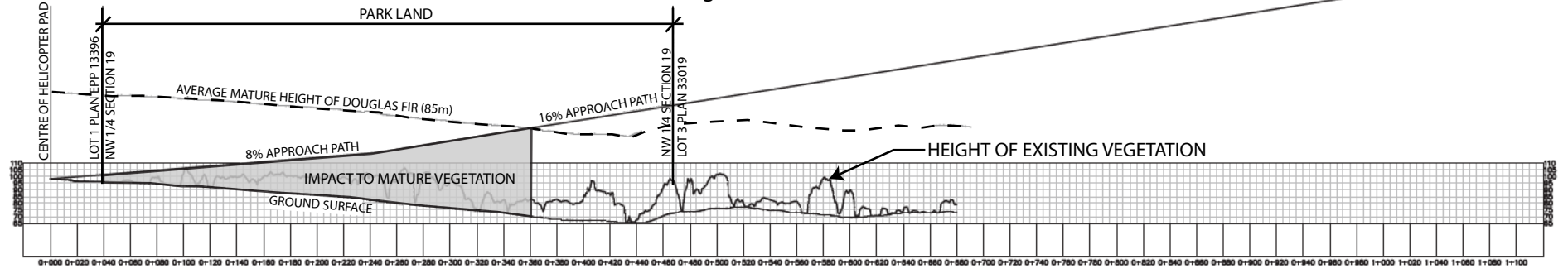
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SHEET: 1 OF 1

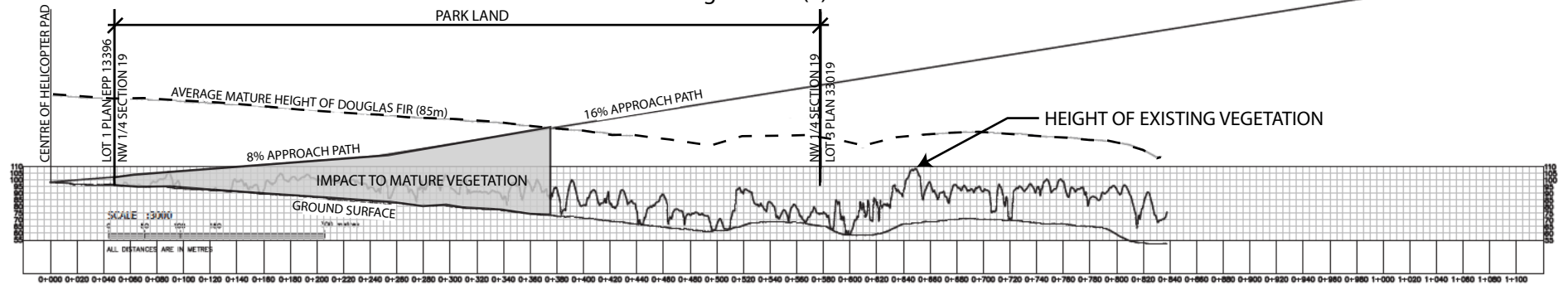
WILLIAMSON & ASSOCIATES
PROFESSIONAL SURVEYORS
2008 HARBOUR ROAD NANAIMO B.C. V1T 4R5
PHONE: (250) 758-7723 FACSIMILE: (250) 758-7724
EMAIL: WAF@TELUS.NET

| NO. | DATE | REVISION |
|-----|---------------|-------------|
| 01 | JUNE 21, 2017 | FIRST ISSUE |
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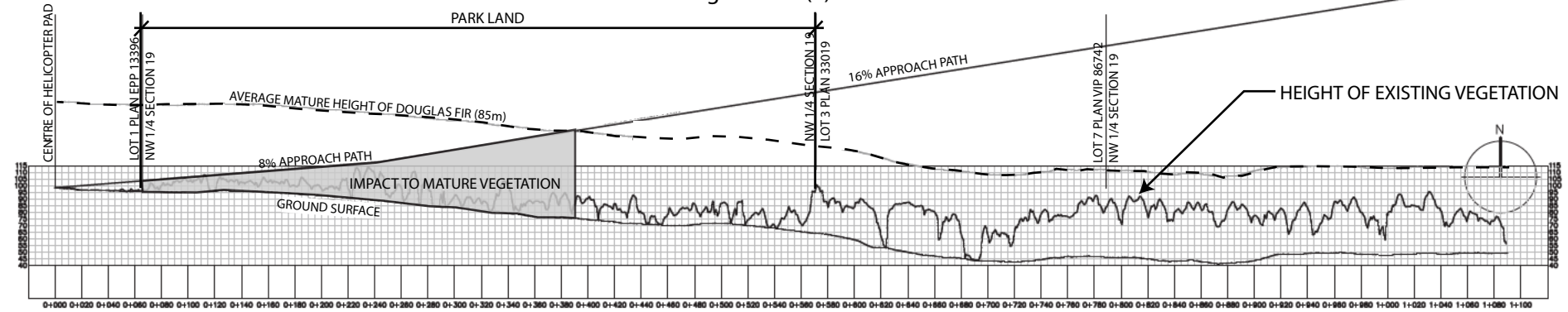
Alignment - (5) PROFILE



Alignment - (6) PROFILE



Alignment - (7) PROFILE



PROJECT: CHURCH TO SPRUCE MALLET CREEK DENSITY TRANSFER
 CLIENT: POTLATCH / PILOT BAY
 DRAWING: HELICOPTER FLIGHT PATH PLAN PROFILES
 DATE: JUNE 2017

| NO. | DATE | REVISION |
|-----|--------------|-------------|
| 00 | JUNE 21 2017 | FIRST ISSUE |
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SCALE: 1:3000
 DRAWING BY: [Signature]
 FILE: 04151
 SHEET: 1 OF 1

WILLIAMSON & ASSOCIATES
 PROFESSIONAL SURVEYORS
 208 BAYVIEW ROAD, HANOVER, B.C. V1T 4J9
 PHONE: (250) 766-7723 FACSIMILE: (250) 766-7724
 EMAIL: INFO@WILLIAMSON.COM

ATTACHMENT 6
Excerpt from Gabriola Official Community Plan,
Bylaw No. 166, 1997 (consolidated version February 2017)

4.2 Parks and Outdoor Recreational Use

BL 262

Background: Gabriola's approximate ten percent of total land area in parks and protected areas is considered to be inadequate to meet the community's current and future needs. Parks form an important component of any community. Gabriola's island setting places a high demand on opportunities for public recreational access to the waterfront and land for outdoor recreational activities, which can be as varied as team sports and nature hiking.

In the planning area the Provincial Government and Regional District of Nanaimo are the two main government authorities responsible for the provision and care of park sites. BC Parks operates three Class "A" Provincial Parks on Gabriola: Drumbeg, Gabriola Sands and Sandwell Parks. Drumbeg Provincial Park occupies 20 hectares of land in the Southeast corner of Gabriola. Gabriola Sands Provincial Park is located on the small isthmus which separates Taylor Bay from Pilot Bay. Sandwell Provincial Park, located on Lock Bay on the east side of Gabriola, includes 3 hectares of land and 9 hectares of foreshore. It is the least developed of the three parks and is accessible by pedestrian or water access only.

The community parks function on Gabriola is provided by the Regional District of Nanaimo (RDN). At present there are twenty-seven community parks on the island - six are at waterfront locations and twenty-one are inland sites. They range in size from 0.1 hectares to 286.5 hectares, and are, in total, about 349.6 hectares (863.8 acres) in size. Cox Community Park (45.7 hectares) was acquired by the community through a tax requisition. The 707 Community Park (286.5 hectares) was acquired by way of a transfer of density from Forestry lands. Additional community park sites are being added to this inventory on an on-going basis, when received as a condition of subdivision approval.

The RDN also has two Regional Parks on Gabriola: Descanso Bay Regional Park (16.2 hectares) which is a waterfront park and campground, and Coats Marsh Regional Park (45.7 hectares). In total, Gabriola has 411.5 hectares (1016.8 acres) of parkland. The difference between a regional and community park is that a community park is intended to satisfy principally local requirements and is funded locally (meaning only by property owners from Electoral Area B), whereas a regional park is intended to include sites deemed to be of regional significance and is funded from tax requisition obtained from all property owners in the entire RDN.

In terms of outdoor recreational facilities, there are tennis and basketball courts at Huxley Park, near the Village Centre. The island's main ball diamond is located at the Rollo McClay community park site near Sandwell Park, and playing field space at Gabriola Elementary School site is used for recreational purposes. Gabriola golf course is the most land expansive outdoor recreation use in the planning area. It is located on private land, leased by a non-profit society. Public road endings providing access to the waterfront, the Crown foreshore and the island's network of trails are further important components of Gabriola's overall outdoor recreation and open space system.

In 2006, the Islands Trust Fund acquired the 65 hectare (162 acres) property known as the Elder Cedar (S'ul-hween X'pey) Nature Reserve under the Province of British Columbia's Free Crown Grant Program. This property is home to red and blue listed plant communities, blue-listed wildlife species, and significant wetland areas, as well as Gabriola's last remaining stand of old-growth trees. Island residents worked for more than 15 years to have this property protected.

The Islands Trust has no direct jurisdiction over the operation of park sites on Gabriola. Yet, in recognition of the importance of parks and outdoor open space to the overall fabric of the Gabriola community (for residents and visitors alike), the community plan contains a set of objectives and policies intended to outline preferences pertaining to the island's outdoor recreational assets in the future.

Figure 2 shows the location of park sites in the planning area.

Parks and Outdoor Recreation Objectives

The objectives of this section are:

1. *To work co-operatively with provincial ministries and agencies in acquiring and managing provincial parkland on Gabriola;*
2. *To acquire parkland that is representative of the bioregion (i.e. wetlands, first growth forest);*
3. *To involve the community in parks planning;*
4. *To limit development within Provincial parks; and*
5. *To work in cooperation with the Regional District of Nanaimo in acquiring and managing community parks.*

Parks and Outdoor Recreation Policies

- a) The creation of RDN community park sites in existing residential neighbourhoods should be utilized as local tot-lots, children's playgrounds, greenbelts and pocket parks.
- b) Where land is proposed to be subdivided, in compliance with or required by Section 941 of the *Local Government Act*, the owner of the land shall dedicate parkland in the following circumstances:
 - i. where the subdivision is of such a size and at such a location that the Trust Committee considers that a park for community recreation is or will be required in the area being subdivided, in which case the location of the community park land shall be determined by the Trust Committee in consultation with the Regional District of Nanaimo (RDN), which has responsibility for the Community Parks function on Gabriola; and
 - ii. where the land proposed to be subdivided contains a site that the Trust Committee or the RDN (based on a referral), considers is of local scenic or ecological importance, waterfront, land adjacent to Crown land or parkland or land containing heritage or old growth trees; and/or
 - iii. where the land proposed to be subdivided contains a site that the Trust Committee considers would contribute to a trail network, whether or not the trail network is identified in the Official Community Plan, then the location of the park land to be dedicated shall be the area required for the trail network.

Where none of the circumstances in the above exist, the owner of the land shall provide cash in lieu of dedicating park land, which shall be in reserve to acquire community park land only on Gabriola.

- c) To the extent practical, at the time of park dedication or the acquisition of new park sites, effort shall be made to secure sites which exhibit good recreational capability and/or can be easily connected to existing parks or park sites on neighbouring properties as they undergo subdivision.
- d) There shall be no minimum or average parcel size for parks.
- e) A community trails network shall be encouraged to be established incorporating existing public trails. Effort should be made to maintain the contiguous nature of existing, established traditional trails. Such initiative is subject to the consent of the private property owners affected and the provision of appropriate signage being provided to indicate where a trail crosses private property.
- f) Where practical, the community's network of trails should endeavour to connect to public parks and to existing trails within parks.
- g) Trails may be acquired at the time of subdivision or as a condition of rezoning or through voluntary measures. Dedicated trails shall be registered by means of a right of way plan, easement or other means and registered on title of the lands affected in the Land Titles Office.
- h) Public boat launch facilities may be permitted within community parks and at public road endings providing waterfront access subject to adequate parking being provided.
- i) Existing road endings providing access to the waterfront shall be retained open for public and emergency vehicle access to the foreshore. Subject to securing a permit from the Ministry of Transportation and Infrastructure (MOTI) the development of stairs or trails to improve the means of access, the provision of limited parking and identification signage shall be encouraged.
- j) At the time of subdivision of waterfront properties, public road access to the foreshore shall be required in compliance with Section 75(1)(c) of the *Land Titles Act*. Priority shall be placed on

sites which provide good waterfront access and consolidation of road dedications may be considered where it would create a more useable means of public access or is contiguous to an existing or proposed public park dedication.

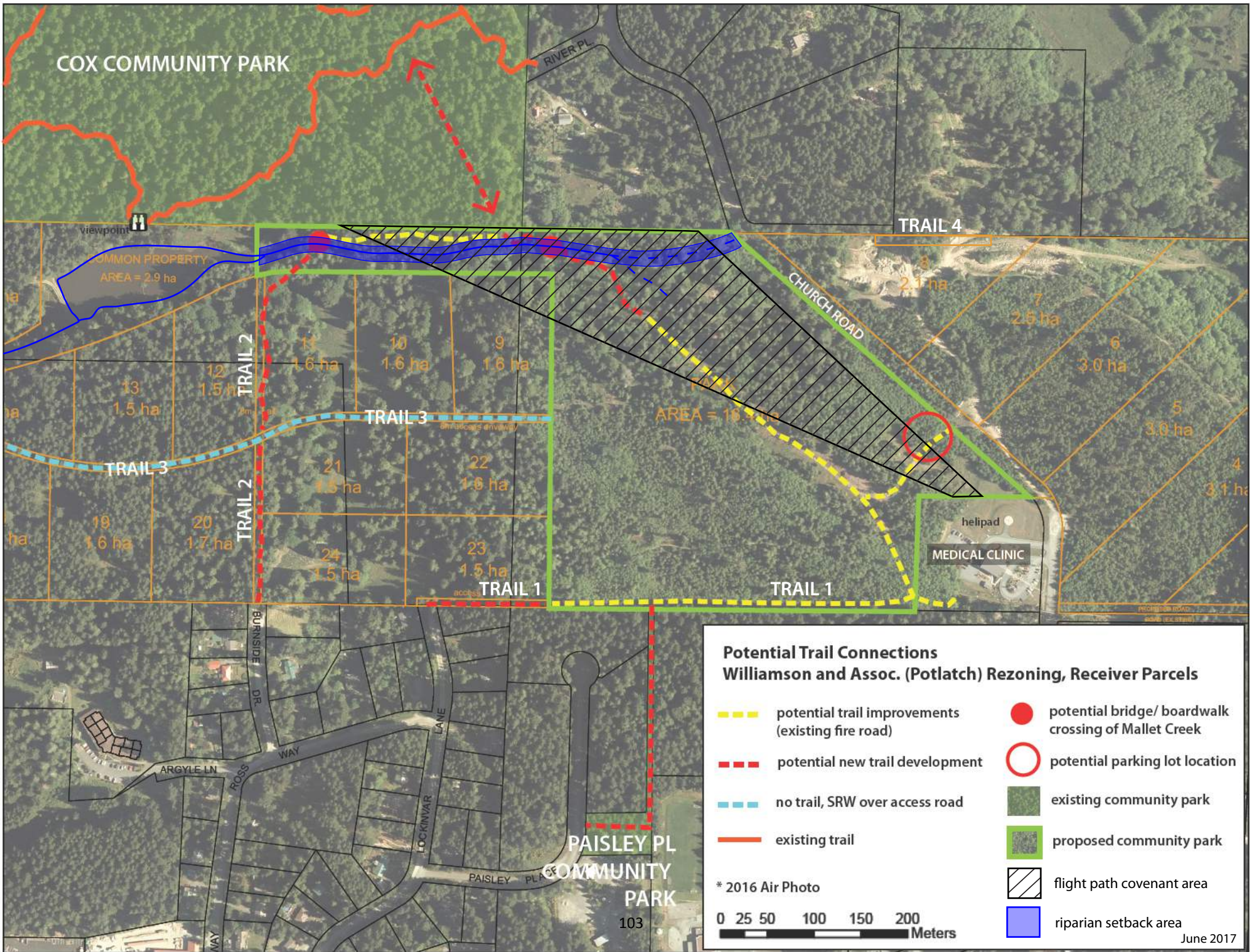
- k) The development of additional community field space in close proximity to the Village Centre or existing playing fields shall be encouraged.
- l) The Trust Committee shall work with the Regional District of Nanaimo ensuring a smooth co-ordination of efforts between the two agencies respecting the securing, use, development and planning for park and outdoor recreational space on Gabriola.

BL 262

Parks and Outdoor Recreation Advocacy Policies

- m) *It is recommended that the Provincial Government place top priority on the acquisition of waterfront sites for Provincial Park purposes, including enlarging the size of existing Provincial Park sites, where feasible.*
- n) *The Regional District of Nanaimo shall be strongly encouraged to establish additional regional park sites on Gabriola. Such sites should be:*
 - i. *either a regionally significant waterfront site or an upland woodland site of substantial size;*
 - ii. *retained predominantly in a natural state, except for a small parking area, a public trail network, and interpretative signs.*
- o) *BC Parks shall be requested to preserve natural features and provide maximum protection of the environment in Provincial Parks on Gabriola.*
- p) *the Ministry of Transportation and Infrastructure shall be requested to mark public road ending providing waterfront access; ensure that they are maintained for public access to the waterfront and not obstructed by adjacent land owners and prevent them from being used for camping or overnight parking.*
- q) *The Ministry of Community, Sport and Cultural Development shall be requested to give consideration to permitting the Islands Trust to implement a development cost charge bylaw for park purposes as an alternative means of generating funds for parkland acquisition purposes on Gabriola.*
- r) *For each new regional park created, the Regional District of Nanaimo shall be requested to prepare a park plan.*
- s) *Prior to considering the sale of Crown lands in residential areas, which have reverted to the Crown through property tax default. B.C. Lands shall be requested to consider the parcel's suitability for park purpose.*
- t) *The Regional District of Nanaimo shall be requested to apply to have the status of the 40 acre Crown parcel located in the NE 1/4 of the SE 1/4 of Section 18, changed from gravel pit (Under the Ministry of Transportation and Infrastructure) to community park.*

ATTACHMENT 7
Potential Trail Connections



COX COMMUNITY PARK

RIVER PL

TRAIL 4

viewpoint

COMMON PROPERTY
 AREA = 2.9 ha

CHURCH ROAD

2.1 ha

2.5 ha

3.0 ha

3.0 ha

3.1 ha

AREA = 16.5 ha

helipad
 MEDICAL CLINIC

TRAIL 2

TRAIL 3

TRAIL 1

TRAIL 1

TRAIL 3

1.6 ha

1.7 ha

1.5 ha

1.6 ha

1.5 ha

1.5 ha

PAISLEY PL
 COMMUNITY PARK

103

ARGYLE LN

ROSS WAY

BURNSIDE DR

LOCKINVAR LANE

PAISLEY PL

PROCESOR ROAD
 SANDY CREEK

ATTACHMENT 8

Park and Trail Development and Operational Cost Estimates

Park and Trail Development and Operational Cost Estimates

Park and Trail Development Cost Estimates

| | | cost range | |
|------------------------------------|--|------------------|------------------|
| Park Development | | \$100,000 | \$133,000 |
| Trailhead | | | |
| | parking lot | \$25,000 | \$30,000 |
| | gate | \$5,000 | \$7,000 |
| | outhouse with surround | \$10,000 | \$12,000 |
| | garbage and recycling cans | \$2,000 | \$2,000 |
| | kiosk signage | \$12,000 | \$15,000 |
| Trails | | | |
| | directional/regulation signage | \$3,000 | \$5,000 |
| | trail improvements (existing trails) | \$3,000 | \$5,000 |
| | trail construction (new trails) | \$10,000 | \$15,000 |
| | footbridge construction | \$20,000 | \$30,000 |
| | professional fees (RPBio & Geotech) | \$10,000 | \$12,000 |
| Community Trail Development | | \$20,000 | \$28,000 |
| Trail #1 | approx. 80 l.m. | \$5,000 | \$8,000 |
| Trail #2 | approx. 550 l.m. | \$15,000 | \$20,000 |
| Trail #3 | approx. 1,200 l.m. (no trail development required) | \$0 | \$0 |

Park and Trail Operational Cost Estimates

| | cost range | |
|-------------------------------|-----------------|-----------------|
| Gate open/close | 10,000 | \$12,000 |
| Parking lot maintenance | \$500 | \$1,000 |
| Toilet servicing (year-round) | \$1,500 | \$2,000 |
| Garbage servicing | \$1,000 | \$1,000 |
| Trail/bridge maintenance | \$1,000 | \$1,500 |
| Sign/kiosk maintenance | \$1,000 | \$1,000 |
| Total | \$15,000 | \$18,500 |

TO: Electoral Area Services Committee **MEETING:** September 12, 2017

FROM: Kristy Marks
Planner **FILE:** PL2015-172

SUBJECT: **Zoning Amendment Application No. PL2015-172**
846 Island Highway West – Electoral Area ‘G’
Amendment Bylaw 500.404, 2017 – First and Second Reading
That Part of District Lot 87, Lying to the West of Pym Road, Except Parcels B (DD4369N)
and C (DD 9872N) of Said District Lot and Except That Part in Plans 14729, 50690,
VIP60116 and VIP64801

RECOMMENDATIONS

1. That the Board receive the Summary of the Public Information Meeting held on October 3, 2016.
2. That the conditions set out in Attachment 3 of the staff report be completed prior to Amendment Bylaw No. 500.404 being considered for adoption.
3. That “Regional District of Nanaimo Land Use and Subdivision Amendment Bylaw No. 500.404, 2017”, be introduced and read two times.
4. That the Public Hearing on “Regional District of Nanaimo Land Use and Subdivision Amendment Bylaw No. 500.404, 2017”, be chaired by Director Stanhope or his alternate.

SUMMARY

The applicant proposes to rezone the subject property from Residential 1 (RS1), Subdivision District ‘Q’ to a Comprehensive Development Zone 51 (CD51) to permit the construction of a 20 unit strata patio home development. A Public Information Meeting was held on October 3, 2016. 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 3). Staff recommends that Amendment Bylaw No. 500.404, 2017 be granted first and second reading and proceed to public hearing.

BACKGROUND

The Regional District of Nanaimo has received an application from Fern Road Consulting Ltd. on behalf of Gebhard Investments Ltd. to rezone the subject property to a new Comprehensive Development Zone (CD51) in order to permit the construction of a 20 unit strata patio home development (see Attachment 4 – Site Plan). The subject property is approximately 1.29 hectares in area and is currently undeveloped. The property is triangular in shape and is bordered by the City of Parksville on three sides including the unconstructed Stanhope Road right-of-way and Wembley shopping centre to the south, Island Highway 19A to the east, and undeveloped parkland to the north. Lands to the west include Ackerman Road and

existing residential parcels within Electoral Area 'G' of the RDN. The portion of Ackerman Road to the west falls within the jurisdiction of MOTI however road dedication for Stanhope Road immediately to the south of the subject property and the Island Highway 19A to the east fall within the jurisdiction of the City of Parksville (see Attachment 1 – Subject Property Map and Attachment 2 – Subject Property Context Map).

The property is subject to the Multi-Residential, Intensive Residential, Industrial, and Commercial Form and Character Development Permit Area per the "Regional District of Nanaimo Electoral Area 'G' Official Community Plan Bylaw No. 1540, 2008" (OCP), and a development permit is required prior to development of the subject property. The applicant has submitted a development permit application concurrently with this zoning amendment application in accordance with OCP policy. Should the Board approve third reading of Amendment Bylaw No. 500.404, the development permit application will be brought forward for consideration by the Electoral Area Services Committee. The development permit application will then be scheduled for Board consideration of approval concurrently with the Board's consideration of adoption of Amendment Bylaw No. 500.404.

Proposed Development

The applicant proposes to rezone the subject property from Residential 1 (RS1), Subdivision District 'Q' to a new Comprehensive Development Zone (CD51) to permit the construction of a 20 unit strata patio home development. The development is proposed to be serviced with community water (EPCOR) and the property is within the French Creek sewer service area. Access to the subject property will be from Ackerman Road. The proposal includes public road dedication to widen Ackerman Road along the frontage of the subject property from Stanhope Road to the northern boundary of Esslinger Road and also includes the design and construction of a pedestrian trail within the Ackerman road right-of-way fronting the subject property (see Attachment 4 – Proposed Site Plan).

Official Community Plan Implications

The subject property is located within the designated Wembley Neighbourhood Centre pursuant to the OCP. The Wembley Neighbourhood Centre supports a mix of residential and neighbourhood commercial development to create a more complete nodal centre for residents both in the Plan Area and the City of Parksville. This designation encourages development that is compatible with adjoining neighbourhoods and supports safe pedestrian and vehicular movement through the Neighbourhood Centre. The Wembley Neighbourhood Centre policies require the development to be coordinated with the City of Parksville to ensure compatibility with development guidelines and servicing approaches for adjoining areas.

The property is currently zoned to permit subdivision of the parcel with a minimum parcel size of 700 m² with connections to both community water and sewer service. The OCP includes policies that support a base density of 20 units per hectare, or one dwelling unit per 500 m², and a maximum parcel coverage of 35%. The proposed CD51 zone is consistent with these policies.

The proposed development has been designed to be compatible with the surrounding neighbourhood while providing housing options and opportunities for young families entering the market or seniors wishing to downsize. The applicant proposes community amenity contributions and improvements to ensure that the proposed development results in pedestrian safety and connectivity enhancements. Staff has coordinated with City of Parksville staff and MOTI to ensure that servicing, access and road

improvements are compatible between jurisdictions. The proposed amendment is consistent with applicable OCP policies.

Land Use Implications

The existing Residential 1 zoning of the subject property allows one dwelling unit with a minimum permitted parcel size of 700 m² with community water and sewer services. The proposed Comprehensive Development Zone (CD51) would allow a multiple dwelling unit development at a density of one dwelling per 500 m² where the parcel is serviced with both community water and sewer services. The CD51 zone would require a minimum setback of 10.0 metres adjacent to the Island Highway 19A and 6.0 metres from front and exterior side lot lines. A setback of 0.0 metres between phased strata boundaries is proposed to prevent the need for variances to temporary interior lot lines in the event the developer chooses to phase the development (see Attachment 8 – Proposed Amendment Bylaw 500.404, 2017).

The applicant has provided a site plan, concept building elevation plans and a concept landscape plan in support of the application. These plans are consistent with the Multi-Residential, Intensive Residential, Industrial, and Commercial Form and Character DPA guidelines. The proposed site plan is shown on Attachment 4 and concept building elevation plans and concept landscape plans are shown in Attachments 5 and 6.

Community Amenities and Off-Site Improvements

In recognition of the increased development potential that would be achieved through rezoning the subject property, the applicant proposes to contribute the following amenity contribution:

- Cash contribution of \$76,000 to the City of Parksville for the design and construction of improvements within the Stanhope Road right-of-way. These improvements are anticipated to include the future construction of a sidewalk, curb and gutter, and streetlights within the Stanhope Road right-of-way fronting the property.
- Design and construction of a temporary 3.0 metre wide utility access road within the unconstructed Stanhope Road, which would provide the City of Parksville improved maintenance access to its existing utility infrastructure within the Stanhope Road right-of-way and would also serve as a temporary pedestrian trail.
- Design of the drainage works/ditch infill at Stanhope Road and the Island Highway.
- Registration of a statutory right-of-way in favour of the City of Parksville over a corner cut with a radius of 10.0 metres and the intersection of Stanhope Road and the Island Highway.

The proposed amenity contributions and improvements are consistent with OCP policies, requiring coordination with the City of Parksville and MOTI to ensure the compatibility of servicing approaches for adjoining areas. In addition, the proposed improvements within the Stanhope Road right-of-way will help to formalize linear walking trails identified in the OCP, linking neighbourhoods to neighbourhood centres and community focal features like Wembley shopping centre. The provision of the above amenity contributions and other improvements are noted in the Conditions of Approval in Attachment 3.

In addition to the above contributions, and to meet OCP policies related to the creation of safe pedestrian trails and linkages and improved mobility within the Neighbourhood Centre, the applicant also proposes to design and construct a pedestrian trail within the Ackerman Road right-of-way from the

corner of Stanhope Road to the Island Highway. The proposed trail would be 2.0 metres in width and would be paved from Stanhope Road to the existing public access at Kasba Circle. The remainder of the trail, from the existing Kasba Circle trail access to the Island Highway would be a 2.0 metre wide gravel path and would include the installation of a culvert to provide pedestrian access over the ditch along the Island Highway. This proposal has been reviewed by MOTI and RDN Parks and Recreation staff who have confirmed that a permit will be required for the construction of the trail within the right-of-way and that the trail will be maintained by the RDN. The provision of this trail amenity, including design and construction to the satisfaction of MOTI and RDN Parks and Recreation, is noted as a condition of approval (see Attachment 3 - Conditions of Approval).

The provision of additional road dedication, sidewalk and trail improvements, and other improvements identified through community consultation and the referral process are consistent with OCP policies. Therefore, staff recommend that the Board accept the proposed amenity contributions (see Attachment 3 – Conditions of Approval).

Traffic and Servicing

In accordance with OCP policy, the applicant has provided a Traffic Impact Assessment (TIA) prepared by Watt Consulting Group, dated September 28, 2016. The TIA confirms that additional traffic generated from the proposed development will not negatively impact the junction of Wembley Road and Ackerman Road. In response to a request by MOTI to provide an updated assessment the applicant provided an updated memorandum to the TIA, prepared by Watt Consulting Group, dated May 19, 2017. The purpose of this memorandum was to review the effect of traffic generated by both the proposed development and a proposed 54 lot subdivision at Robertson Boulevard and Lowry's Road to determine if the additional traffic will require a connection for the Island Highway/Stanhope Road intersection, linking to Ackerman Road. The memorandum concluded that that traffic from both developments can be handled by the intersection of Island Highway and Wright Road and that the construction of the Stanhope Road to Ackerman Road connector is not required to accommodate the proposed development. The City of Parksville and MOTI have reviewed the TIA and have accepted its findings. Further, City of Parksville staff have advised that the Stanhope Road to Ackerman Road connector, which is with the City of Parksville's jurisdiction, is anticipated to be constructed through future development of Wembley shopping centre, which is also within the City of Parksville.

A Servicing Report prepared by ParkCity Engineering, dated June 2016, has also been submitted by the applicant. This report reviews the proposed sanitary sewer, water servicing, storm sewer servicing and roadways for the proposed development and confirms that the site can be adequately serviced with minimal impact to local services. In addition, the Servicing Report includes a recommendation that a stormwater detention pond be constructed on the property to detain water and restrict flows prior to entering the City of Parksville system. It is recommended that the applicant be required to register a 219 covenant on title requiring development of the land occur in a manner consistent with the Servicing Report and that the proposed storm detention pond be designed to the satisfaction of the City of Parksville and maintained by the owner (see Attachment 3 – Conditions of Approval).

Intergovernmental Implications

The application was referred to the Ministry of Transportation and Infrastructure (MOTI), City of Parksville, Town of Qualicum Beach, Parksville Fire Department, EPCOR, and School District 69 for review and comment.

EPCOR has provided confirmation that the subject property is within their licensed area and that they have sufficient water to allow for the proposed development. The Town of Qualicum Beach and School District 69 have not expressed any concerns with the proposed amendment. As the fire service provider, Parksville Fire Department has not provided written comments but have verbally confirmed they have no concerns with the proposed development including access and egress to the property, internal road widths and proposed hammerhead turnarounds. The applicant has been made aware of this and have been advised that if there are issues identified by the Fire Department subsequent to the rezoning, they will have to be addressed at Development Permit or Building Permit stage.

The Ministry of Transportation and Infrastructure has reviewed the proposed development and issued a preliminary approval letter for the amendment application. MOTI has advised that no additional drainage is to be directed to the Ministry's drainage system, direct access to Island Highway 19A is not permitted, a valid access permit will be required, all parking must be contained within the development and public road dedication will be required to widen a portion of Ackerman Road fronting the property.

City of Parksville staff have reviewed the proposed amendment application and confirmed that the proposed cash contribution of \$76,000 would provide adequate funding to facilitate the future construction of a sidewalk, curb and gutter, and streetlights within the unconstructed Stanhope Road right-of-way fronting the subject property. In addition, City of Parksville Council received a report on August 17, 2017 for information purposes outlining the proposed amenity contribution and other proposed improvements within the City. Parksville staff have confirmed that, given that the subject property is not within the City's boundaries, this development is not responsible for the construction of Stanhope Road. They have also confirmed that the timing of construction and triggers for the completion of the portion of Stanhope Road adjacent to the subject property are ultimately determined as part of Council's review of the City's capital works program or may be triggered by future expansion of the Wembley Mall through an existing agreement that would require the construction and servicing of Stanhope Road.

Public Consultation Implications

A Public Information Meeting (PIM) was held on October 3, 2016 and twenty-four members of the public attended and no written submissions were received prior to the PIM (see Attachment 7 – Summary of Minutes of the Public Information Meeting).

In response to community concern regarding increased traffic, traffic safety, and pedestrian connectivity the applicant has provided an updated memorandum to the TIA prepared by Watt Consulting Group. This memorandum confirms that the increased traffic from the proposed development and the proposed 54 lot subdivision at Robertson Boulevard and Lowry's Road can be accommodated by the intersection of Island Highway and Wright Road without triggering the Stanhope connection to Ackerman Road.

To address community interest in having the portion of Stanhope Road within the City of Parksville constructed and to improve pedestrian connectivity the applicant has offered a cash amenity contribution to the City of Parksville for the future design and construction of improvements within the Stanhope Road right-of-way. In addition, the applicant proposes to design and construct a pedestrian trail within the Ackerman Road right-of-way from the corner of Stanhope Road to the Island Highway.

In accordance with Section 464 of the *Local Government Act*, should the Board grant first and second reading to the amendment bylaw, a Public Hearing is required to be held or waived prior to the Board's consideration of third reading. The purpose of the Public Hearing is to provide an opportunity for those who believe that their interest in property is affected by the proposed bylaw to be heard by the Regional Board. In addition, the Regional Board may delegate the Public Hearing by resolution in accordance with Section 469 of the *Local Government Act*. Therefore, staff recommends, that should the Board grant first and second reading to the proposed amendment bylaw, that a Public Hearing be held in accordance with Section 464 of *The Local Government Act* and that the Public Hearing be delegated to Director Stanhope or his alternate.

ALTERNATIVES


1. To proceed with Zoning Amendment Application No. PL2015-172, consider first and second reading of the Amendment Bylaw and proceed to Public Hearing.
2. To not proceed with the Amendment Bylaw readings and Public Hearing.

FINANCIAL IMPLICATIONS

Staff have reviewed the proposed development and note that the proposal has no implications related to the Board 2017–2021 Financial Plan.

STRATEGIC PLAN IMPLICATIONS

Staff have reviewed the proposed development and note that the proposed zoning amendment is in keeping with the 2016–2020 Board Strategic Plan. The proposed development is consistent with OCP policies and the Plans priorities ensuring cooperation and collaboration across jurisdictions and recognizing community mobility and recreational amenities as core services.



Kristy Marks
kmarks@rdn.bc.ca
August 31, 2017

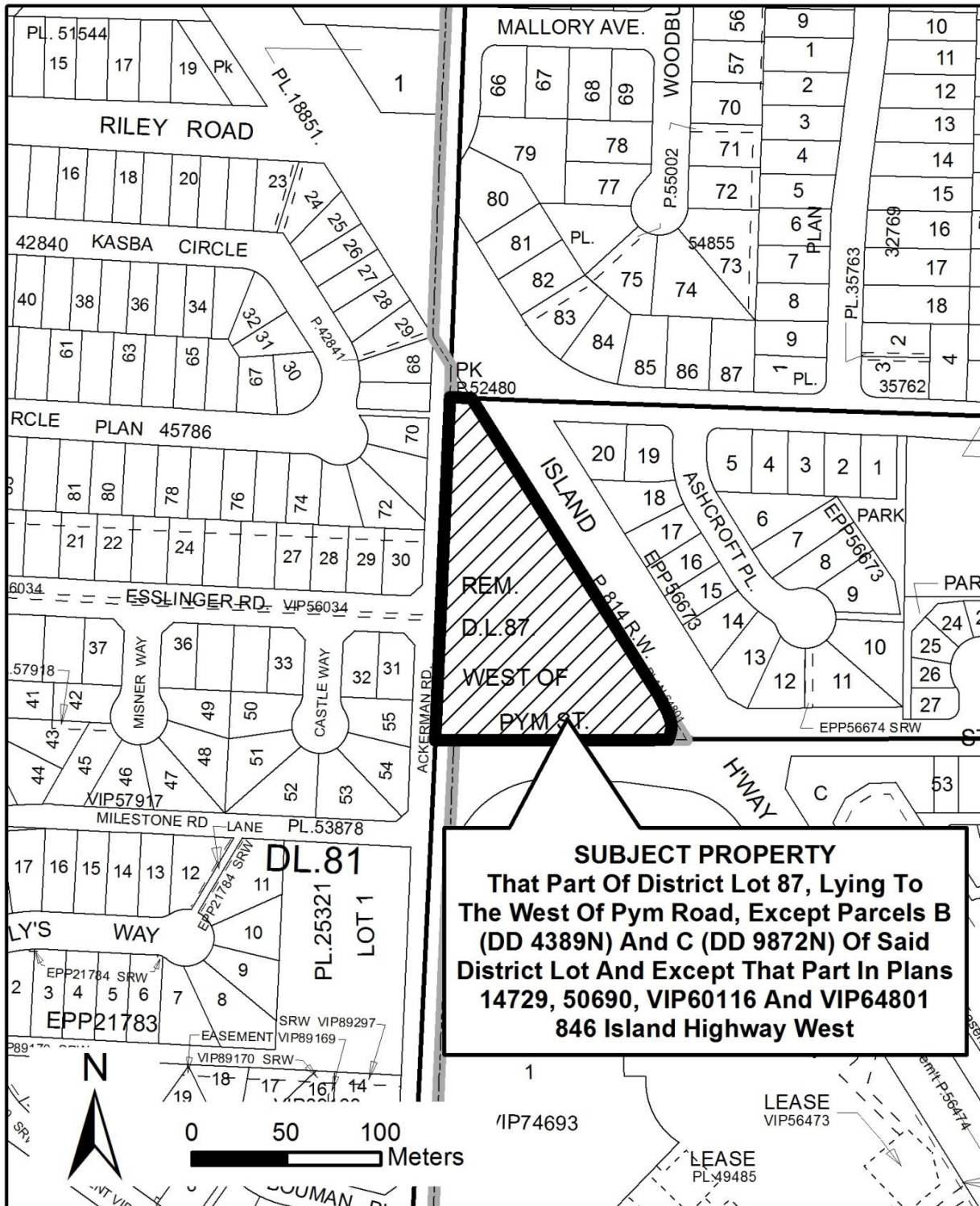
Reviewed by:

- J. Holm, Manager, Current Planning
- G. Garbutt, General Manager, Strategic & Community Development
- P. Carlyle, Chief Administrative Officer

Attachments

1. Subject Property Map
2. Subject Property Context Map
3. Conditions of Approval
4. Proposed Site Plan
5. Concept Building Elevations
6. Concept Landscape Plan
7. Summary of Minutes of the Public Information Meeting
8. Proposed Amendment Bylaw No. 500.404, 2017

**Attachment 1
 Subject Property Map**



Attachment 2
Subject Property Context Map



Attachment 3
Conditions of Approval

The following is required to be secured prior to the “Regional District of Nanaimo Land Use and Subdivision Amendment Bylaw No. 500.404, 2017” being considered for adoption:

1. The applicant shall provide a community amenity contribution including the following:
 - a. Cash contribution in the amount of \$76,000.00 to the City of Parksville for the future construction of a sidewalk, curb and gutter, and streetlights within the Stanhope Road right-of-way.
 - b. Design and Construction of a 3.0 metre wide utility access road on the existing subgrade of Stanhope Road.
 - c. Design of the ditch infill at Stanhope Road and the Island Highway 19A
 - d. Design and construction a pedestrian trail within the Ackerman Road right-of-way from the corner of Stanhope Road to the Island Highway to the satisfaction of the RDN and Ministry of Transportation and Infrastructure.
2. Registration of a SRW in favour of the City of Parksville over a corner cut at the intersection of Stanhope Road and the Island Highway 19A.
3. The applicant is required to register, at the applicant’s expense, a Section 219 Covenant on the property title requiring development of the land occur in a manner consistent with the Servicing Report prepared by ParkCity Engineering Ltd. dated June 2016. This covenant is to include a requirement that the proposed storm detention pond be designed to the satisfaction of the City of Parksville and maintained by the owner.
4. The applicant is required to register, at the applicant’s expense, a Section 219 covenant on the property title restricting the removal of vegetation or the construction of buildings or structures within 10.0 metres of Island Highway 19A.
5. The applicant shall obtain all necessary permits from the Ministry of Transportation and Infrastructure and the City of Parksville for the proposed works within the road right-of-way.

**Attachment 4
 Proposed Site Plan
 (Page 1 of 2)**



Attachment 4
Proposed Site Plan – Detail
(Page 2 of 2)



Attachment 5
Concept Building Elevations
 (Page 1 of 2)



⊙ Perspective - Sketch 1
 scale = 1/8"

⊙ Perspective - Sketch 2
 scale = 1/8"

C.A. DESIGN

1101 17th Street, Suite 200
 Victoria, BC V8W 2E2
 Tel: 250-383-1111
 Fax: 250-383-1112
 Email: info@ca-design.com

Project: 17-0001-0001
 Date: 09/12/2017
 Scale: 1/8"

Drawn by: [Name]
 Checked by: [Name]
 Date: 09/12/2017

Project: 17-0001-0001
 Site: 17-0001-0001
 Location: 17-0001-0001

Client: [Name]
 Address: [Address]

Project: 17-0001-0001
 Title: [Title]

| | |
|---------|--------------|
| Sheet | 1 |
| Project | 17-0001-0001 |
| Date | 09/12/2017 |
| Scale | 1/8" |

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Attachment 5
Concept Building Elevations
 (Page 2 of 2)



Perspective - Sketch 3

Perspective - Sketch 4

C.A. DESIGN

301-781-1111 | 1000-10th Street SW, Calgary, AB T2P 1K1

THE CITY OF CALGARY
 2017-2018
 1000-10th Street SW, Calgary, AB T2P 1K1

1000-10th Street SW, Calgary, AB T2P 1K1
 403-243-1111 | 1000-10th Street SW, Calgary, AB T2P 1K1

1000-10th Street SW, Calgary, AB T2P 1K1
1000-10th Street SW, Calgary, AB T2P 1K1

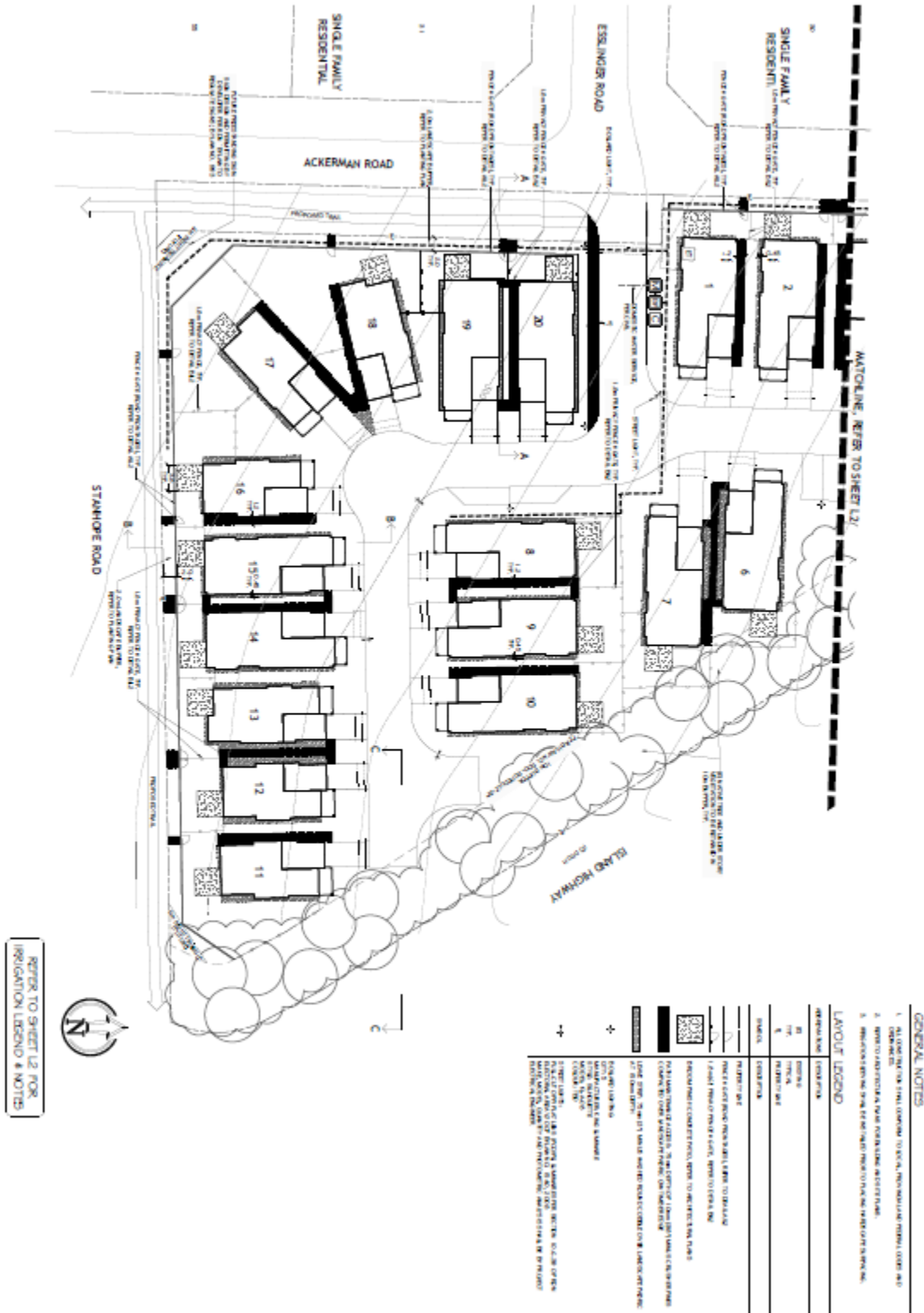
1000-10th Street SW, Calgary, AB T2P 1K1

PERSPECTIVES

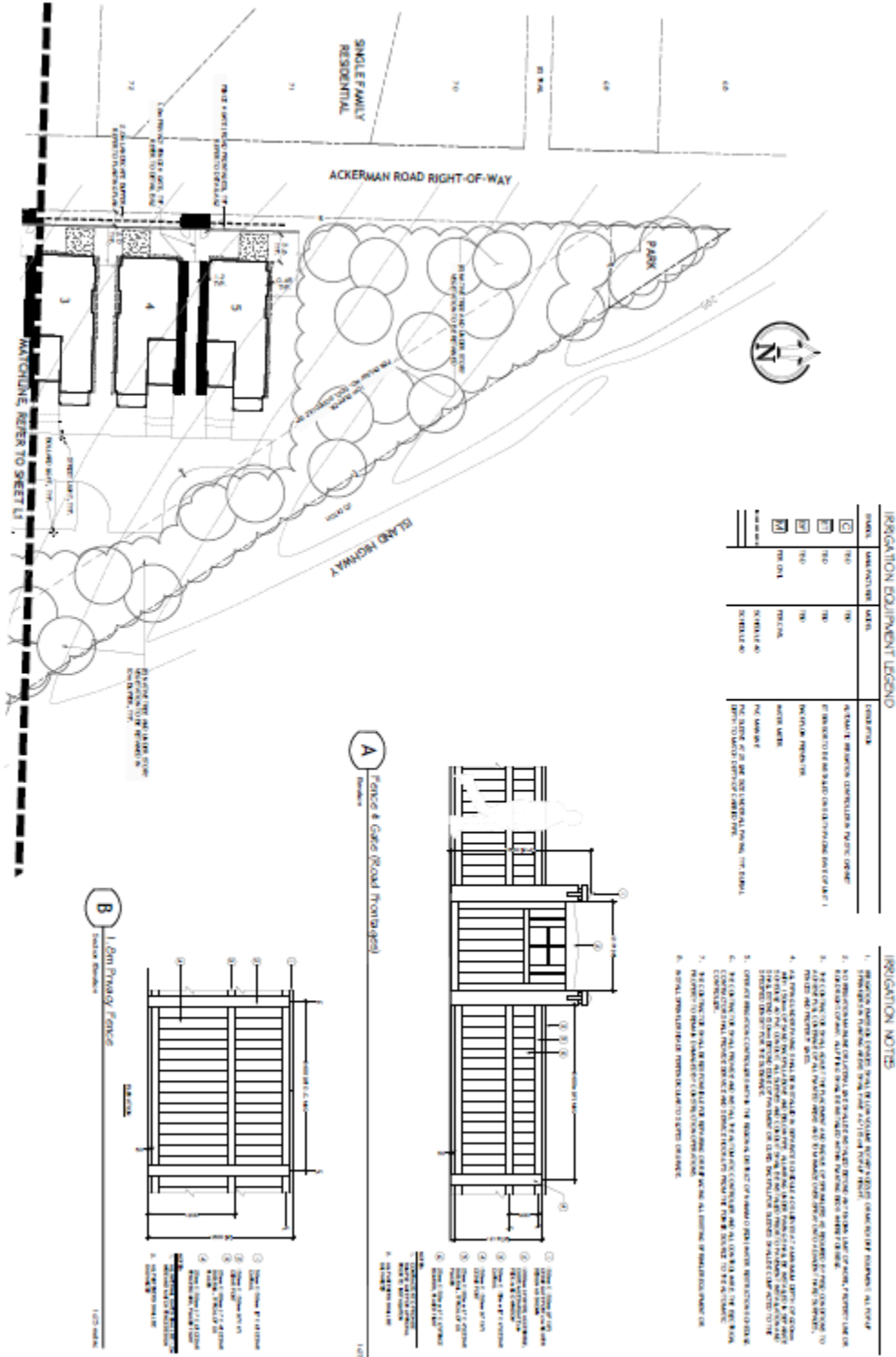
| | |
|---------|--|
| Project | 1000-10th Street SW, Calgary, AB T2P 1K1 |
| Client | 1000-10th Street SW, Calgary, AB T2P 1K1 |
| Date | 1000-10th Street SW, Calgary, AB T2P 1K1 |
| Scale | 1000-10th Street SW, Calgary, AB T2P 1K1 |
| Author | 1000-10th Street SW, Calgary, AB T2P 1K1 |

A-4

**Attachment 6
 Concept Landscape Plan
 (Page 1 of 2)**



Attachment 6
Concept Landscape Plan
 (Page 2 of 2)



Attachment 7
Summary of the Public Information Meeting
Held in the Multi-Purpose Room in Oceanside Place
830 Island Highway West
Monday, October 3, 2016 at 7:00 pm

Application No. PL2015-172
846 Island Highway West

Note: This summary of the meeting is not a verbatim recording of the proceedings, but is intended to summarize the comments and questions of those in attendance at the Public Information Meeting.

There were approximately 24 members of the public in attendance at this meeting.

Present for the Regional District of Nanaimo:

Director Stanhope, Electoral Area 'G' (the Chair)
Lainya Rowett, Senior Planner handling the development application
Jeremy Holm, Manager of Current Planning
Greg Keller, Senior Planner

Present for the Applicant:

Helen Sims, Sims Associates Land Surveying Ltd.
John Larson, C.A. Design
Cara MacDonald, MacDonald Gray Consultants
Vaughan Roberts, the applicant's Engineer

The Chair opened the meeting at 7:00 pm, outlined the evening's agenda, and introduced the Regional District of Nanaimo staff and the applicant in attendance. The Chair then stated the purpose of the Public Information Meeting and asked RDN staff to provide background information concerning the development application.

The Chair invited the applicant to give a presentation of the development proposal.

Helen Sims provided a brief summary of the proposed zoning amendment application, supporting documents provided by the applicant, and the application process.

John Larson presented an overview of the proposal focusing on the proposed dwelling unit design and site layout.

Cara MacDonald presented an overview of the proposal focusing on the proposed landscaping plan and site design.

Following the presentations, the Chair invited questions and comments from the audience.

Peter Fenske, 929 Wally's Way asked the applicant a number of questions including if the proposed development is a strata, what the strata fees would be, and if the proposed development will be a gated community.

Helen Sims responded to Mr. Fenske's questions by explaining that the proposed development would be a strata, the strata fees are not known at this time, and that the proposed development will not be a gated community.

Peter Fenske, 929 Wally's Way spoke to his concern over an increase in traffic on Wembley Road and Wally's Way and the traffic speed.

Helen Sims responded by explaining that the applicant has prepared a traffic impact assessment which indicates that the existing road network is capable of accommodating the anticipated increase in traffic which results from the proposed development. Ms. Sims also explained that the assessment cannot address traffic speeds.

Mr. Fenske reiterated his concerns with respect to traffic speed, excessive traffic, and safety on Wembley Road.

The Chair indicated that he spoke to Minister Stone and MLA Stilwell about community concerns over Wembley Road.

Bob Ashton, 880 Stanhope Road asked if the proposal includes the construction of Stanhope Road.

Helen Sims explained that the application does not include the construction of Stanhope Road and that it would be constructed with the expansion of Wembley Mall.

Warren Ackerman, 545 Ackerman Road spoke to his concern over traffic on Ackerman Road.

Vaughan Roberts indicated that the traffic impact analysis concludes that the proposed increase in traffic can be accommodated by the existing road network.

Lainya Rowett explained that the existing road network can accommodate more traffic.

Berna Claxton, 815 Kasba Circle requested clarification on the proposed path located within the undeveloped portion of Ackerman Road. Ms. Claxton asked if the existing path would be widened and what would happen to the ditch.

Cara MacDonald explained that the proposed path will not disrupt the ditch.

Berna Claxton, 815 Kasba Circle asked about landscaping adjacent to Ackerman Road and site illumination.

Cara MacDonald reviewed the proposed landscaping plan.

Peggy Ackerman, 545 Ackerman Road spoke to her concern about road safety at the intersection of Wembley Road and Ackerman Roads. Ms. Ackerman stated that Stanhope Road needs to be constructed as part of the proposed development.

Debbie Schiller, 902 Kasba Circle asked if the traffic impact assessment considered traffic during the school year.

Helen Sims explained that traffic counts occurred on September 8 and September 20, 2016.

Debbie Schiller, 902 Kasba Circle suggested that there be an alternate access to the development further south on Ackerman where unit 18 is shown.

Helen Sims explained that the Ministry of Transportation and Infrastructure (MOTI) requires a minimum separation distance between intersections and moving the proposed access further south on Ackerman Road would not meet the minimum separation distance.

Blair Shinski, 594 Castle Way indicated that he was concerned with the intersection of Ackerman Road and Esslinger Road being too narrow. Mr. Shinski asked what the plan is for Ackerman Road.

Vaughan Roberts indicated that upon application to the MOTI road upgrades will be reviewed.

R. Rutter, 897 Esslinger Road asked when Stanhope Road will be constructed and spoke to her concern over community water and sewer services.

Vaughan Roberts explained that a servicing report has been prepared which indicates that the proposed development can be adequately serviced with community water and sewer services.

Wayne Wurtz, 923 Wally's Way suggested that the construction of Stanhope Road should be the applicant's responsibility and should be completed before the development is approved as it would resolve a lot of the issues. Mr. Wurtz stated that if Stanhope Road was not constructed before the development is approved that he is opposed to the proposed development.

Ralph Wilson, 917 Wally's Way indicated that the issue of community water is not adequately addressed. Mr. Wilson questioned why residents must be subject to watering restrictions in the summer months and at the same time more development is proposed.

Vaughan Roberts explained that there are typical watering restrictions put in place during peak summer demand.

R. Rutter, 897 Esslinger Road spoke to her concern over the cost of EPCOR water.

Mable Klee, 932 Esslinger Road expressed interest in the emergency gate to the Oceanside Place Arena being opened.

Darlene McCutcheon, 917 Wally's Way asked if the proposed dwelling units would be low income housing.

John Larson responded by saying that the proposed dwelling units would not be low income housing.

Blair Shinski, 594 Castle Way asked what the plans are for the small triangular-shaped park located at the north end of the subject property.

Cara MacDonald explained that this particular park is a City of Parksville park and the proposal is to maintain it in its natural state.

Berna Claxton, 815 Kasba Circle requested clarification on the proposed trail linkage to Kasba Circle.

Bev Kettlewell, 835 Kasba Circle asked if the existing ditch within the proposed trail corridor be filled in.

Cara MacDonald responded by explaining that the ditch would not be filled in.

Peter Fenske, 929 Wally's Way asked how many storeys are proposed for the dwelling units.

John Larson indicated that the proposed dwelling units would be 1 to 1 ½ stories.

Peter Fenske, 929 Wally's Way asked how much the units would cost.

John Larson explained that the price point has yet to be determined.

Peter Fenske, 929 Wally's Way asked when the proposed development would be constructed.

Helen Sims explained the rezoning process and suggested that construction could begin as early as the spring of 2017.

Peter Fenske, 929 Wally's Way asked if access to the proposed development could be provided from the Island Highway.

Helen Sims explained that access from the highway is not possible.

D Schiller, 902 Kasba Circle asked if it would be useful to pressure the City of Parksville to construct Stanhope Road. Ms. Schiller also asked if constructing Stanhope Road would change the location of the proposed access to the development.

Jeremy Holm indicated that the future construction of Stanhope Road will not provide alternate access to the site.

Helen Sims indicated that the proposed access and widening of Ackerman Road is preliminary in design and that the details will be addressed based on MOTI requirements.

Blair Shinski, 594 Castle Way indicated that traffic safety is a concern at the end of Ackerman Road and that there needs to access off Stanhope Road.

Vaughan Roberts explained that MOTI has road standards that the proposal must satisfy and that the developer will be surveying roads to determine the required upgrades prior to development.

Helen Sims reiterated that the road upgrades shown on the proposed site plan are conceptual at this time and will be detailed with further dialogue.

Jeremy Holm explained that the purpose of the meeting is to inform the public about the proposal and for the applicant to get feedback from the public on the proposal prior to the application proceeding to the RDN Board for consideration.

Richard, a resident of Kasba Circle spoke to his concerns over traffic speeds on Wembley Road and the intersection of Wembley Road and Ackerman Road.

Ted Malyk, 1355 Hodges Road suggested that Regional District of Nanaimo should approach the City of Parksville to share the cost of building Stanhope Road.

A resident of 714 Kasba Circle asked if the trees along the Island Highway are proposed to be maintained.

Cara MacDonald indicated that the trees along the Island Highway would be maintained.

R. Rutter, 897 Esslinger Road asked when the last upgrade to the French Creek Pollution Control Centre was done.

A resident of 714 Kasba Circle asked if the development could provide access off of Stanhope Road.

Helen Sims indicated that the proposed development will not be providing access off of Stanhope Road.

The Chair asked if there were any further questions or comments.

Being none, the Chairperson thanked those in attendance and announced that the Public Information Meeting was closed.

The meeting was concluded at 8:07 pm.

Greg Keller
Recording Secretary

Attachment 8
Proposed Amendment Bylaw No. 500.404, 2017

**REGIONAL DISTRICT OF NANAIMO
BYLAW NO. 500.404**

**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. 500.404, 2017”.
- B. “Regional District of Nanaimo Land Use and Subdivision Bylaw No. 500, 1987”, is hereby amended as follows:

1. Under **PART 3, LAND USE REGULATIONS, Section 3.1 Zones** by adding the following zoning classification and corresponding short title after CD50 Zone :

Comprehensive Development Zone 51

2. By adding Section 3.4.151 (CD51)

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

That Part of District Lot 87, Lying to the West of Pym Road, Except Parcels B (DD 4389N) and
C (DD 9872N) of Said District Lot and Except That Part in Plans 14729, 50690, VIP60116
and VIP64801

from Residential 1 Zone, Subdivision District ‘Q’ to Comprehensive Development Zone 51

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

Public Hearing held this ___ day of _____ 20XX.

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

Chairperson

Corporate Officer

Schedule '1'

Section 3.4.151

Comprehensive Development Zone 51 **CD51**

3.4.151.1 Permitted Uses & Minimum Site Area

| Permitted Uses | Required Site Area with: | | |
|--|--------------------------------|------------------------|-----------------------|
| | Community Water & Sewer System | Community Water System | No Community Services |
| a) Multiple Dwelling Unit Development: | | | |
| - per dwelling unit | 500 m ² | 1600 m ² | 1.0 ha |
| b) Home Based Business | N/A | N/A | N/A |

3.4.151.2 Maximum Number and Size of Buildings and Structures

| | |
|-----------------|-------|
| Height | 9.0 m |
| Parcel coverage | 35% |

3.4.151.3 Minimum Setback Requirements

| | |
|--|--------|
| Lots lines fronting the Island Highway | 10.0 m |
| Front and Exterior side lot line | 6.0 m |
| Interior side and rear lot line | 3.0 m |
| Phased Strata lot line | 0.0 m |

Except:

- a) one dwelling unit is permitted to be 2.0 metres from an exterior side lot line or front lot line.
- b) where any part of a parcel is adjacent to or contains a watercourse then the regulations in Section 3.3.8 shall apply.

3.4.151.4 Other Regulations

For the purpose of this zone no further subdivision is permitted, including a bare land strata pursuant to the Bare Land Strata regulation, except a building strata pursuant to the *Strata Property Act*.

Chairperson

Corporate Officer

Schedule '2'



TO: Electoral Area Services Committee **MEETING:** September 12, 2017
FROM: Jon Wilson
 Manager of Emergency Services **FILE:** 7130-01 GIRC
SUBJECT: Gabriola Island Reception Centre – South Island

RECOMMENDATION

That the Board enter into a 5 year License of Use agreement at \$1 per year, with the Gabriola United Church for an Emergency Reception Centre and that the Regional District of Nanaimo purchase and install a 30 kW emergency standby generator for the purposes of an Emergency Reception Centre at the Gabriola United Church.

SUMMARY

Gabriola Island currently has an Emergency Reception Centre (ERC) with a standby generator on its north end at the Rollo Seniors Centre. In the event of a large scale emergency, residents on the South end could become isolated from accessing this ERC. Two options have been reviewed for an ERC on the South end of Gabriola Island, namely the Gabriola United Church or the Gabriola Island Community Hall. Neither location has back-up power, however, the Regional District of Nanaimo (RDN) has budgeted capital funds to install a generator. The Gabriola United Church has all of the amenities needed for an ERC, and is the most efficient and cost effective option for installation of a standby emergency generator.

BACKGROUNDStand-by Generators for Emergency Reception Centres

The RDN has budgeted for and installed emergency stand-by generators at ERCs as part of the ongoing program for emergency preparedness. The 2017 Capital Budget has \$50,000 for a generator at an ERC at the south end of Gabriola Island.

Gabriola Island Community Hall

The RDN has an existing License of Use agreement with the Gabriola Island Community Hall Association (GICHA) to use the hall as an ERC during emergencies with capacity for 260 persons on the main floor and 234 persons downstairs. The Regional District of Nanaimo pays a license fee of \$1.00 per year, and the License of Use agreement expires March 31st, 2018 and may be cancelled by either party upon receiving forty-eight (48) hours written notice through registered mail. The difficulty with this location is the hall does not have a back-up power supply. The RDN has intended on installing a standby generator at this facility to support an ERC during power outages. In preparation for this, a review of the GICHA BC

Hydro records reflected that peak electrical demand was often near to or had greatly exceeded the electrical supply that a 50kW (kiloWatt) generator could provide, as the total potential electrical load must be under 48kW to meet requirements of the BC Electrical Code.

Within the past three years, the peak electrical demand surpassed 48kW on several occasions to as high as 58.1kW. GICHA indicates that repairs to the heating system following these peak periods in 2014/2015, resulted in lowered levels to well below 48kW. January 2017 was the highest period of electrical demand since 2015, consuming 45.1kW during a period of cold weather. Despite this, the Community Hall has a 3-stage water boiler heating system that requires 48kW of power when operating at full capacity. The community hall heating could therefore reach the maximum output of a 50kW generator, before lighting, appliances, and other power consumption is factored in. The RDN's proposed supplier advises that a 150 kW generator would be required to support both heat and other electrical needs of the Hall due to the 48kW boiler system and a 600 Amp service to the building.

To install a 50kW generator at the GICHA Hall, it is necessary to isolate power within the facility to ensure the boiler system cannot be used, reducing the overall potential electrical load to well under 48kW. An ERC requires heat and electricity for all amenities necessary to operate and to provide for the necessary equipment and comfort of volunteers and persons being assisted during cold weather periods. GICHA has pursued options for having a standby generator installed at their facility. The options GICHA has examined vary substantially, including purchasing a used reconditioned generator, isolating electrical use in the hall, twinning generators for greater power supply, asking to use RDN funds to purchase and install a different type of generator such as propane fueled instead of diesel, and potential modifications for heat co-generation. GICHA is clear in their opinion that having the RDN generator at their hall affords the greatest community benefit, given it is larger than the church, and the benefit they would have from incidental use during power outages, etc. To outline their position on the matter, GICHA sent a proposal to staff as well as the RDN Board on August 15, 2017.

The GICHA proposal or an installation of the generator at the GICHA hall is not recommended for the following reasons:

- 1) Consistent Equipment – The RDN has purchased diesel powered generators for all other ERCs as they are more durable (greater life expectancy of equipment) and are the most reliable for the proposed use. The RDN's supplier of this equipment advises 99% of their installs on Vancouver Island are diesel with perhaps 1% being propane for this reason. In the event of emergency, diesel is likely to be the most stable and readily available fuel source given industrial and marine usages of diesel. Propane on the other hand, may present an explosive / fire hazard to the ERC if a supply line or tank were damaged in an earthquake. Propane is also susceptible to problems in cold weather due to vapor locks in supply lines, if not installed and maintained properly. Propane delivery/availability on Gabriola Island an emergency may be problematic, whereas diesel will be easier to obtain and transport in smaller quantities if necessary. For these reasons, diesel powered generators are the preferred type of equipment for installation.
- 2) Purpose of Budgeted Funds – Capital Asset – The funds budgeted for an ERC generator are provided for RDN owned and managed equipment that will remain an asset of the RDN. Providing funds for GICHA to design and build would essentially change the purpose of the funding to a grant to an association. Further, if the equipment was ultimately owned by the RDN as GICHA suggests, servicing and terms of use would need to be directly managed by the RDN, not the facility, as the

RDN has statutory responsibility for emergency preparedness and to ensure the equipment is maintained and ready for use.

- 3) Versatility of Equipment – As an asset of the RDN, a diesel standby generator may be relocated if the location of an ERC is changed over time. GICHA's proposal to design and build a standby power generation system tied into heat co-generation, etc. makes the equipment very much site specific to their needs, and therefore less feasible for relocation to another ERC location if it were needed at a later date.
- 4) New vs Old – The supplier cautions buying used or reconditioned generators as maintenance issues and problems from prior uses may not be readily known. While perhaps more affordable initially, service and repair of used generators can end up being costly to maintain them as a long term investment. New diesel generators afford better warranty, local servicing, direct knowledge of use and maintenance, and therefore reliability in emergency situations.

Gabriola United Church

The Gabriola United Church is a smaller facility (100 person capacity) than the GICHA Hall and operates on a smaller electrical service (200 Amp), therefore a 50kW or smaller generator can be used for the building. The church has all of the amenities the RDN needs for operation of an ERC including sufficient parking outside and room inside the building to receive large groups of people. It should be noted that an Emergency Reception Centre does not provide group lodging or accommodation. An ERC is a place where evacuees attend to be registered for access to provincial funding and emergency services, meaning after being registered, they would in most cases travel to Nanaimo as the closest community with hotels, large stores, etc. The church is an appropriate sized facility for an ERC with seating for large groups, a kitchen, and washroom facilities (including handicap accessibility), similar to other designated ERC locations in the RDN such as the Cedar Community Hall and Bowser Legion.

With this in mind, the RDN reviewed the BC Hydro records of the Gabriola United Church and determined peak hydro demand has not exceeded 23kW over the past three (3) years. The RDN's supplier and installer of the generator equipment advises the United Church facility can therefore be operated on a 30kW generator which will provide a more cost effective solution for setting up an ERC with standby electrical power on the south end of Gabriola Island.

ALTERNATIVES

1. That the Board enter into a 5 year License of Use agreement at \$1 per year, with the Gabriola United Church for an Emergency Reception Centre and that the Regional District of Nanaimo purchase and install a 30 kW emergency standby generator for the purposes of an Emergency Reception Centre at the Gabriola United Church.
2. Provide alternative direction to staff.

FINANCIAL IMPLICATIONS

The RDN currently has \$50,000 budgeted in the 2017 Capital Plan. Additional funds (approx. \$13,000.00) are available in the Emergency Planning Service Capital Reserve Fund to address the amount this is over budget (\$5,855.00) but this allocation will impact the reserve fund intended for covering emergency program costs that may exceed the annual budget for a year.

Quotations from Simson-Maxwell, the RDN supplier of standby emergency generators reflects the following prices:

1. Gabriola Island United Church (48 hour run time before refueling)
 - a. 30 kW Generator w/ install: \$ 55,855.00 CAD (taxes not included)

Note: A 30 kW Generator can provide full electricity for the Gabriola United Church including heat, appliances, lights and other electrical needs.

2. Gabriola Island Community Hall (48 hour run time before refueling)
 - a. 50 kW Generator w/install: \$ 61,825.00 CAD (taxes not included)

Note: A 50 kW Generator cannot be used to provide full power to the GICHA Hall and will only cover appliances, lights, etc. but not heat.

STRATEGIC PLAN IMPLICATIONS

A focus on Economic Health is one of the strategic priorities in the RDN Strategic Plan 2016 - 2021. The recommendations provide delivery of the most efficient, effective and economically viable solution for completion of this project. It also provides the most viable solution to complete the installation of a standby emergency generator, while keeping the project aligned with the designated budget amount, ensuring the equipment remains an asset of the RDN, and while ensuring all essential amenities are afforded for an ERC.



Jon Wilson, Manager of Emergency Services
jwilson@rdn.bc.ca
August 28, 2017

Reviewed by:

- D. Pearce, Director, Transportation and Emergency Services
- P. Carlyle, Chief Administrative Officer

TO: Regional District of Nanaimo Board
Committee of the Whole

MEETING: September 12, 2017

FROM: Daniel Pearce
Director, Transit and Emergency Services

FILE: 2240 20 FSA PSKV

SUBJECT: Fire Protection Services Agreement with City of Parksville

RECOMMENDATION

That the Board approve the addendum to the Fire Protection Services Agreement with the City of Parksville covering portions of Electoral Area 'G'.

SUMMARY

The Regional District of Nanaimo has an established Fire Services Agreement with the City of Parksville for provision of fire protection in portions of Electoral Area 'G'. The original agreement from 2007 has been included as Attachment 1 for reference. The original Fire Services Agreement was extended by the Board with a 5 year addendum to the agreement in 2011 (attachment 2) which expired December 31, 2016. An addendum (attachment 3) requires Board approval to extend the Fire Services Agreement with the City of Parksville for another 5 year term, beginning in 2017 and ending in 2021.

BACKGROUND

The City of Parksville provides fire protection services to portions of Electoral Area 'G', from the City's boundaries to Drew Road in French Creek (French Creek Fire), as well as within the San Pareil neighbourhood. The Regional District and the City entered into a service agreement in 2007. The first term was for 2007 through to 2011. A subsequent agreement was approved for a five year term ending December 31, 2016.

Under the terms of the last agreement the parties apportioned the firefighting costs between the City of Parksville and the Regional District on the basis of net taxable values for land and improvements. The costs for fire protection for the term of the agreement were derived by referring to the City of Parksville financial plan at the beginning of the term. The budgets are comprised of operating costs and minor and major capital equipment.

Operating costs include administration (includes wages), training, small equipment & clothing, and fire hall operations. Minor capital equipment includes capital items less than \$100,000 while major capital equipment includes capital items greater than \$100,000. Operating costs and minor capital equipment are recorded in the years that they occur while major capital items are averaged over a twenty year period.

The City of Parksville has advised the Regional District of Nanaimo (RDN) that costs have increased significantly for the provision of fire protection. The 5-Year annual costs have increased from \$6,370,609 in 2012-2016 to \$8,991,855 in 2017-2021. The increases are related to increased remuneration for fire fighters, new staff, volunteer retention initiatives, self-contained breathing apparatus (SCBA) upgrades and emergency lighting. While the increase was more than what was expected or forecast, it does represent the pressures the RDN is recognizing in the regional fire service areas.

The introduction of the Office of the Fire Commissioner's Structure Firefighters Competency and Training Playbook has been a major impact to local government management of fire services. The Playbook requires the local authority having jurisdiction to set the level of service to be provided by its fire departments and to ensure that these standards are met, that a training program is in place and that proper records are maintained. These new requirements are driving up costs in providing this important service. The Office of the Fire Commissioner has indicated that, in its view, where a local government has established and is funding the service, it will be expected to fulfil that responsibility.

Within attachment 3, Schedules B and B-1 represent the estimates and calculations for costs of services for the period January 1, 2017 to December 31, 2021. Operating and minor capital items under \$100,000 are cost shared as shown in the five year plan. Major capital items are amortized over 20 years and then included in the five year plan at amortized values. Every five years a comparison of budget to actuals is prepared and if the difference is greater than \$10,000 the amount is returned or recovered from the Regional District over the next five years. Except for new buildings that may be considered, the twenty year period captures the entire current inventory of vehicle replacements and potential new additions reflected in the City's twenty year plan. It will be up to the City to determine exactly when vehicles are replaced and how those replacements are funded. The Regional District's share of those assets is essentially funded on a reserve fund approach.

Staff from both jurisdictions have met to review the reconciliation and discussed the future timing points for reconciliations. Since the increase is significant and was unexpected for 2017 the new agreement proposed to spread the increased costs over the five years of the agreement. In addition, staff recommend a clause be added to the agreement that on or before January 31 of each year the parties will meet and review the 5 year capital plan in order that upcoming changes can be reflected in the RDN service area financial plans. The City of Parksville staff has indicated that they concur with the recommended changes.

ALTERNATIVES

1. That the addendum to the Fire Protection Services Agreement with the City of Parksville covering portions of Electoral Area 'G' be approved.
2. Recommend further amendments and seek the City's concurrence.

FINANCIAL IMPLICATIONS

The amounts projected in the Regional District's financial plan for cost sharing over the next five year term will have to be amended to be consistent with the amounts shown in the addendum Schedules B and B-1. French Creek Fire Service area property owners currently pay \$42.30 per \$100,000 of assessment using 2017 assessments. There are other items that impact the costs of this fire service such

as the annual costs of fire hydrant maintenance in the Epcor Water Service; however, pending final information for the 2018 budget the impact of this agreement to a property owner results in an additional \$8.72 per \$100,000 using 2017 assessments.

STRATEGIC PLAN IMPLICATIONS

Participating in an agreement with the City of Parksville to provide fire protection in the region will address RDN Strategic Priority of supporting Emergency Services as a core element of community safety.



Daniel Pearce
dpearce@rdn.bc.ca
August 31, 2017

Reviewed by:

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

Attachments

1. Fire Services Agreement (2007-2011)
2. Addendum to Fire Services Agreement (2012-2016)
3. Addendum to Fire Services Agreement (2017-2021)

FIRE SERVICES AGREEMENT

THIS AGREEMENT made the 11th day of November, 2007:

BETWEEN

**THE CITY OF PARKSVILLE
P.O. BOX 1390
PARKSVILLE, B.C.
V9P 2H3**

(hereinafter called the "City")

OF THE FIRST PART

AND

**THE REGIONAL DISTRICT OF NANAIMO
6300 HAMMOND BAY RD
NANAIMO, BC
V9T 6N2**

(hereinafter called the "District")

OF THE SECOND PART

WHEREAS the District is authorized by its Bylaws No. 794 and No. 1001 to provide fire protection services to the French Creek Fire Protection Local Service Area and to the Parksville (Local) Fire Protection Service Area which are contained within portions of Electoral Areas 'F', 'G' and 'H' as hereinafter defined and to levy funds for that purpose;

AND WHEREAS it has been agreed that the City will provide fire protection services as hereinafter defined to the Parksville (Local) Fire Protection Service Area (Schedule 'C') and that portion of the French Creek Fire Protection Service Area shown outlined on Schedule 'D';

AND WHEREAS the boundaries of Schedule 'C' or 'D' are deemed to coincide with any subsequent boundary amendments associated with Bylaws No. 794 and 1001;

NOW THEREFORE THIS AGREEMENT WITNESSETH that in consideration of the premises, mutual covenants and agreements hereinafter contained, it is agreed as follows;

1. SERVICES

The City will provide fire protection services to the Parksville (Local) Fire Protection Service Area (Schedule 'C') and that portion of the French Creek Fire Protection Service Area outlined in heavy black on the attached Schedule 'D', including any subsequent boundary amendments.

2. TERM

- i. The Term of this Agreement is January 1, 2007 to December 31, 2011, unless otherwise terminated as provided herein.
- ii. This Agreement shall be automatically renewed at the end of the initial Term for a further two, five year terms unless earlier terminated as provided herein.

3. DESCRIPTION OF SERVICE

For the purposes of this Agreement the services provided include but are not limited to the provision of personnel and equipment for the purpose of fighting fires, fire prevention and inspections, administration and enforcement of the Regional District's burning bylaws applicable to the area, response to other classes of emergencies including medical emergencies and non-emergencies such as false alarms. The services provided shall be comparable to those provided within the City boundaries or as is possible with the facilities provided by the District

4. CITY OF PARKSVILLE

Within the boundaries for fire protection services as outlined under this agreement, the City will not be responsible for:

- i. maintaining or providing fire flow water at hydrants;
- ii. providing storage of water for fire fighting purposes;
- iii. replacing or repairing damaged hydrants except where negligence by the City is the cause;
- iv. providing, maintaining, servicing or flushing hydrants;
- v. paying for any of the above except for negligence as stated in Article 4(iii).

The City will have the right to:

- i. inspect, flow test, and check any or all hydrants;
- ii. advise the District of any deficiencies noted in hydrants or the water system;
- iii. operate hydrants and hook up hoses for the purposes of fire fighting and practice;
- iv. draw water at no charge for fire fighting and for practice.

5. REGIONAL DISTRICT OF NANAIMO

1. The District will ensure that the hydrants are serviced annually in accordance with the program as set out in the Regional District's policy as amended from time to time. The policy in effect at the date this agreement is signed in attached as Schedule 'A'.
2. The District will provide the City within ONE (1) MONTH of the signing of this Agreement with a copy of a drawing showing the location of all hydrants appropriately numbered, water mains, storage, and pumping facilities, and shall advise the City prior to the installation of all hydrants in order to provide the City the opportunity to comment on the locations.
3. The District will ensure that the City is notified in a timely manner of the identification, number of hydrants as and when they are:
 - i. damaged or out of service for whatever reason
 - ii. being repaired
 - iii. draining poorly and in all cases
 - iv. when they are back in service.

4. The District agrees to indemnify and save harmless the City from any and all actions, claims, suits or judgements arising out of or in connection with the performance by the City, or its officers or employees, of the obligations of the City under this Agreement, except:
 - i. where such action, claim, suit or judgement is due to the negligence of the City, or its officers or employees; and
 - ii. as specified in Section 4(iii) and (v).

6. ANNUAL REPORTS

1. Each year, on or before November 1st, the City shall provide a report on activities relative to this Agreement in a form mutually agreeable to the parties.
2. On or before February 1st of each year of the term, for information purposes the City shall provide a report comparing actual costs to budgeted costs for information purposes.

7. APPORTIONMENT OF ANNUAL COSTS

1. Fire fighting costs shall be apportioned between the City and the District on the basis of net taxable values for land and improvements.
2. The costs for fire protection for the Term and subsequent Terms of this Agreement shall be derived as follows:

Referring to the City's financial plan at the beginning of the Term or any renewal Term annual budgets will be comprised of:

Operating costs as estimated in the financial plan for the following categories:

Administration (includes wages)
Training
Small Equipment & Clothing
Fire Hall Operations
Other Equipment Costs plus;

Minor Capital Equipment - capital items less than \$100,000 plus;

Major Capital Equipment - capital items greater than \$100,000.

Operating Costs and Minor Capital Equipment shall be recorded in the years that they occur, Major Capital items shall be averaged over the five year period.

Total costs for the Term shall be allocated to each year in the Term or any renewal Term in a manner mutually acceptable to the parties

For the purposes of the initial Term, Schedules B and B-1 represent the estimates and calculations for the period 2007 to 2011.

4. On or about January 15 of every third calendar year following the execution of this agreement the Parties shall reconcile actual amounts incurred by the City compared to the amounts remitted by the District under this Agreement in the prior three years. Where there is a difference over the three year period of more than \$10,000 (higher or lower) between the amounts remitted for that period and the amounts which would have been remitted based on actual costs, the difference shall be adjusted over the following three year period.
5. Notwithstanding Paragraph 7.4, the parties agree that it is not the intent of this adjustment to result in unreasonable changes to the annual costs for any party and should that be the result, the parties will work to resolve the change in a mutually acceptable manner.

8. AMOUNTS PAYABLE

An amount due under this Agreement shall be payable on or before the first day in August in each year.

9. AMENDMENTS

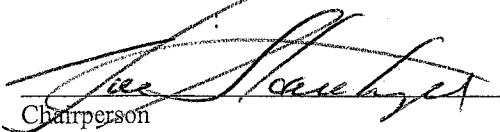
This Agreement may be amended by mutual agreement.

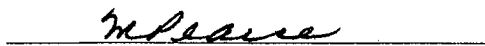
10. TERMINATION


1. This agreement may be terminated or take affect at the end of any calendar year by the giving of notice, in writing, by either party to the other no later than January 1st of that year.
2. This Agreement shall enure to the benefit of and be binding upon the parties hereto and their respective successors and assigns.

IN WITNESS WHEREOF the parties have hereunto caused their presents to be executed under the hands of their proper officers duly authorized in that behalf on the day and year first above written.


FOR THE REGIONAL DISTRICT OF NANAIMO)

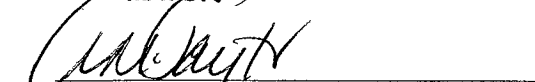

Chairperson)


Sr. Mgr., Corporate Administration)

| | Initial | Date |
|-------------------|---|----------|
| Content (Mgr) | na | 11/30/07 |
| Approved (GM) | | 11/30/07 |
| Legal Form (SMCA) | ml | 14/12 |
| Authority (CAO) |  | Dec 4/07 |

FOR THE CITY OF PARKSVILLE)


SANDRA R. HERLE)
MAYOR)


LAURIE TAYLOR)
CORPORATE ADMINISTRATOR)

SCHEDULE 'A'

**FIRE SERVICES AGREEMENT
 BETWEEN THE CITY OF PARKSVILLE
 AND REGIONAL DISTRICT OF NANAIMO**

HYDRANT SERVICE PROGRAM

**REGIONAL DISTRICT OF NANAIMO
*Utilities Department***

OPERATING PROCEDURES

| | |
|---|--|
| SUBJECT: <i>Fire Hydrant Inspection and Maintenance</i> | PROCEDURE NO.: <i>Water-01</i> |
| | PAGE: <i>1 of 4</i> |
| EFFECTIVE DATE: <i>April 20, 2006</i> | LAST REVISED: <i>February 15, 2007</i> |
| PREPARED BY: <i>D. Churko / M. LaForest</i> | APPROVED BY: <i>M. Donnelly</i> |

1.0 PURPOSE

1.1 To ensure staff follow proper procedures when servicing fire hydrants.

2.0 RESPONSIBILITY

2.1 It is the responsibility of the Chief Operator to inform staff of these procedures and to update these procedures as necessary.

2.2 It is the responsibility of staff to read and understand these procedures.

3.0 PROCEDURES

3.1 As per the Environmental Services Operational Policy dated February 1, 2004 (see attached), fire hydrants shall be inspected regularly and repaired as required to ensure their satisfactory operation.

3.2 Fire hydrants shall be inspected and flushed annually.

3.3 Fire hydrants shall be provided full maintenance every two years. Refer to Manufacturers recommended procedures- copies available in Utilities 3 Technician's desk, and in Chief Operator's office.

REGIONAL DISTRICT OF NANAIMO

**Environmental Services Operational
POLICY**

| | |
|---|--------------------|
| SUBJECT: <i>Fire Hydrant Inspection and Maintenance</i> | POLICY NO: |
| EFFECTIVE DATE: February 1, 2004 | APPROVED BY: GM ES |
| REVISION DATE: | PAGE 1 OF 1 |

PURPOSE

Fire hydrants shall be inspected regularly and repaired as required to ensure their satisfactory operation. This policy outlines the frequency of fire hydrant inspections and maintenance.

POLICY

1. Annual Inspections – fire hydrants shall be inspected and flushed annually in accordance with the procedure outlined in Schedule “A”.
2. Fire hydrants shall be inspected after every use and hydrant maintenance shall be performed, if required, in accordance with the procedure outlined in Schedule “B”.
3. Fire Hydrant Maintenance – fire hydrants shall be provided full maintenance every two years in accordance with the procedure outlined in Schedule “B”.
4. Records shall be maintained of all inspections and maintenance activities.

Regional District of Nanaimo
Fire Hydrant Maintenance

Schedule "A"

Annual Inspection Procedure for all Fire Hydrants within RDN Water Systems

1. Check for any obvious obstructions and brush out around hydrant within 1 metre radius if required. Report obstructions that cannot be removed to the Chief Operator.
2. Inspect condition of paint; power wash and re-paint as required.
3. Check, record and report any external structural damage to the hydrant to the Chief Operator.
4. Check and clear any obstruction or foreign material from hose ports.
5. Check for ease of operation; if difficult to operate record and report.
6. Check for leaks at ground level and at all gasket joints.
7. Listen for internal leakage
8. Flush hydrant and branch line with very low flow so as not to disturb the main.
9. Check for drainage by suction at hose port.
10. Check that all ports are accessible and that the steamer port is facing the principle access route.
11. Complete inspection report.
12. Report any deficiencies that require further repair immediately to the Chief Operator.

Regional District of Nanaimo
Fire Hydrant Maintenance

Schedule "B"

Full Bi-annual Service Maintenance Procedure for all Fire Hydrants within RDN Water Systems

1. Close the hydrant isolation valve and check the operation of the valve.

Record and report any repairs required.

Disassemble the hydrant to remove serviceable parts, check for worn or broken parts and leaks in the assembly or their component parts:

- head or "O" ring assembly
- independent cut-off assembly
- drain valve assembly
- main gate or main valve assembly
- hose nozzle assembly

2. Lubricate all external and internal working parts while reassembling the hydrant.
3. Open the hydrant isolation valve
4. Operate the hydrant from fully open to fully closed with caps in place. Record pressure and number of turns required opening the hydrant.
5. Flush the hydrant with a low flow so as not to disturb the main.
6. Complete the maintenance report.

**** END OF DOCUMENT ****

SCHEMULE B

**TO FIRE SERVICES AGREEMENT BETWEEN THE
CITY OF PARKSVILLE AND THE REGIONAL DISTRICT OF NANAIMO**

| | | City of Parksville | | | | | |
|---------------------------|----------------------------|---------------------------------------|------------------|------------------|------------------|------------------|------------------|
| | | Forecast Fire Department Expenditures | | | | | |
| | | 2007 | 2008 | 2009 | 2010 | 2011 | Total |
| Operating Expenditures | Administration | 390,873 | 432,950 | 444,300 | 456,058 | 468,240 | 2,192,421 |
| | Training | 59,192 | 61,649 | 64,218 | 66,910 | 69,731 | 321,700 |
| | Small Equipment & Clothing | 41,220 | 42,931 | 44,720 | 46,594 | 48,559 | 224,024 |
| | Fire Hall #1 | 37,249 | 38,795 | 40,412 | 42,106 | 43,881 | 202,443 |
| | Equipment | 55,055 | 57,340 | 59,730 | 62,233 | 64,858 | 299,216 |
| | Total Operating | 583,589 | 633,665 | 653,380 | 673,901 | 695,269 | 3,239,804 |
| Capital | Minor Capital Equipment | 68,600 | 137,547 | 10,404 | 71,313 | 0 | 287,864 |
| | Major Capital Equipment | 346,512 | 346,512 | 346,512 | 346,512 | 346,512 | 1,732,560 |
| | Total Capital | 415,112 | 484,059 | 356,916 | 417,825 | 346,512 | 2,020,424 |
| Total Annual Costs | 998,701 | 1,117,724 | 1,010,296 | 1,091,726 | 1,041,781 | 5,260,228 | |

| | 2007 Assessments | Percentage | Allocated annual costs | | | | | |
|------------------------------|---------------------|------------|------------------------|-----------|-----------|-----------|-----------|-----------|
| City of Parksville | 1,747,105,471 | 70.77% | 602,764 | 632,902 | 697,774 | 807,743 | 981,812 | 3,722,995 |
| French Creek Area | 514,903,117 | 20.86% | 177,645 | 186,527 | 205,646 | 238,056 | 289,358 | 1,097,233 |
| Parksville Local Area | 206,781,942 | 8.38% | 71,341 | 74,908 | 82,586 | 95,602 | 116,204 | 440,642 |
| | 2,468,790,530 | 100.00% | 851,750 | 894,338 | 986,007 | 1,141,402 | 1,387,374 | 5,260,870 |
| Regional District of Nanaimo | | | \$248,986 | \$261,435 | \$288,232 | \$333,658 | \$405,562 | |

SCHEDULE D-1
TO FIRE SERVICES AGREEMENT BETWEEN THE
CITY OF PARKSVILLE AND THE REGIONAL DISTRICT OF NANAIMO


City of Parksville – Fire Department Capital Expenditures


| | 2007 | 2008 | 2009 | 2010 | 2011 | |
|---|------------------------------|------------|------------|------------|------------|------------|
| <u>Budgeted Major Equipment (over \$100,000)</u> | | | | | | |
| Major | Fire Hall #1 Addition | 0 | | 259,100 | 259,100 | 259,100 |
| Major | Fire Rescue Truck R-41 | 0 | 0 | 0 | 0 | 0 |
| Major | Tanker (Replace Chassis) | 0 | 0 | 0 | 0 | 0 |
| Major | Rplace Ladder 41 | 0 | 0 | 0 | 0 | 0 |
| Major | Replace E-42 | 0 | 0 | 468,180 | 0 | 0 |
| Major | New Fire Truck E-43 | 0 | 0 | 0 | 0 | 0 |
| Major | Replace E-41 | 0 | 0 | 0 | | 487,080 |
| Major | Fire Hall #2 | 0 | 0 | 0 | 0 | 0 |
| | Total | \$ - | \$ - | \$ 727,280 | \$ 259,100 | \$ 746,180 |
| | Average Annual Costs | \$ 346,512 | \$ 346,512 | \$ 346,512 | \$ 346,512 | \$ 346,512 |
| <u>Budgeted Minor Equipment (less than \$100,000)</u> | | | | | | |
| | Replace C-42 (Dodge P/U) | 28,600 | 0 | 0 | 0 | 0 |
| | Fire Inspector Truck | 30,000 | | | | |
| | Emergency Generator | 0 | 29,750 | 0 | 0 | 0 |
| | Replace Air Compressor | 0 | 34,100 | 0 | 0 | 0 |
| | Replace Photocopier | 0 | 11,000 | 0 | 0 | 0 |
| | Replace C 41 | 0 | 0 | 0 | 28,600 | 0 |
| | SCBA Upgrade | 0 | 50,000 | 0 | 0 | 0 |
| | Foam System | 0 | 0 | 0 | 28,600 | 0 |
| | Training Ground Improvements | 10,000 | 10,000 | 10,000 | 10,000 | 0 |
| | Total | 68,600 | 134,850 | 10,000 | 67,200 | 0 |
| | Inflated Minor Equipment | \$ 68,600 | \$ 137,547 | \$ 10,404 | \$ 71,313 | \$ - |
| | Total Annual Capital Costs | \$ 415,112 | \$ 484,059 | \$ 356,916 | \$ 417,825 | \$ 346,512 |


2008 Debt costs relate to repayment of \$3,250,000 debt to build new firehall. Interest assumed at 5%. Only 50% in 2008.


Major Equipment is averaged over a 10 year period to smooth the estimated costs.

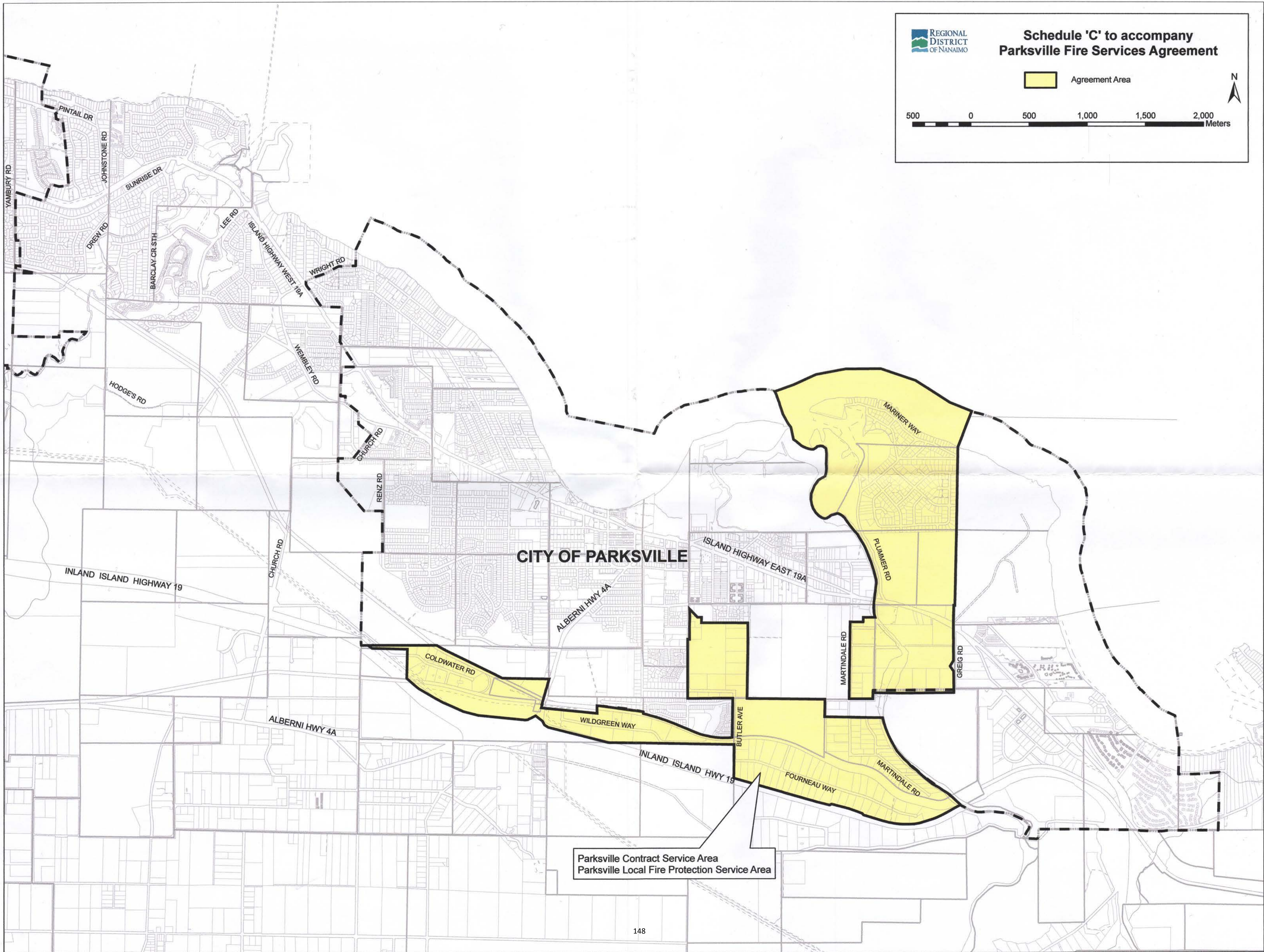
Minor Equipment under \$100,000 is not averaged.


**Schedule 'C' to accompany
Parkville Fire Services Agreement**

 Agreement Area

 N



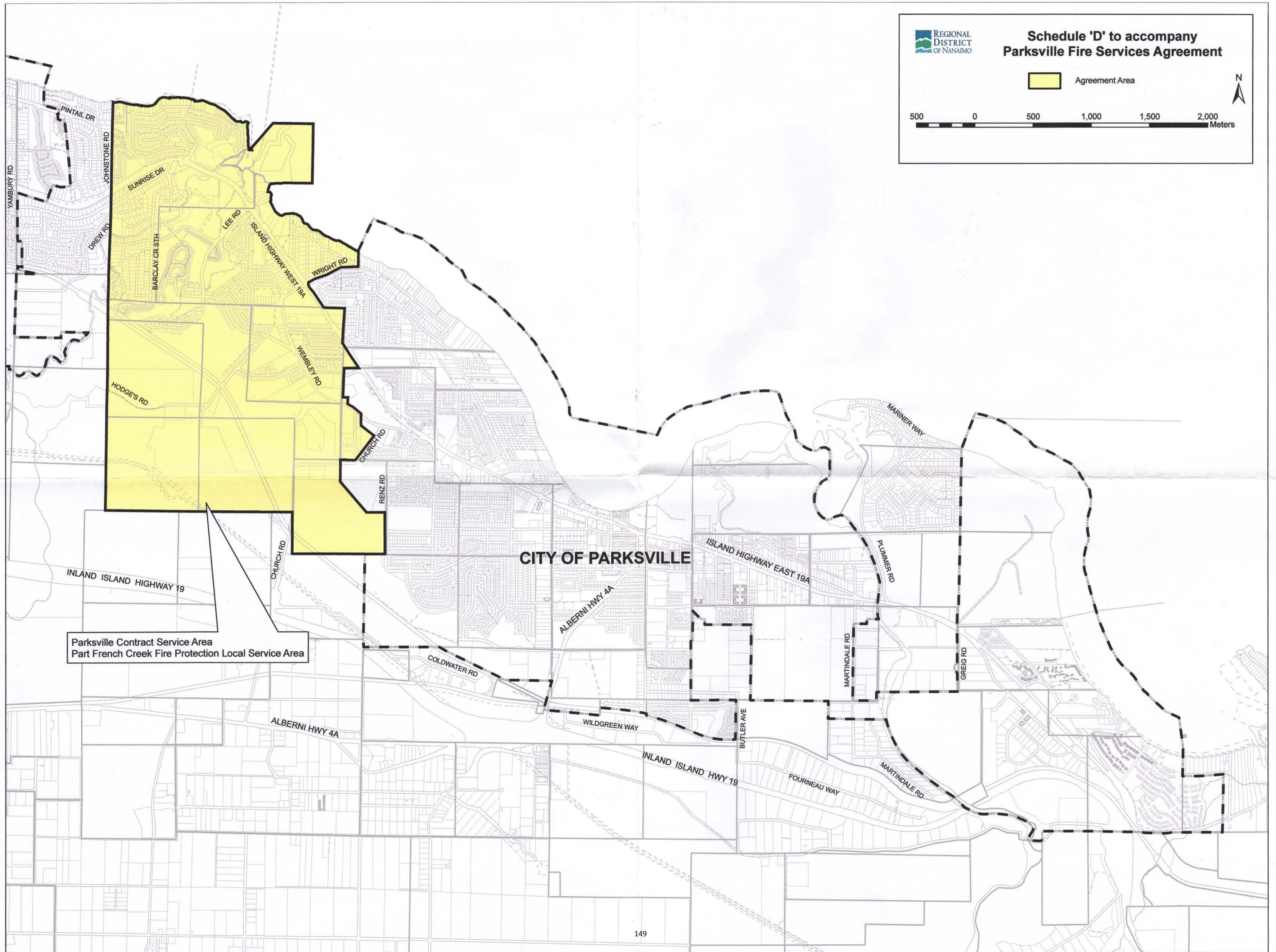


Parkville Contract Service Area
 Parkville Local Fire Protection Service Area



Schedule 'D' to accompany Parkville Fire Services Agreement

 Agreement Area



Parkville Contract Service Area
Part French Creek Fire Protection Local Service Area

CITY OF PARKVILLE

Attachment 2 - Addendum Fire Services Agreement

ADDENDUM TO FIRE SERVICES AGREEMENT

PURSUANT TO THE AGREEMENT made the 11th day of November, 2007:

BETWEEN

**THE CITY OF PARKSVILLE
P.O. BOX 1390
PARKSVILLE, B.C.
V9P 2H3**

(hereinafter called the "City")

OF THE FIRST PART

AND

**THE REGIONAL DISTRICT OF NANAIMO
6300 HAMMOND BAY RD
NANAIMO, BC
V9T 6N2**

(hereinafter called the "District")

OF THE SECOND PART

WHEREAS the initial term of the Fire Services Agreement for the period January 1, 2007 to December 31, 2011 has concluded;

AND WHEREAS the Parties wish to set out the costs which will be shared for the renewal period January 1, 2012 to December 31, 2016;

NOW THEREFORE THIS ADDENDUM WITNESSETH that in consideration of the premises, mutual covenants and agreements hereinafter contained, it is agreed as follows;

Sections 7(1), (2) and (4) are deleted and the following is substituted therefore:

7. APPORTIONMENT OF ANNUAL COSTS

1. Fire fighting costs shall be apportioned between the City and the District on the basis of net taxable values for land and improvements.
2. The costs for fire protection for the Term and subsequent Terms of this Agreement shall be derived as follows:

Referring to the City's financial plan at the beginning of the Term or any renewal Term annual budgets will be comprised of:

Operating costs as estimated in the financial plan for the following categories:

Administration (includes wages)
Training
Small Equipment & Clothing
Fire Hall Operations
Other Equipment Costs plus;

Minor Capital Equipment - capital items less than \$100,000 plus;

Major Capital Equipment - capital items greater than \$100,000.

Operating Costs and Minor Capital Equipment shall be recorded in the years that they occur.

Major Capital items shall be averaged over a twenty year period.

Schedules B and B-1 represent the estimates and calculations for the period January 1, 2012 to December 31, 2016.

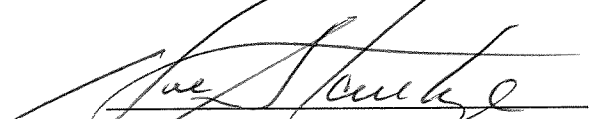
3. On or about January 31 in the final year of each term the parties shall reconcile actual amounts incurred by the City for Operating and Minor Capital Costs compared to the amounts remitted by the District in the prior five years. Where there is a difference of more than \$10,000 the amounts payable by the Regional District in each year of the subsequent five year term shall be adjusted by one fifth of the difference from the prior five year term.

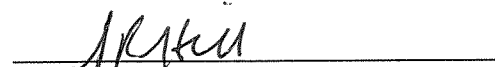
Section 7(5) is renumbered 7(4).

Hydrant Service Program as shown in Schedule A is replaced with the attached revised documents.

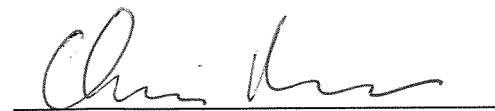
IN WITNESS WHEREOF the parties have hereunto caused their presents to be executed under the hands of their proper officers duly authorized in that behalf on the day and year first above written.


FOR THE REGIONAL DISTRICT OF NANAIMO


Chairperson


Corporate Officer

FOR THE CITY OF PARKSVILLE


CHRIS BURGER
Mayor


DEBBIE COMIS
Corporate Officer

SCHEDULE B

**TO FIRE SERVICES AGREEMENT BETWEEN THE
CITY OF PARKSVILLE AND THE REGIONAL DISTRICT OF NANAIMO**

| | | | Budget | Budget | Budget | Budget | Budget | Total |
|------------------------|--------------------------------|--------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | | | 2012 | 2013 | 2014 | 2015 | 2016 | |
| OPERATING | Administration | | 470,210 | 485,111 | 496,449 | 508,063 | 519,957 | 2,479,790 |
| | Training | | 125,940 | 134,347 | 135,148 | 139,063 | 143,096 | 677,594 |
| | Small Equipment & Clothing | | 61,500 | 64,140 | 65,996 | 67,908 | 69,876 | 329,420 |
| | Fire Hall #1 | | 36,050 | 37,598 | 38,686 | 39,806 | 40,960 | 193,100 |
| | Equipment | | 82,400 | 85,937 | 88,425 | 90,986 | 93,623 | 441,371 |
| | Minor Capital – Operating | | 14,700 | 0 | 0 | 0 | 0 | |
| | | | 790,800 | 807,133 | 824,704 | 845,826 | 867,512 | 4,135,975 |
| CAPITAL | Minor Capital | | 123,600 | 61,000 | 0 | 0 | 28,600 | 213,200 |
| | Major Capital | | 404,287 | 404,287 | 404,287 | 404,287 | 404,287 | 2,021,434 |
| | Total Annual Cost | | 1,318,687 | 1,272,420 | 1,228,991 | 1,250,113 | 1,300,399 | 6,370,609 |
| | AVERAGE ANNUAL COST | | 1,274,122 | | | | | |
| | Less: RDN adjustment 2007-2011 | | (30,445) | (30,445) | (30,445) | (30,445) | (30,445) | (152,224) |
| | | | 1,243,677 | 1,243,677 | 1,243,677 | 1,243,677 | 1,243,677 | 6,218,386 |
| Assessments | 2012 | Percentage allocation | | | | | | |
| City of Parksville | 2,220,863,819 | 72.00% | 917,425 | 917,425 | 917,425 | 917,425 | 917,425 | 4,587,125 |
| RDN French Creek | 627,307,898 | 20.34% | 259,137 | 259,137 | 259,137 | 259,137 | 259,137 | 1,295,685 |
| | | Less: RDN adjustment 2007-2011 | (22,118) | (22,118) | (22,118) | (22,118) | (22,118) | (110,590) |
| | | | 237,019 | 237,019 | 237,019 | 237,019 | 237,019 | 1,185,095 |
| RDN Parksville(Local) | 236,169,074 | 7.66% | 97,560 | 97,560 | 97,560 | 97,560 | 97,560 | 487,800 |
| | | Less: RDN adjustment 2007-2011 | (8,327) | (8,327) | (8,327) | (8,327) | (8,327) | (41,635) |
| Total assessments | 3,084,340,791 | | 89,233 | 89,233 | 89,233 | 89,233 | 89,233 | 446,165 |
| | | | 1,243,677 | 1,243,677 | 1,243,677 | 1,243,677 | 1,243,677 | 6,218,386 |

SCHEDULE B-1

**TO FIRE SERVICES AGREEMENT BETWEEN THE
CITY OF PARKSVILLE AND THE REGIONAL DISTRICT OF NANAIMO**

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------------|
| Budgeted Major Capital (more than \$100,000) | | | | | | | | | | | |
| Fire Hall #1 Addition | 152,313 | 152,313 | 152,313 | 152,313 | 152,313 | 152,313 | 152,313 | 152,313 | 152,313 | 152,313 | |
| Fire Rescue/Pumper Truck R-41 | 0 | 0 | 0 | 0 | 0 | 735,400 | 0 | 0 | 0 | 0 | |
| Dedicated Rescue Truck | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Tanker (Chassis and Tank) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Replace Ladder 41 | 0 | 0 | 0 | 1,165,500 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Replace E-42 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 624,500 | |
| New Fire Truck E-43 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Replace E-41 | 0 | 512,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Fire Hall #2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 822,400 | 0 | |
| Training Ground Improvements | 250,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | Total |
| Fire Hall #1 Addition | 152,313 | 152,313 | 152,313 | 152,313 | 152,313 | 152,313 | 152,313 | 152,313 | 0 | 0 | 2,741,634 |
| Fire Rescue/Pumper Truck R-41 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 735,400 |
| Dedicated Rescue Truck | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Tanker (Chassis and Tank) | 0 | 0 | 0 | 0 | 0 | 434,500 | 0 | 0 | 0 | 0 | 434,500 |
| Replace Ladder 41 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,165,500 |
| Replace E-42 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 624,500 |
| New Fire Truck E-43 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 799,300 | 799,300 |
| Replace E-41 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 512,500 |
| Fire Hall #2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 822,400 |
| Training Ground Improvements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 250,000 |
| Total Plan 20 yrs | | | | | | | | | | | \$ 8,085,734 |
| Average Annual Cost (20 yrs) | 404,287 | 404,287 | 404,287 | 404,287 | 404,287 | 404,287 | 404,287 | 404,287 | 404,287 | 404,287 | \$ 8,085,734 |

SCHEDULE B-1 (cont'd)

**TO FIRE SERVICES AGREEMENT BETWEEN THE
CITY OF PARKSVILLE AND THE REGIONAL DISTRICT OF NANAIMO**

| Budgeted Minor Equipment (less than \$100,000) | | | | | |
|---|----------------|---------------|-------------|-------------|---------------|
| | 2012 | 2013 | 2014 | 2015 | 2016 |
| Tanker Truck & Tank | 50,000 | 0 | 0 | 0 | 0 |
| On Board computer Hardware | 0 | 0 | 0 | 0 | 0 |
| Emergency Generator | 0 | 0 | 0 | 0 | 0 |
| Replace Air Compressor | 0 | 0 | 0 | 0 | 0 |
| Replace Photocopier | 0 | 11,000 | 0 | 0 | 0 |
| Replace C-41 | 0 | 0 | 0 | 0 | 28,600 |
| Replace C-42 (Dodge P/U) | 28,600 | 0 | 0 | 0 | 0 |
| Replace C-43 (Fire Inspector Truck) | 25,000 | 0 | 0 | 0 | 0 |
| SCBA Upgrade | 0 | 50,000 | 0 | 0 | 0 |
| Turnout Gear Cleaning apparatus | 0 | 0 | 0 | 0 | 0 |
| Thermal Imaging Cameras | 20,000 | 0 | 0 | 0 | 0 |
| Auto Extrication Tools | 0 | 0 | 0 | 0 | 0 |
| Foam System | 0 | 0 | 0 | 0 | 0 |
| Total | 123,600 | 61,000 | 0 | 0 | 28,600 |

SCHEDULE 'A'

**FIRE SERVICES AGREEMENT
BETWEEN THE CITY OF PARKSVILLE
AND REGIONAL DISTRICT OF NANAIMO**

HYDRANT SERVICE PROGRAM

**REGIONAL DISTRICT OF NANAIMO
*Utilities Department***

OPERATING PROCEDURES

| | |
|---|-----------------------------------|
| SUBJECT: <i>Fire Hydrant Inspection and Maintenance</i> | PROCEDURE NO.: <i>Water-01</i> |
| | PAGE: <i>1 of 4</i> |
| EFFECTIVE DATE: <i>April 20, 2006</i> | LAST REVISED: <i>July 5, 2012</i> |
| PREPARED BY: <i>D. Churko / M. LaForest</i> | APPROVED BY: <i>M. Donnelly</i> |

1.0 PURPOSE

1.1 To ensure staff follow proper procedures when servicing fire hydrants.

2.0 RESPONSIBILITY

2.1 It is the responsibility of the Chief Operator to inform staff of these procedures and to update these procedures as necessary.

2.2 It is the responsibility of staff to read and understand these procedures.

3.0 PROCEDURES

3.1 As per the Regional and Community Utilities Operational Policy dated February 1, 2004 (see attached), fire hydrants shall be inspected regularly and repaired as required to ensure their satisfactory operation.

3.2 Fire hydrants shall be inspected and flushed annually.

3.3 Fire hydrants shall be provided full maintenance every two years. Refer to Manufacturers recommended procedures- copies available in Utilities 3 Technician's desk, and in Chief Operator's office.

REGIONAL DISTRICT OF NANAIMO
REGIONAL AND COMMUNITY UTILITIES
P O L I C Y

| | | | |
|-----------------|--|--------------|--------|
| SUBJECT: | <i>Fire Hydrant Inspection and Maintenance</i> | POLICY NO: | |
| EFFECTIVE DATE: | February 1, 2004 | APPROVED BY: | GM RCU |
| REVISION DATE: | | PAGE | 1 OF 1 |

PURPOSE

Fire hydrants shall be inspected regularly and repaired as required to ensure their satisfactory operation. This policy outlines the frequency of fire hydrant inspections and maintenance.

POLICY

1. Annual Inspections – fire hydrants shall be inspected and flushed annually in accordance with the procedure outlined in Schedule “A”.
2. Fire hydrants shall be inspected after every use and hydrant maintenance shall be performed, if required, in accordance with the procedure outlined in Schedule “A-1”.
3. Fire Hydrant Maintenance – fire hydrants shall be provided full maintenance every two years in accordance with the procedure outlined in Schedule “A-1”.
4. Records shall be maintained of all inspections and maintenance activities.

Regional District of Nanaimo
Fire Hydrant Maintenance

Schedule "A"

Annual Inspection Procedure for all Fire Hydrants within RDN Water Systems

1. Check for any obvious obstructions and brush out around hydrant within 1 metre radius if required. Report obstructions that cannot be removed to the Chief Operator.
2. Inspect condition of paint; power wash and re-paint as required.
3. Check, record and report any external structural damage to the hydrant to the Chief Operator.
4. Check and clear any obstruction or foreign material from hose ports.
5. Check for ease of operation; if difficult to operate record and report.
6. Check for leaks at ground level and at all gasket joints.
7. Listen for internal leakage
8. Flush hydrant and branch line with very low flow so as not to disturb the main.
9. Check for drainage by suction at hose port.
10. Check that all ports are accessible and that the steamer port is facing the principle access route.
11. Complete inspection report.
12. Report any deficiencies that require further repair immediately to the Chief Operator.

Regional District of Nanaimo
Fire Hydrant Maintenance

Schedule "A-1"

Full Bi-annual Service Maintenance Procedure for all Fire Hydrants within RDN Water Systems

1. Close the hydrant isolation valve and check the operation of the valve.

Record and report any repairs required.

Disassemble the hydrant to remove serviceable parts, check for worn or broken parts and leaks in the assembly or their component parts:

- head or "O" ring assembly
- independent cut-off assembly
- drain valve assembly
- main gate or main valve assembly
- hose nozzle assembly

2. Lubricate all external and internal working parts while reassembling the hydrant.
3. Open the hydrant isolation valve
4. Operate the hydrant from fully open to fully closed with caps in place. Record pressure and number of turns required opening the hydrant.
5. Flush the hydrant with a low flow so as not to disturb the main.
6. Complete the maintenance report.

**** END OF DOCUMENT ****

Attachment 3 - Addendum to Fire Services Agreement

ADDENDUM TO FIRE SERVICES AGREEMENT

PURSUANT TO THE AGREEMENT made the 11th day of November, 2007:

BETWEEN

**THE CITY OF PARKSVILLE
P.O. BOX 1390
PARKSVILLE, B.C.
V9P 2H3**

(hereinafter called the "City")

OF THE FIRST PART

AND

**THE REGIONAL DISTRICT OF NANAIMO
6300 HAMMOND BAY RD
NANAIMO, BC
V9T 6N2**

(hereinafter called the "District")

OF THE SECOND PART

WHEREAS the amended term of the original Fire Services Agreement for the period January 1, 2012 to December 31, 2016 has concluded;

AND WHEREAS the Parties wish to set out the costs which will be shared for the renewal period January 1, 2017 to December 31, 2021;

NOW THEREFORE THIS ADDENDUM WITNESSETH that in consideration of the premises, mutual covenants and agreements hereinafter contained, it is agreed as follows;

Sections 7(1), (2) and (4) are deleted and the following is substituted therefore:

7. APPORTIONMENT OF ANNUAL COSTS

1. Fire fighting costs shall be apportioned between the City and the District on the basis of net taxable values for land and improvements.
2. The costs for fire protection for the Term and subsequent Terms of this Agreement shall be derived as follows:

Referring to the City's financial plan at the beginning of the Term or any renewal Term annual budgets will be comprised of:

Operating costs as estimated in the financial plan for the following categories:

Administration (includes wages)
Training
Small Equipment & Clothing

Fire Hall Operations
Other Equipment Costs plus;

Minor Capital Equipment - capital items less than \$100,000 plus;

Major Capital Equipment - capital items greater than \$100,000.

Operating Costs and Minor Capital Equipment shall be recorded in the years that they occur.

Major Capital items shall be averaged over a twenty year period.

Schedules B and B-1 represent the estimates and calculations for the period January 1, 2017 to December 31, 2021.

- 3. On or before January 31 of each year the parties will meet and review the 5 year capital plan in order that upcoming changes can be reflected in the RDN service area financial plans.
- 4. On or before June 30, 2020 of this term the parties shall reconcile actual amounts incurred by the City for Operating and Minor Capital Costs compared to the amounts remitted by the District in the prior five years. Where there is a difference of more than \$10,000 the amounts payable by the Regional District in each year of the subsequent five year term shall be adjusted by one fifth of the difference from the prior five year term.

Section 7(5) is renumbered 7(4).

IN WITNESS WHEREOF the parties have hereunto caused their presents to be executed under the hands of their proper officers duly authorized in that behalf on the day and year first above written.

FOR THE REGIONAL DISTRICT OF NANAIMO)
)
)
 _____)
 Chairperson)
)
)
 _____)
 Corporate Officer)

FOR THE CITY OF PARKSVILLE)
)
)
 _____)
)
)
 _____)

SCHEDULE B

**FIRE SERVICE AGREEMENT BETWEEN THE CITY OF PARKSVILLE
AND THE REGIONAL DISTRICT OF NANAIMO**

| | | | Budget 2017 | Budget 2018 | Budget 2019 | Budget 2020 | Budget 2021 | Total |
|----------------------------|----------------------------|------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------|
| OPERATING | Administration | | 725,929 | 859,761 | 879,315 | 965,928 | 1,009,194 | 4,440,127 |
| | Training | | 128,900 | 135,200 | 133,375 | 128,180 | 120,651 | 646,306 |
| | Small Equipment & Clothing | | 68,100 | 70,141 | 72,603 | 75,144 | 77,751 | 363,739 |
| | Fire Hall #1 | | 48,460 | 50,642 | 52,412 | 54,239 | 56,113 | 261,866 |
| | Equipment | | 92,170 | 96,319 | 99,686 | 103,161 | 106,726 | 498,062 |
| | Minor Capital - Operating | | 50,500 | 265,000 | 0 | 0 | 35,000 | 350,500 |
| | Total Operating | | 1,114,059 | 1,477,063 | 1,237,391 | 1,326,652 | 1,405,435 | 6,560,600 |
| CAPITAL | Minor Capital Equipment | | 22,000 | 53,000 | 20,000 | 65,000 | 30,000 | 190,000 |
| | Major Capital Equipment | | 449,028 | 449,028 | 449,028 | 449,028 | 449,028 | 2,245,140 |
| | Total Capital | | 471,028 | 502,028 | 469,028 | 514,028 | 479,028 | 2,435,140 |
| Total Annual Costs | | | 1,585,087 | 1,979,091 | 1,706,419 | 1,840,680 | 1,884,463 | 8,995,740 |
| AVERAGE ANNUAL COST | | | 1,799,148 | | | | | |
| | | | 1,799,148 | 1,799,148 | 1,799,148 | 1,799,148 | 1,799,148 | 8,995,740 |
| Assessment | 2017 | Percentage allocation | | | | | | |
| City of Parksville | 2,570,506,258 | 70.67% | 1,271,427 | 1,271,427 | 1,271,427 | 1,271,427 | 1,271,427 | 6,357,135 |
| RDN French Creek | 793,460,889 | 21.81% | 392,463 | 392,463 | 392,463 | 392,463 | 392,463 | 1,962,315 |
| Parksville Local Area | 273,458,505 | 7.52% | 135,258 | 135,258 | 135,258 | 135,258 | 135,258 | 676,290 |
| Total assessments | 3,637,425,652 | 100.00% | 1,799,148 | 1,799,148 | 1,799,148 | 1,799,148 | 1,799,148 | 8,995,740 |

SCHEDULE B (Cont'd)

**FIRE SERVICE AGREEMENT BETWEEN THE CITY OF PARKSVILLE
AND THE REGIONAL DISTRICT OF NANAIMO**

| | Revised Agreement Transfer | | | | | 2017 - 2021 |
|--|----------------------------|----------------|----------------|----------------|----------------|------------------|
| | 2017 | 2018 | 2019 | 2020 | 2021 | Total |
| French Creek | 293,930 | 392,463 | 392,463 | 392,463 | 392,463 | 1,863,782 |
| French Creek 2017 shortfall repaid 2019 - 2021 | | | 32,844 | 32,844 | 32,845 | 98,533 |
| Total French Creek | 293,930 | 392,463 | 425,307 | 425,307 | 425,308 | 1,962,315 |
| Parksville Local (San Pareil) | 135,258 | 135,258 | 135,258 | 135,258 | 135,258 | 676,290 |
| Total Transfer to Parksville for Fire Service Agreement | 429,188 | 527,721 | 560,565 | 560,565 | 560,566 | 2,638,605 |

SCHEDULE B-1

**FIRE SERVICE AGREEMENT BETWEEN THE CITY OF PARKSVILLE
AND THE REGIONAL DISTRICT OF NANAIMO**

| | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Budgeted Major Capital (more than \$100,000) | | | | | | | | |
| Fire Hall #1 Addition | 152,313 | 152,313 | 152,313 | 152,313 | 152,313 | 152,313 | 152,313 | 152,313 |
| Fire Rescue/Pumper Truck R-41 | 0 | 765,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Dedicated Rescue Truck | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Tanker (Chassis and Tank) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Replace Ladder 41 | 1,400,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Replace E-42 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| New Fire Truck E-43 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Replace E-41 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fire Hall #2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 775,300 |
| Training Ground Improvements | 439,600 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Annual Total | 1,991,913 | 917,313 | 152,313 | 152,313 | 152,313 | 152,313 | 152,313 | 927,613 |
| Average Annual Cost (20 yrs) | 449,028 | 449,028 | 449,028 | 449,028 | 449,028 | 449,028 | 449,028 | 449,028 |

| | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | Total |
|--|----------------|----------------|----------------|----------------|------------------|----------------|----------------|------------------|
| Fire Hall #1 Addition | 152,313 | 152,313 | 152,313 | 152,313 | 152,313 | 0 | 0 | 1,980,069 |
| Fire Rescue/Pumper Truck R-41 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 765,000 |
| Dedicated Rescue Truck | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Tanker (Chassis and Tank) | 0 | 0 | 426,600 | 0 | 0 | 0 | 0 | 426,600 |
| Replace Ladder 41 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,400,000 |
| Replace E-42 | 0 | 0 | 0 | 0 | 0 | 0 | 989,600 | 989,600 |
| New Fire Truck E-43 | 0 | 0 | 0 | 0 | 951,200 | 0 | 0 | 951,200 |
| Replace E-41 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fire Hall #2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 775,300 |
| Training Ground Improvements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 439,600 |
| Annual Total | 152,313 | 152,313 | 578,913 | 152,313 | 1,103,513 | 0 | 989,600 | 7,727,369 |
| Total Plan 20 yrs (2012 - 2031) | | | | | | | | 8,980,560 |
| Average Annual Cost (20 yrs) | 449,028 | 449,028 | 449,028 | 449,028 | 449,028 | 449,028 | 449,028 | |

SCHEDULE B-1 (cont'd)

**FIRE SERVICES AGREEMENT BETWEEN THE CITY OF PARKSVILLE
AND THE REGIONAL DISTRICT OF NANAIMO**

| Budgeted Minor Equipment (less than \$100,000) | | | | | |
|---|---------------|---------------|---------------|---------------|---------------|
| | 2017 | 2018 | 2019 | 2020 | 2021 |
| Tanker Truck & Tank | 0 | 0 | 0 | 0 | 0 |
| On Board computer Hardware | 0 | 0 | 0 | 0 | 0 |
| Emergency Generator | 0 | 0 | 0 | 0 | 0 |
| Replace Air Compressor | 0 | 0 | 0 | 0 | 0 |
| Replace Photocopier | 0 | 11,000 | 0 | 0 | 0 |
| Replace C-41 | 0 | 0 | 0 | 0 | 30,000 |
| Replace C-42 (Dodge P/U) | 0 | 22000 | 0 | 0 | 0 |
| Replace C-43 (Fire Inspector Truck) | 22,000 | 0 | 0 | 0 | 0 |
| SCBA Upgrade | 0 | | 0 | 0 | 0 |
| Turnout Gear Cleaning apparatus | 0 | 0 | 0 | 15,000 | 0 |
| Thermal Imaging Cameras | | 0 | 0 | 0 | 0 |
| Auto Extrication Tools | 0 | 0 | 0 | 50,000 | 0 |
| Foam System | 0 | 0 | 0 | 0 | 0 |
| Training Ground Improvements | | 20,000 | 20,000 | | |
| Total | 22,000 | 53,000 | 20,000 | 65,000 | 30,000 |

FINANCIAL IMPLICATIONS

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

STRATEGIC PLAN IMPLICATIONS

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



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

Reviewed by:

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

Attachments:

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

REGIONAL DISTRICT OF NANAIMO

BYLAW NO. 1764

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

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

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

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

1. The properties described as:

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

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

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

Introduced and read three times this __th day of _____, 2017.

Adopted this __th day of _____, 2017.

CHAIRPERSON

CORPORATE OFFICER

ELECTORAL AREA F

Cameron Lake

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

Mount Arrowsmith
Regional Park
(ACRD)

Mount Arrowsmith Massif
Regional Park (RDN)

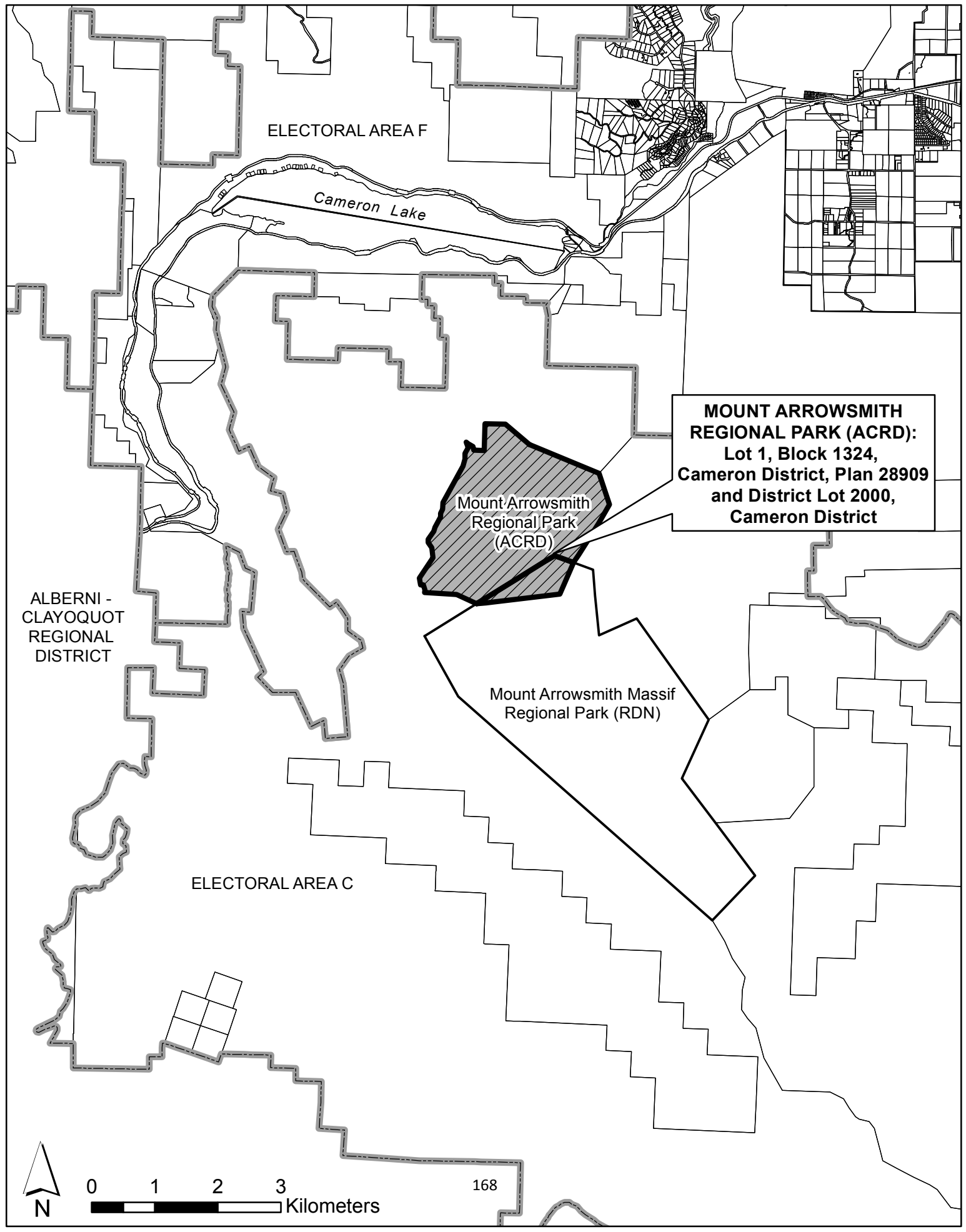
ALBERNI -
CLAYOQUOT
REGIONAL
DISTRICT

ELECTORAL AREA C



0 1 2 3
Kilometers

168



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

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

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

ALTERNATIVES

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

FINANCIAL IMPLICATIONS

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

2017 to 2022 Financial Plan – 2018 Projected Changes

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

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

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

STRATEGIC PLAN IMPLICATIONS

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



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

Reviewed by:

- P. Carlyle, Chief Administrative Officer

Attachments

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

REGIONAL DISTRICT OF NANAIMO

BYLAW NO. 1755

A BYLAW TO ADOPT THE 2017 TO 2021 FINANCIAL PLAN

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

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

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

1. Definitions

“Emergency” means a present or imminent event that:

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

2. Financial Plan

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

3. Financial Plan Amendments

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

4. Citation


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

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

Third reading rescinded this 28th day of March, 2017

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

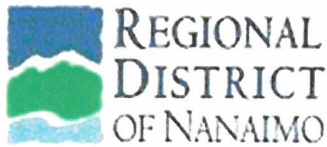
Adopted this 28th day of March, 2017.



 CHAIRPERSON



 CORPORATE OFFICER



**CONSOLIDATED FINANCIAL PLAN
2017 to 2021**

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

Chairperson

Corporate Officer

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

*Surplus Appropriation (BC Transit Reserve)

873,810

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

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

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

RECOMMENDATIONS

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

SUMMARY

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

BACKGROUND

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

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

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

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

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

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

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

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

ALTERNATIVES

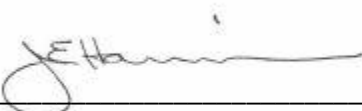
1. That the Board give three readings to, and adopt Regional District of Nanaimo Board Procedure Amendment Bylaw No. 1754.01, 2017.
2. That the Board provide alternate direction.

FINANCIAL IMPLICATIONS

There are no financial implications of the bylaw amendment.

STRATEGIC PLAN IMPLICATIONS

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



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

Reviewed by:

- P. Carlyle, Chief Administrative Officer

Attachments

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

REGIONAL DISTRICT OF NANAIMO

BYLAW NO. 1754.01

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

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

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

1. Citation

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

2. Amendment

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

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

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

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

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

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

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

Introduced and read three times this day of , 2017.

Adopted this day of , 2017.

CHAIR

CORPORATE OFFICER

TO: Regional District of Nanaimo
Committee of the Whole

MEETING: September 12, 2017

FROM: Paul Thompson
Manager of Long Range Planning

FILE: 6750.01

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

RECOMMENDATIONS

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

SUMMARY

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

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

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

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

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

BACKGROUND

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

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

ECONOMIC DEVELOPMENT STRATEGIC PLAN

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

GOVERNANCE

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

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

REPORTING

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

In addition to the GIEDP, there will also be:

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

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

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

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

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

ALTERNATIVES

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

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

FINANCIAL IMPLICATIONS

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

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

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

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

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

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

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

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

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

STRATEGIC PLAN IMPLICATIONS

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

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

Reviewed by:

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

Attachments

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



A Home-grown Strategy for Economic Prosperity on Gabriola

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

ECONOMIC DEVELOPMENT PLAN

INTRODUCTION

BACKGROUND:

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

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

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

The goals of this process were to:

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

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

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

ECONOMIC DEVELOPMENT PLAN

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

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

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

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

Phase II – Strategic Planning developed from Phase I

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

ECONOMIC DEVELOPMENT PLAN

Phase III

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

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

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

*Foundational Partners:

Gloria Hatfield – GICC Board President, Accommodation

John Peirce – GICC Board, Treasurer, Farmer

Carly McMahon – GICC Board, Realtor

Derek Kilbourne – Sounder

Chris Hock – Land Developer of Mad Rona Mall

Naomi Melnyk – Haven – Education and one of top employers

Tawny Capon – Gabriola Arts Council, Vice President

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

Darcy Boulton – Physio, Health; member at large

Sibyl Frei – Community Representative; member at large

Howard Houle – Ex-officio; Regional District of Nanaimo

ECONOMIC DEVELOPMENT PLAN

WHERE ARE WE NOW?

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

Key Statistics and Community Profile Summary

List the most relevant/high level stats

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

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

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

ECONOMIC DEVELOPMENT PLAN

Assets

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

Alignment with other plans

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

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

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

ECONOMIC DEVELOPMENT PLAN

Strategic assessment highlights (Full SPOT Matrix in Appendices)

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

ECONOMIC DEVELOPMENT PLAN

WHERE DO WE WANT TO GO

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

Economic Development Advisory Group Vision

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

Economic Development Advisory Group Mission

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

Economic Development Advisory Group Strategic Pillars

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

1) Marketing & Promotion, Brand

2) Economic Development Activities related to Business and Tourism

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

3) Governance

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

Strategic Areas per Pillar

Pillar #1: Governance

Strategic Area:

1. Oversight

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

2. Strategy Development

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

3. Advocacy

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

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

ECONOMIC DEVELOPMENT PLAN

Pillar #2: Marketing and Promotion, Brand

1. Branding Exercise for Gabriola

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

2. Promotion and Marketing of Gabriola Island

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

3. Collaborative Marketing

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

4. Visitor Services

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

5. Market Readiness

- Have visitor and market ready experiences.

6. Communications Strategy

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

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

ECONOMIC DEVELOPMENT PLAN

Pillar #3: Economic Development Initiatives

1. Economic Development

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

2. Asset Inventory

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

3. Attract and Retain Young Families

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

4. Funding for Enhanced Capacity in Community Economic Development

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

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

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

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

ECONOMIC DEVELOPMENT PLAN

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

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

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

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

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

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

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

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

Year 1: Present to March 31, 2018

| | |
|---|-----------------|
| Governance/Operations | \$25,525 |
| Marketing and Promotion, Brand | \$67,975 |
| <u>Economic Development Initiatives</u> | <u>\$ 0</u> |
| Total for 2017/18 | \$93,500 |

ECONOMIC DEVELOPMENT PLAN

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

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

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

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

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

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

ECONOMIC DEVELOPMENT PLAN

1. Governance Pillar

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

ECONOMIC DEVELOPMENT PLAN

2. Marketing and Promotion, Brand

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

ECONOMIC DEVELOPMENT PLAN

Marketing and Promotion, Brand Continued

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

ECONOMIC DEVELOPMENT PLAN

3. Economic Development Initiatives

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

ECONOMIC DEVELOPMENT PLAN

Economic Development Initiatives Continued

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

ECONOMIC DEVELOPMENT PLAN

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

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

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

ECONOMIC DEVELOPMENT PLAN

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

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

ECONOMIC DEVELOPMENT PLAN

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

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

ECONOMIC DEVELOPMENT PLAN

ARE WE GETTING THERE.

Monitoring

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

Performance Measurement

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

Evaluation

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

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

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

ECONOMIC DEVELOPMENT PLAN

APPENDICES

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



July 17th, 2017

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

Dear Howard,

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

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

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

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

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

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

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

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

Regards,

Gloria Hatfield, President
Gabriola Island Chamber of Commerce



July 17th, 2017

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

Dear Howard,

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

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

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

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

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

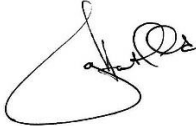
The Regional District of Nanaimo and the Gabriola Island Chamber of Commerce enter in to a long-term (10 year) service agreement effective April 1, 2018 to:

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

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

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

Regards,

A handwritten signature in black ink, appearing to read 'Gloria Hatfield', with a large, stylized flourish at the end.

Gloria Hatfield, President
Gabriola Island Chamber of Commerce

Attachment 4: Draft Plan to Fiscal Year End



Draft Plan to Fiscal Year End

Dated July 16, 2017

DIGITAL MARKETING

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

COLABORATIVE MARKETING & PROMOTION

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

ORGANIZATIONAL DEVELOPMENT

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

TOTAL BUDGET: \$ 29,925

Attachment 5: Key Performance Indicators

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

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

Evaluating Your Indicators

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

Communication Indicators

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

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

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

FROM: Tyler Brown
Intergovernmental Liaison

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

RECOMMENDATIONS

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

SUMMARY

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

BACKGROUND

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

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

Figure 1: Continuous Improvement Model

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



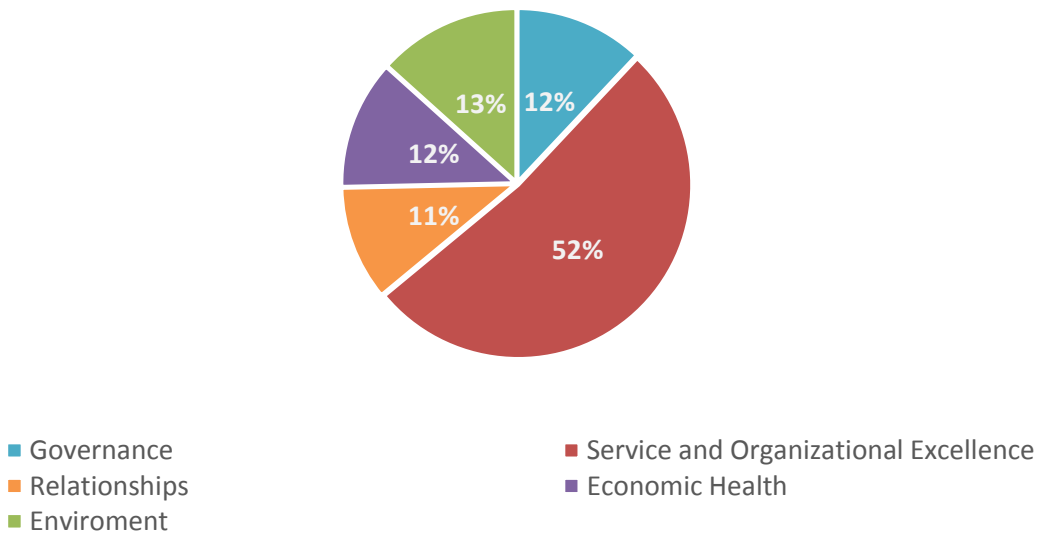
The purpose of the 2017 Operational Plan, first endorsed by the Board at the Regular Board Meeting held March 28, 2017, is to consolidate high priority actions that support Board Strategic Priorities in a single document, and outline key implementation items and activities to ensure each action progresses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

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

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

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

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



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

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

ALTERNATIVES

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

FINANCIAL IMPLICATIONS

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

STRATEGIC PLAN IMPLICATIONS

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



Tyler Brown
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September 1, 2017

Reviewed by:

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

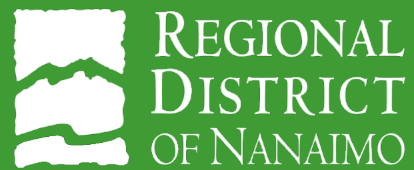
Attachments

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

Attachment 1

Regional District of Nanaimo 2017 Operational Plan Update

VERSION 2017.1.05



2017 OPERATIONAL PLAN

UPDATED SEPTEMBER 1, 2017

2017 OPERATIONAL PLAN

Version 2017.1.05

Updated: September 1, 2017

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Traditional Territory Acknowledgement

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

2016-2020 Strategic Plan Direction

The following is the Vision for the Regional District of Nanaimo (RDN):

Our Region is environmentally, socially, and economically healthy; resilient and adaptable to change. Residents of the Region meet their needs without compromising the ability of future residents to do the same.

The Purpose of Operational Planning

Operational planning is the process of linking the strategic focus areas and priorities of the organization with service delivery goals and objectives. Service delivery goals and objectives in this Plan arise from RDN Board resolutions, Board policies and adopted plans; items identified as high priority in strategic planning seminars, legislative and regulatory requirements; Staff identified work plans items; and internal processes reviews. The operational plan outlines milestones and key activities required for organizational success, and how RDN staff aim to implement the Board's strategic vision.

Plan Process

PURPOSE OF THE PLAN

The Operational Plan summarizes service delivery initiatives and outlines strategically important services and projects that will serve as a focal point for RDN Staff. In addition, it sets out a reporting cycle to provide timely information on the status of Operational Plan items for the Board to consider when reviewing the RDN 2016-2020 Strategic Plan and future Financial Plans.

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

The Plan does not capture the vast amount of day-to-day operational work that contributes to the Regional District of Nanaimo's success. Nor does it preclude all the risks and challenges to the RDN's many projects or initiatives that may emerge in 2017. It does, however, recognize the importance of ongoing dialogue with the Board about adjustments to the Plan to meet changing environmental conditions and the evolving needs of the RDN's many communities and citizens.

AN OPERATIONAL PLAN ADDRESSES
FOUR KEY QUESTIONS:

- 1) WHERE ARE WE NOW?
- 2) WHERE DO WE WANT TO BE?
- 3) HOW DO WE GET THERE?
- 4) HOW DO WE MEASURE OUR PROGRESS?

PLAN MONITORING AND PROGRESS UPDATES

An annual Operational Plan will provide focus to ensure efficient processes and project delivery. Staff will update the Board bi-annually on the activities outlined in the Operational Plan. The Operational Plan is deeply integrated with the RDN Strategic Plan and the Financial Plan.

To ensure organizational work plan items are in line with the Board’s strategic direction, the Operational Plan for each year will be developed after the Board has reviewed the Strategic Plan and produced a preliminary Financial Plan. Update on the status of 2017 Operational Plan activities to date are included in the plan and new items added since March 14, 2017 to be completed in 2017 are shown in Appendix 1.

REPORTING CYCLE:

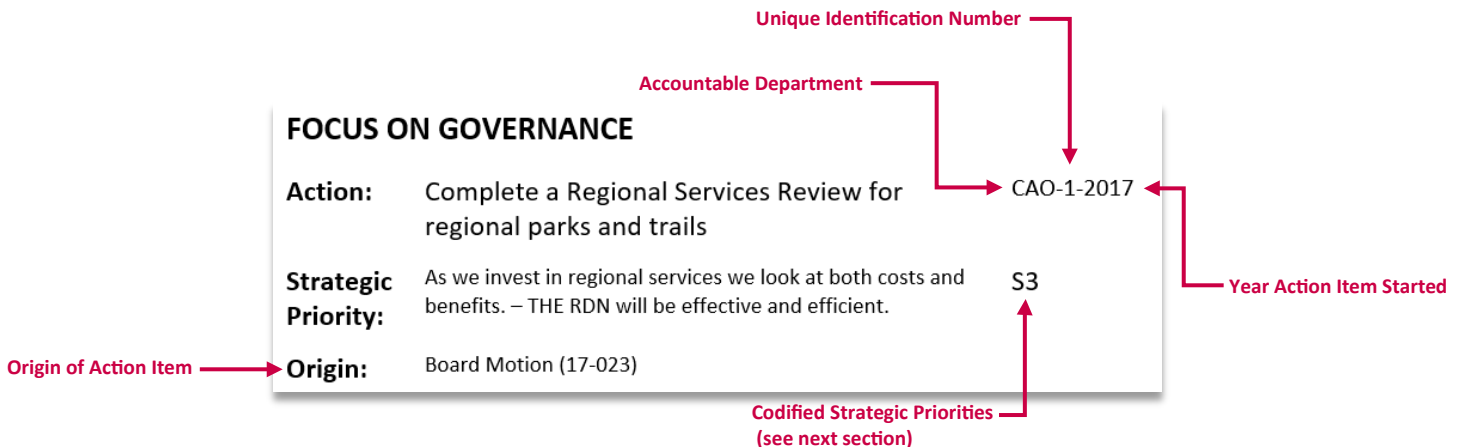
| MARCH | SEPTEMBER |
|---|---|
| Focus: Adopt annual Operational Plan | Focus: Operational Plan update |
| <ul style="list-style-type: none"> ✓ Develop Departmental work plans based on Strategic Plan updates and Financial Plan ✓ Consider legal and legislative updates, regulatory requirements ✓ Consider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

Plan Overview

UNDERSTANDING THE PLAN

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

EXAMPLE:



STRATEGIC FOCUS AREAS AND PRIORITIES

Focus on Governance

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

- G1** We will develop our governance structure to reflect our unique municipal/ electoral area demographics.
- G2** We will create an electoral area caucus to enhance regional governance.
- G3** We will review our Board composition as our community changes and grows.

Focus on Service and Organizational Excellence

The RDN will deliver efficient, effective and economically viable services that meet the needs of the Region. The RDN will focus on organizational excellence in all aspects of our daily actions and service delivery to our customers

- S1** We view our emergency services as core elements of community safety.
- S2** We will fund infrastructure in support of our core services employing an asset management focus.
- S3** As we invest in regional services we look at both costs and benefits – The RDN will be effective and efficient.
- S4** We recognize community mobility and recreational amenities as core services.
- S5** We recognize and plan for the impact of our aging population.
- S6** We will advocate for transit improvements and active transportation.
- S7** We will ensure our processes are as easy to work with as possible.

Focus on Relationships

The RDN will continue to develop and encourage meaningful relationships

- R1** We value our First Nations relationships and will integrate their input in future planning and service delivery.
- R2** We will focus on improved two-way communication within the Regional District and with our communities.
- R3** We recognize all volunteers as an essential component of service delivery. We will support the recruitment and retention of volunteers.
- R4** We look for opportunities to partner with other branches of government/ community groups to advance our region.
- R5** We will facilitate/ advocate for issues outside of our jurisdiction.

Focus on Economic Health

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

- EC1** We will support our traditional industries: Forestry, Tourism, Manufacturing, Fishing; Knowledge Based; and Technology Based industries.
- EC2** We recognize the importance of water in supporting our economic and environmental health.
- EC3** We will foster economic development.
- EC4** We see ecotourism as a key economic opportunity in our region.
- EC5** We recognize the importance of agriculture and aquaculture in our region.

Focus on Environment

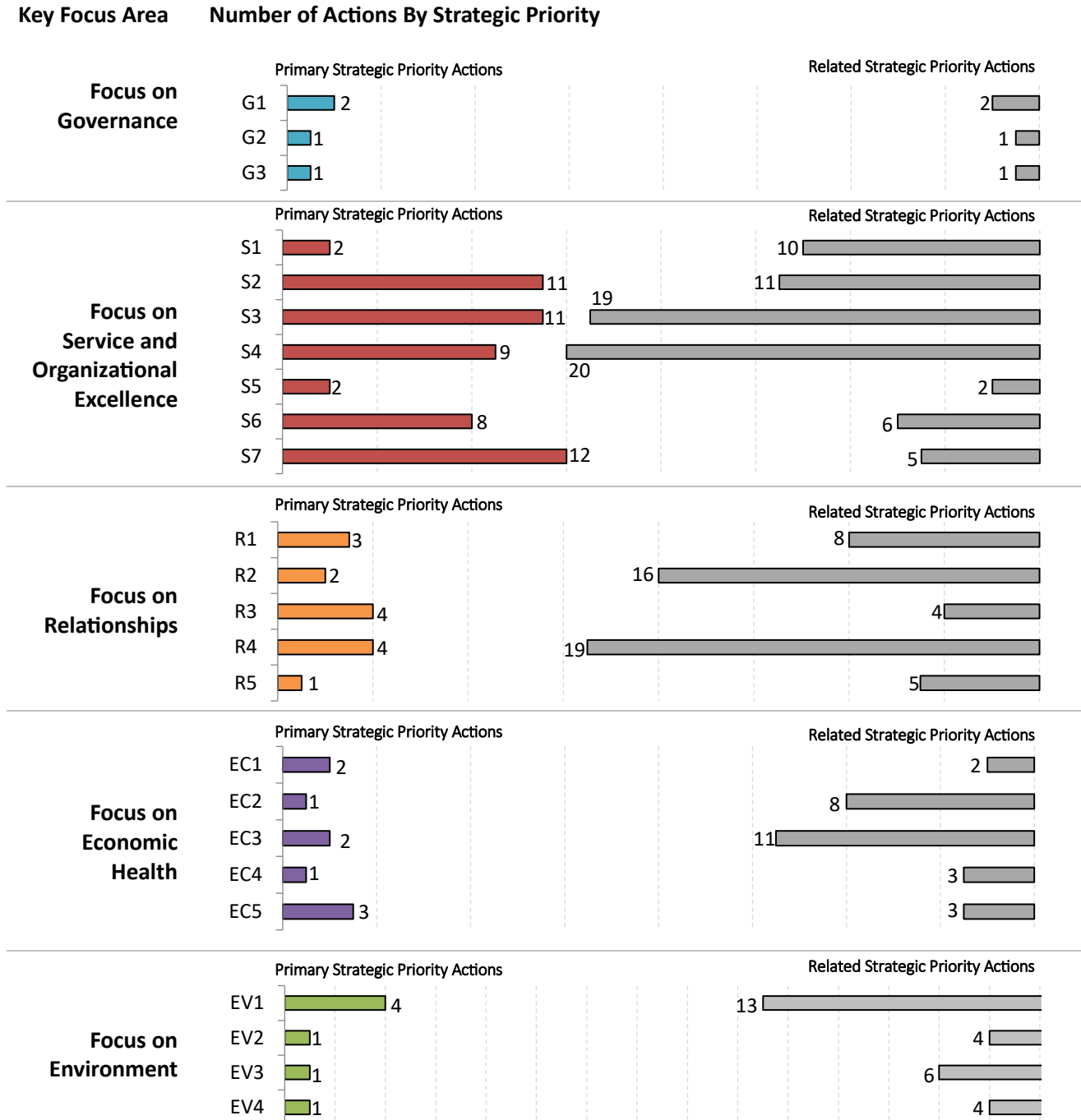
The RDN recognizes that a healthy environment is key to economic development and a healthy community

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

ACTION ITEMS BY STRATEGIC PRIORITY

Table 1 below provides an overview of the number of actions planned for 2017 associated with each Board Strategic Priority. For each action, staff identified one primary Strategic Priority that is clearly advanced by the action, and any related Strategic Priorities that are also addressed. Considering primary as well as related Strategic Priorities, Table 1 illustrates how 2017 projects are advancing the Board Strategic Plan as a whole.

TABLE 1: TOTAL ACTION ITEMS BY STRATEGIC PRIORITY



2017 ACTION ITEMS

Focus on Governance

Section Contents

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

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

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

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

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

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

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

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

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

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

Focus on Service and Organizational Excellence

Section Contents

The RDN will deliver efficient, effective and economically viable services that meet the needs of the Region. The RDN will focus on organizational excellence in all aspects of our daily actions and service delivery to our customers

| Action # | Action Description | Strategic Priority | Page |
|------------------|--|--------------------|------|
| T&ES-84A-2017 | Implement an automated mass notification system in the Regional District of Nanaimo | S1 | 15 |
| T&ES-71-2017 | Implement the identified Emergency Planning Services priority projects in 2017 | S1 | 16 |
| T&ES-85A-2017 | Review the feasibility of constructing and operating a public barge and boat landing at Flat Fish Road on Mudge Island | S2 | 17 |
| Finance-87A-2017 | Asset Appraisal RFP for Property Insurance and Asset Management | S2 | 18 |
| R+P-29-2017 | Little Qualicum Regional Park Bridge Upgrade | S2 | 19 |
| R+P-27-2015 | Morden Colliery Detail Design of Bridge and Trail | S2 | 20 |
| R+P-33-2017 | Plan and carry out studies for facilities at Benson Creek Falls | S2 | 21 |
| R+P-34-2016 | Carry out Huxley Park Designs and Upgrades | S2 | 22 |
| R+P-35-2016 | Determine direction for Little Qualicum Hall | S2 | 23 |
| R+P-40-2016 | Regional Parkland Acquisition – RDN South | S2 | 24 |
| RCU-61-2017 | Wastewater DCC updates | S2 | 25 |
| RCU-55-2017 | Water System Capital Projects | S2 | 26 |
| RCU-57-2017 | Organization Wide Asset Management Plans | S2 | 28 |
| Finance-50-2017 | Property Insurance brokerage contract required for April 1, 2018 | S3 | 30 |
| RCU-59-2017 | Implement the Liquid Waste Management Plan as required under Wastewater regulatory authorization | S3 | 31 |
| RCU-60-2017 | Solid Waste Management Plan Amendment | S3 | 33 |
| RCU-62-2017 | Investigate potential acquisition of the Epcor Water System | S3 | 34 |

| Action # | Action Description | Strategic Priority | Page |
|--------------------|---|--------------------|------|
| T&ES-66-2017 | Explore the option of providing transit service to Electoral Area 'F' | S3 | 35 |
| CAO-1-2017 | Complete a Regional Services Review for Regional Parks and Trails | S3 | 36 |
| CAO-6-2017 | Compensation Review | S3 | 37 |
| R+P-30-2015 | Development of new Regional Parks and Trails Master Plan | S3 | 38 |
| CAO-96A-2017 | Explore items for future Regional services review | S3 | 39 |
| R+P-26-2016 | Complete Recreation Services Master Plan for the Oceanside Area | S4 | 40 |
| R+P-28-2016 / 2017 | District 69 Recreation Commission review for the potential expansion of the Ravensong Aquatic Centre | S4 | 42 |
| R+P-43-2017 | Community Park Acquisition – RDN North | S4 | 43 |
| R+P-44-2017 | Determine the feasibility of a partnership in the development and operation of an outdoor multi-sport complex in District 69. | S4 | 44 |
| R+P-31-2016 | Horne Lake Regional Planning and Heritage Trail Designation | S4 | 45 |
| R+P-32-2017 | Issue a Design-Build RFP for the design and construction of a community recreation centre for the Meadowood community | S4 | 47 |
| R+P-42-2017 | Community Park Acquisition – RDN South | S4 | 48 |
| R+P-100A-2014 | Develop an inter-connected system of parks and trails that supports active transportation, recreation and nature appreciation that is accessible to all community residents | S5 | 49 |
| R+P-101A-2017 | Promote healthy seniors' through active living and social engagement. | S5 | 50 |
| T&ES-68-2017 | Prepare a detailed route analysis to assess the viability of community buses on conventional routes | S6 | 51 |
| T&ES-69-2017 | Provide information and options for route 7 -Cinnabar/Cedar" | S6 | 52 |
| T&ES-78A-2017 | Implement a 5000 annual transit hour expansion in September 2017 | S6 | 53 |
| T&ES-79A-2017 | Upgrade the Transit Fleet to 100 percent CNG - Work with BC Transit to ensure smooth transition into service | S6 | 54 |
| T&ES-80A-2017 | Implement GPS bus tracking system | S6 | 55 |
| T&ES-81A-2017 | Review transit fare structure with focus on increasing commuter market | S6 | 56 |
| T&ES-82A-2017 | Work with BC Transit to activate on board video surveillance system for RDN Buses | S6 | 57 |

| Action # | Action Description | Strategic Priority | Page |
|------------------|---|--------------------|------|
| T&ES-83A-2017 | Develop a cancellation policy to reduce the number of at the door cancellations in Custom Transit (handyDART) | S6 | 58 |
| SCD-7-2016 | Improve efficiency and reduce development approval times through increased delegation of permits to staff | S7 | 59 |
| SCD-8-2017 | Modernize Zoning Bylaw No. 500 through targeted amendments and consolidation | S7 | 60 |
| CorpSrv-20-2016 | Review the existing Board Procedure Bylaw and develop options for amendments to the Bylaw | S7 | 61 |
| CorpSrv-21-2017 | Improve the consistency of the RDN Brand within the website and refresh the website to celebrate the 50th anniversary | S7 | 62 |
| CorpSrv-23-2017 | Develop a plan for implementing an Electronic Documents Records Management System | S7 | 63 |
| CorpSrv-24-2017 | Develop an Open Data Portal for GIS related information for Public consumption | S7 | 64 |
| Finance-45-2017 | Improve Purchasing and Procurement Procedures | S7 | 65 |
| Finance-46-2016 | Improve process for communicating budget information to the Public | S7 | 66 |
| Finance-86A-2017 | Grants in Aid Process Alignment | S7 | 67 |
| SCD-91A-2017 | Decrease building permit processing times | S7 | 68 |
| SCD-92A-2017 | Maintain Building inspection scheduling benchmark | S7 | 69 |
| SCD-93A-2017 | Prompt response to bylaw enforcement complaints (meet 24 hour benchmark) | S7 | 70 |

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

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

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

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





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

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

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

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

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

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

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

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

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

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


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

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



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

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

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

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

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

| STATUS UPDATE | | RCU-61-2017 |
|----------------------------------|---|-------------|
| 2017 Implementation Items | Status: | |
| 1) Update DCC Bylaw |  | Completed |
| 2) Adopt updated DCC Bylaw |  | Completed |

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE

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

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

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

2017 Implementation Items

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

Key Activities

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

Related Strategic Priorities: EC2 S3

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

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE

Action: Organization Wide Asset Management Plans RCU-57-2017

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

Origin: Asset Management Business Plan
Asset Management Resource Plan

2017 Implementation Items

- 1) Complete departmental Asset Registries
- 2) Complete preliminary asset lifecycle cost analysis
- 3) Condition assessment planning
- 4) Consolidate relevant information into preliminary asset management plans

Key Activities

- 1) Develop complete asset lists for each department
- 2) Identify current replacement costs for all listed assets
- 1) Import current replacement cost data into financial modelling tools
- 1) Establish current state of condition assessment practices
- 2) Develop RFP for condition assessment framework
- 1) Coordinate and assemble information gathered from prior Implementation Items

Related Strategic Priorities: S3

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

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

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

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE

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

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

Origin: Liquid Waste Management Plan

2017 Implementation Items

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

Key Activities

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

Related Strategic Priorities:

EC2

EV4

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE

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

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

Origin: Board Motion 16-462

2017 Implementation Items

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

Key Activities

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

Related Strategic Priorities: S2 R1

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

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

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

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

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

| STATUS UPDATE | | R+P-43-2017 |
|----------------------------------|----------------|-------------|
| 2017 Implementation Items | Status: | |
| 1) Secure Land Tenure | | Completed. |

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE

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

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

Origin: Board Motion 16-IC-098

2017 Implementation Items

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

Key Activities

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

Related Strategic Priorities:

STATUS UPDATE

R+P 44-2017

2017 Implementation Items

Status:

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

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE

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

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

Origin: Board Motions 16-767; 16-766

2017 Implementation Items

1) Form Working Group for Heritage Trail

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

3) Locate Historic Trail and propose route

4) Secure Trail Use Agreement with Strata

Key Activities

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

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

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

- 1) Develop Agreement
- 2) Strata and Board approve agreement

Related Strategic Priorities:


R1 S2 R4 EC2
R5

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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





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

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

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

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

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

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

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

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

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

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

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

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

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

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

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE

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

STATUS UPDATE

CorpSrv-20-2016

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

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE

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

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

Origin: 2017 Administrative Services Work Plan

2017 Implementation Items

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

Key Activities

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

Related Strategic Priorities: R2

STATUS UPDATE

CorpSrv-21-17

2017 Implementation Items

Status:

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

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE

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

STATUS UPDATE

CorpSrv-23-2017

2017 Implementation Items

Status:

| | | |
|---|--|--|
| 1) Issue an RFP for a consultant to access organizational readiness for Electronic Documents Records Management System (EDRMS) and to make recommendations for implementation | | Undertaking reviews of other jurisdictions RFP |
|---|--|--|

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Focus on Relationships

Section Contents

The RDN will continue to develop and encourage meaningful relationships

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


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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

| STATUS UPDATE | | Finance-49-2017 |
|----------------------------------|----------------|-----------------|
| 2017 Implementation Items | Status: | |
| 1) Draft and Implement Agreement | | In Process |

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

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

FOCUS ON RELATIONSHIPS

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

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

Origin: Board Motions 16-626; 17-071

2017 Implementation Items

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

Key Activities

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

Related Strategic Priorities: S1

STATUS UPDATE

T&ES-72-2017

2017 Implementation Items

Status:

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

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

| STATUS UPDATE | | SCD-13-2017 |
|--------------------------------------|----------------|-------------|
| 2017 Implementation Items | Status: | |
| 1) Provide funding for land purchase | | Completed. |

Focus on Economic Health

Section Contents

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Focus on Environment

Section Contents

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Action Items Beyond 2017

ITEMS FOR FUTURE OPERATIONAL PLANS

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

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

FUTURE YEARS

2018

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

2019

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

2020

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

2021

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

APPENDIX 1 – ADDITIONAL OPERATIONAL PLAN ITEMS

Contents

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

Focus on Service and Organizational Excellence

The RDN will deliver efficient, effective and economically viable services that meet the needs of the Region. The RDN will focus on organizational excellence in all aspects of our daily actions and service delivery to our customers

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

Focus on Relationships

The RDN will continue to develop and encourage meaningful relationships

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

Section Contents

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

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

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

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

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

| STATUS UPDATE | | R+P-A2-2017 |
|----------------------------------|---|-------------|
| 2017 Implementation Items | Status: | |
| Implementation Items 1 - 4 |  All completed | |

FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE

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

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

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

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

Related Strategic Priorities: S2 R1

STATUS UPDATER+P-A3-
2017

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

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

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

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

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

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

| STATUS UPDATE | | R+P-A5-2017 |
|----------------------------------|----------------|---------------|
| 2017 Implementation Items | Status: | |
| Implementation Items 1 - 3 | | All completed |

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

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

Attachment 2

Regional District of Nanaimo 2017 – 2021 Operational Report and Forecast



REGIONAL
DISTRICT
OF NANAIMO

Operational Report and Forecast

2017 – 2021



CONTENTS

| | |
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MESSAGE FROM THE RDN CHAIR

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

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

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

William Veenhof

RDN Board Chair

RDN DIRECTORS

CITY OF NANAIMO

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

DISTRICT OF LANTZVILLE

Bob Colclough

CITY OF PARKSVILLE

Marc Lefebvre

TOWN OF QUALICUM BEACH

Teunis Westbroek

ELECTORAL AREA 'A'

Alec McPherson

ELECTORAL AREA 'B'

Howard Houle

ELECTORAL AREA 'C'

Maureen Young

ELECTORAL AREA 'E'

Bob Rogers

ELECTORAL AREA 'F'

Julian Fell

ELECTORAL AREA 'G'

Joe Stanhope

ELECTORAL AREA 'H'

Bill Veenhof (Board Chair)

MESSAGE FROM THE CAO

LEADERSHIP TEAM

CORPORATE SERVICES

Joan Harrison, Director

FINANCE

Wendy Idema, Director

STRATEGIC AND COMMUNITY DEVELOPMENT

Geoff Garbutt, General Manager

RECREATION AND PARKS

Tom Osborne, General Manager

REGIONAL AND COMMUNITY UTILITIES

Randy Alexander, General Manager

TRANSPORTATION AND EMERGENCY SERVICES

Daniel Pearce, Director

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

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

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

Phyllis Carlyle

RDN Chief Administrative Officer

50 YEARS OF REGIONAL GOVERNANCE

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



50 YEARS OF REGIONAL SERVICES

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

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

REGIONAL OR SUB-REGIONAL SERVICES

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

ELECTORAL AREA OR LOCAL SERVICES

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

STRATEGIC FOCUS AREAS

2016-2020 Strategic Plan Vision and Direction:

“Our Region is environmentally, socially and economically healthy, resilient and adaptable to change. Residents of the Region meet their needs without compromising the ability of future residents to do the same.”



FOCUS ON GOVERNANCE

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



FOCUS ON SERVICE AND ORGANIZATIONAL EXCELLENCE

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



FOCUS ON RELATIONSHIPS

The RDN will continue to develop and encourage meaningful relationships.



FOCUS ON ECONOMIC HEALTH

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



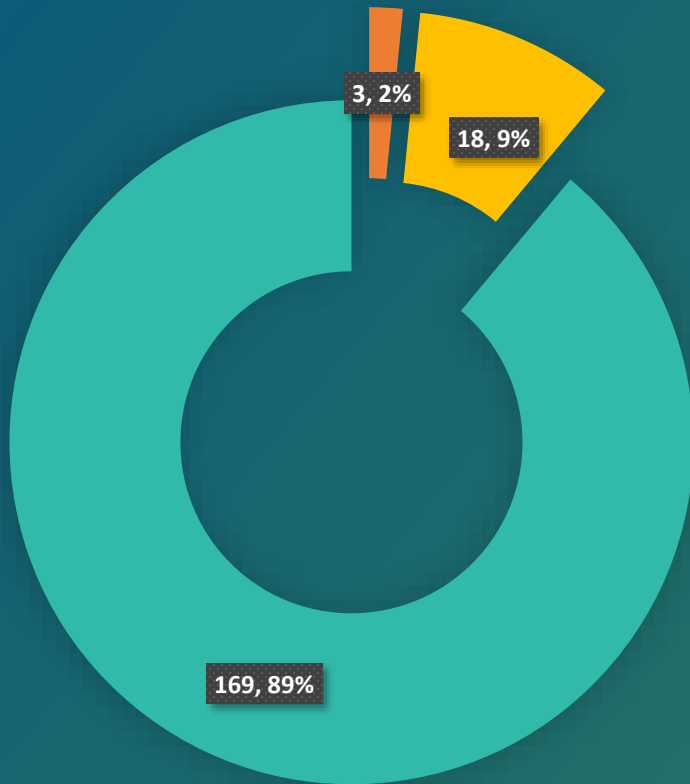
FOCUS ON THE ENVIRONMENT

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

2017 OPERATIONAL PLAN

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

Total 2017 Operational Plan Implementation Items

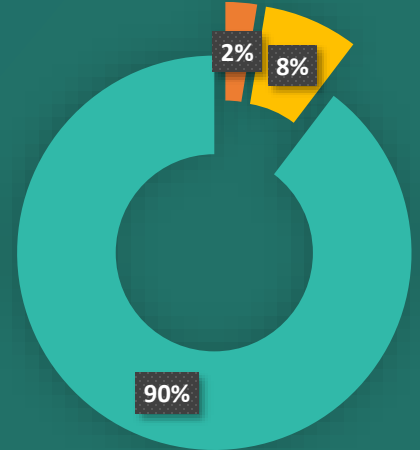


Cancelled/Terminated Delayed Completed/On Time

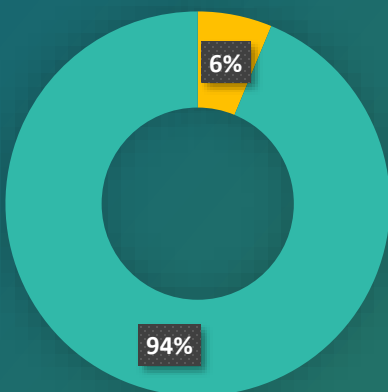
Focus on Governance



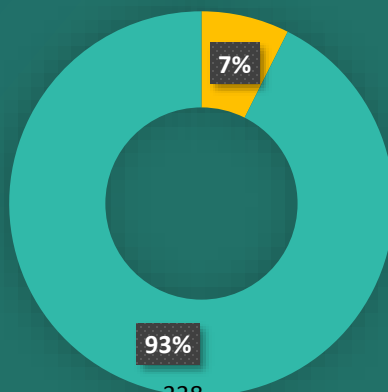
Focus on Service and Organizational Excellence



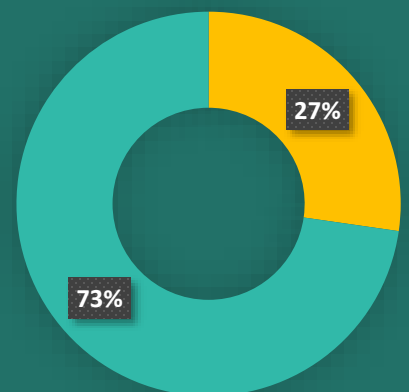
Focus on Environment



Focus on Economic Health



Focus on Relationships

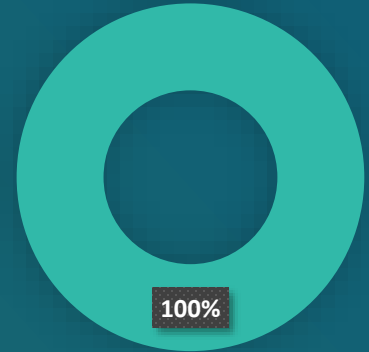


2017 OPERATIONAL PLAN

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

Cancelled/Terminated Delayed Completed/On Time

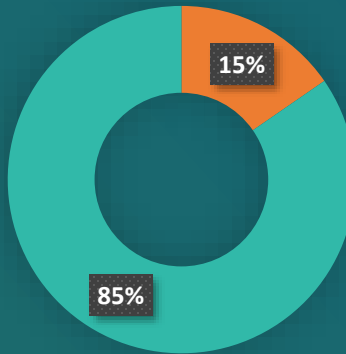
CAO



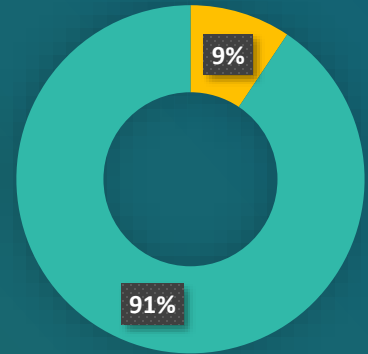
Corporate Services



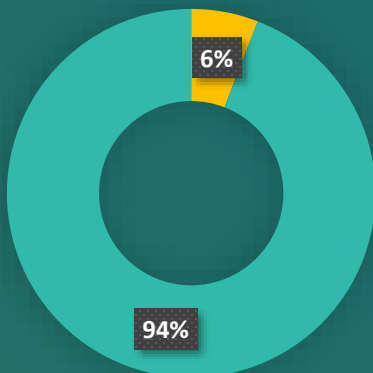
Finance



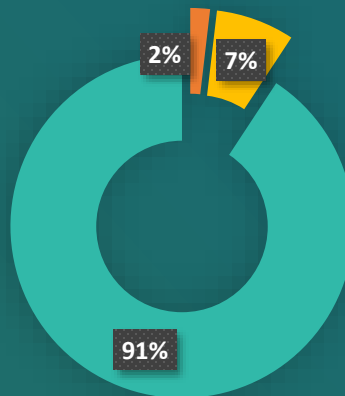
Regional and Community Utilities



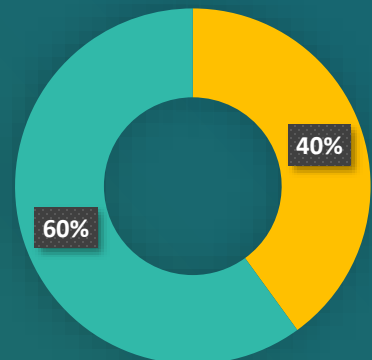
Strategic and Community Development



Recreation and Parks



Transit and Emergency Services



CORPORATE SERVICES AND FINANCE

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

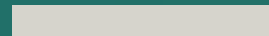
2018 2019 2020 2021

Focus on Governance

Local Government Election



Board Orientation



Focus on Service and Organizational Excellence

Cross Organization Grant Review



Review Financial Software



Business Continuity Plan



Cloud Migration Strategy



Electronic Records Management System



Asset Management



Focus on Relationships

Web Based Public Portal



STRATEGIC AND COMMUNITY DEVELOPMENT

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

2018 2019 2020 2021

Focus on Governance

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

Focus on Service and Organizational Excellence

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

Focus on Economic Health

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

Focus on Environment

- Sea Level Rise Planning Project

RECREATION AND PARKS

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

2018 2019 2020 2021

Focus on Service and Organizational Excellence



RECREATION AND PARKS

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

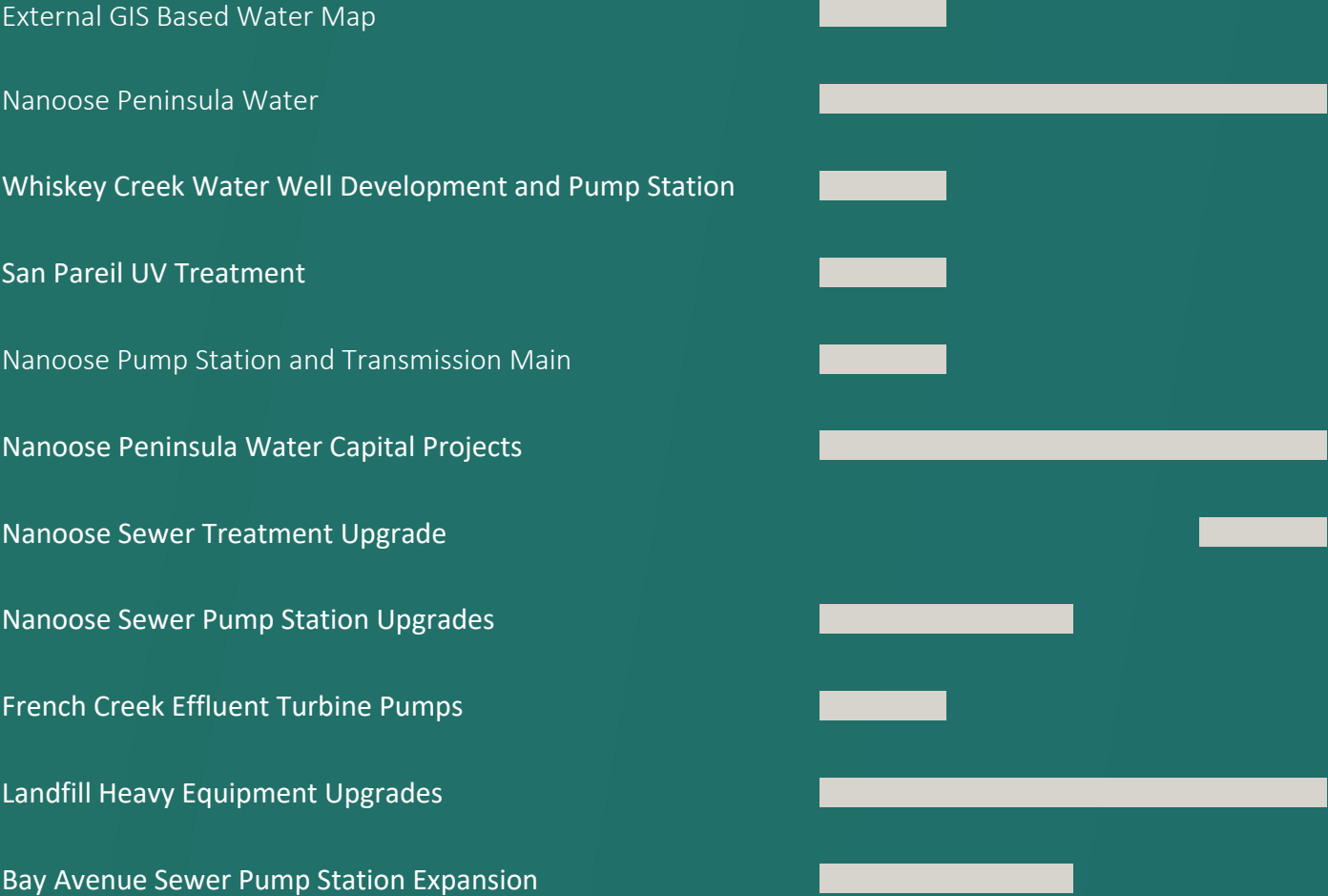


REGIONAL AND COMMUNITY UTILITIES

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

2018 2019 2020 2021

Focus on Organizational and Service Excellence



Focus on Relationships

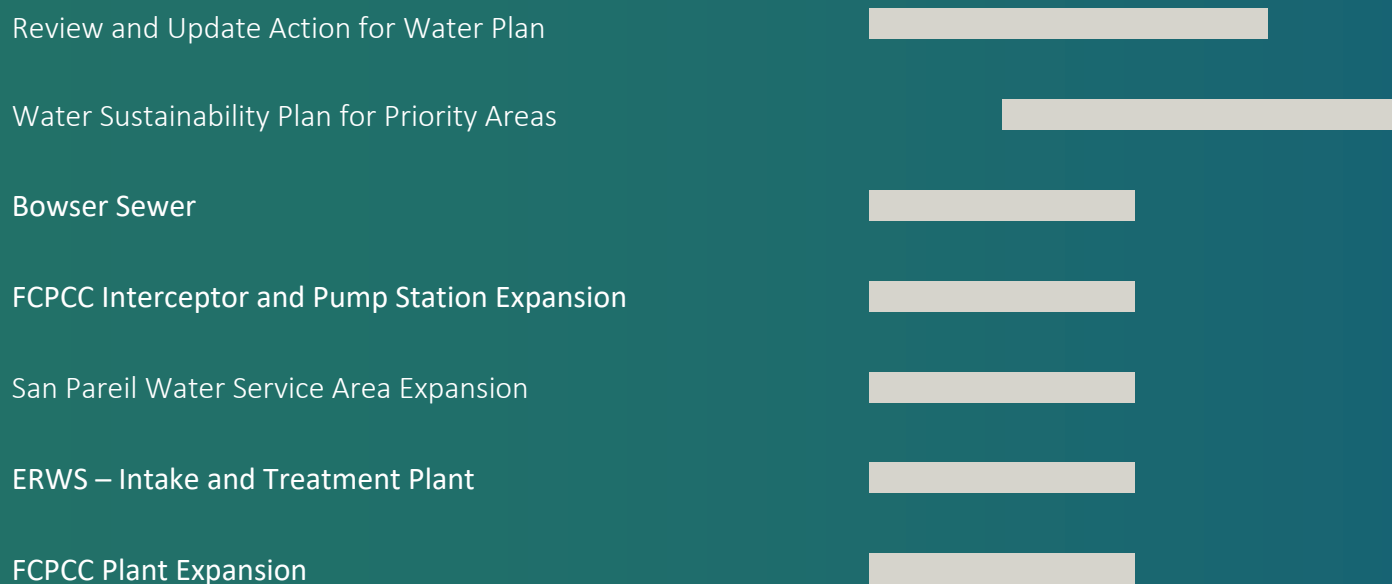


REGIONAL AND COMMUNITY UTILITIES

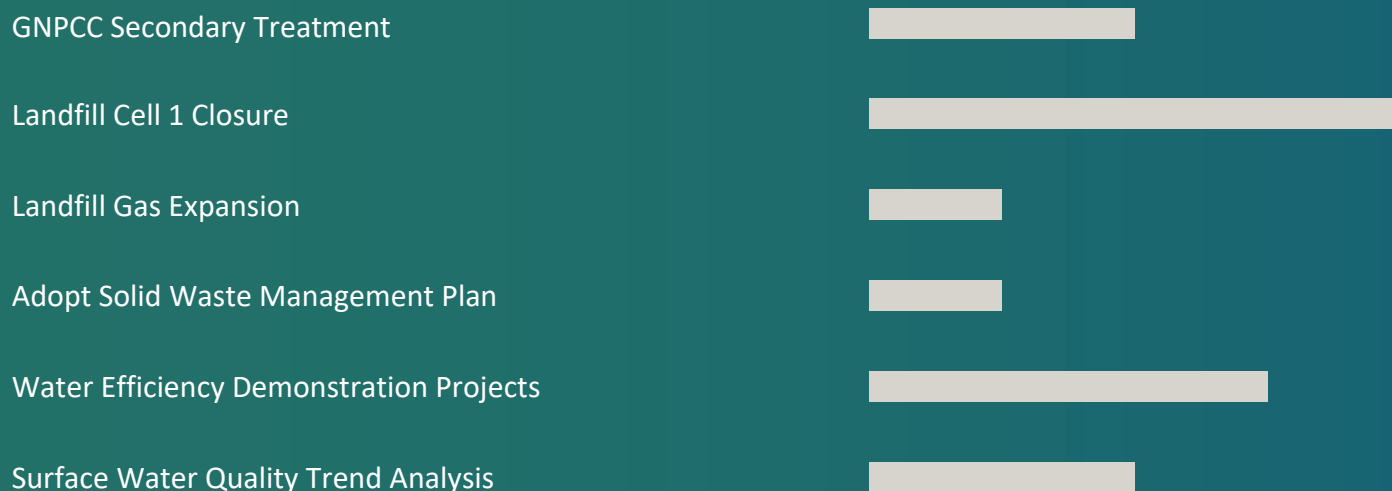
In 2016, the RDN formalized an organization-wide asset management program to establish consistent asset management principles and practices for the purpose of optimizing asset lifecycle costs and realizing strategic objectives related to service delivery.

2018 2019 2020 2021

Focus on Economic Health



Focus on Environment



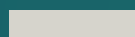
TRANSPORTATION AND EMERGENCY SERVICES

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

2018 2019 2020 2021

Focus on Governance

Dashwood Fire Hall Building Referendum



Focus on Service and Organizational Excellence

Coombs-Hilliers Fire Hall Reconstruction



Errington Fire Hall #2 Reconstruction



Regional Hazard Risk Vulnerability Assessment



Emergency Communications Review



Conventional Transit Expansion (5000 hours)



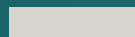
Downtown Nanaimo Transit Exchange



Addition of Two Bus Stops on the Island Highway within Nanaimo



Country Club Mall and Woodgrove Mall Transit Exchange



CNG Generators



Focus on Environment

Community Wildfire Protection Plans



National Disaster Mitigation Project for Shoreline and Overland Flooding



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

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

SUBJECT: September 2017 Drinking Water and Watershed Protection Program Update

RECOMMENDATION

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

SUMMARY

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

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

BACKGROUND

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

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

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

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

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

DISCUSSION

2017 DWWP Performance Update

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

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

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

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

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

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

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

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

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

Partnerships

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

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

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

Protecting water resources

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

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

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

Economic returns

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

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

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

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

ALTERNATIVES

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

FINANCIAL IMPLICATIONS

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

STRATEGIC PLAN IMPLICATIONS

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

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

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

We will include conservation of resources as a planning factor.

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

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

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

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

Reviewed by:

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

Attachments

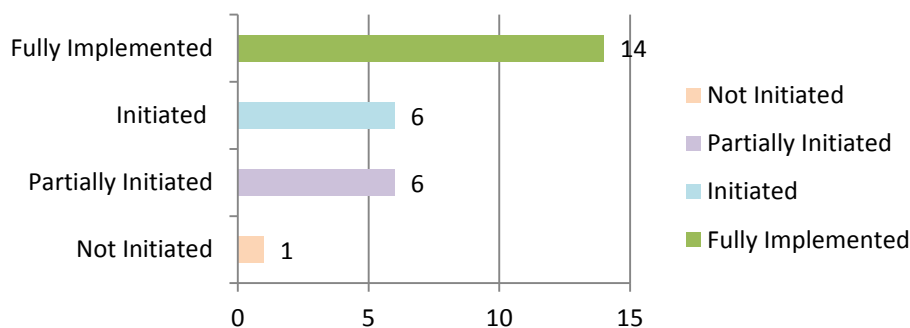
1. Appendix A – Direct DWWP Program Benefits per Electoral Area / Municipality / Water Region
2. Appendix B – DWWP Action Plan Implementation Status Update
3. Appendix C – Invitations to Present and Published Case Studies Showcasing RDN DWWP
4. Appendix D – List of Key Partners and Collaborative Activities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

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

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

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

DWWP Action Categories - Implementation Status



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

Appendix C:

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

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

Published Case Studies Showcasing the RDN DWWP Program

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

Published By: Fraser Basin Council – May 2015

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

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

Appendix D: List of Key Partners and Collaborative Activities

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

Qualicum First Nation

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

Snaw-naw-as First Nation

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

Snuneymuxw First Nation

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

Provincial Ministries

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

Stewardship Groups

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

Real Estate Board

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

Irrigation and Landscaping Industry

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

Rainwater Harvesting Industry

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

Water Well Industry

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

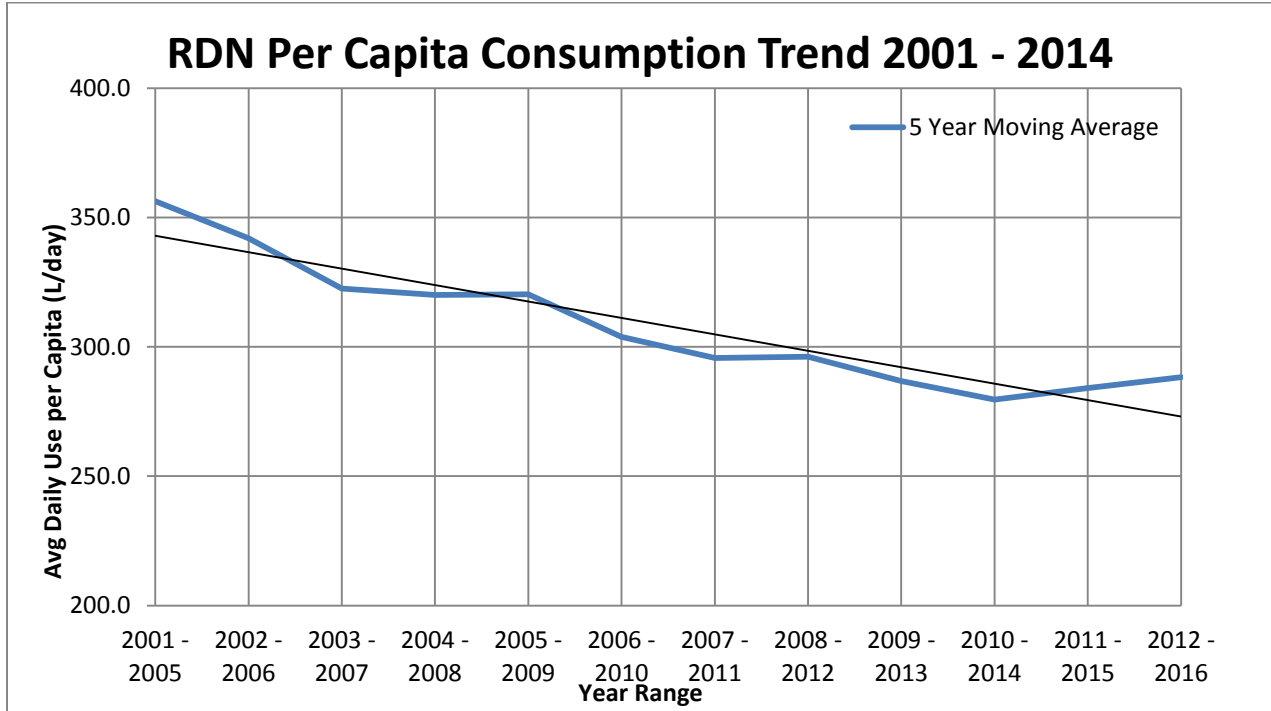
Private Forestry

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

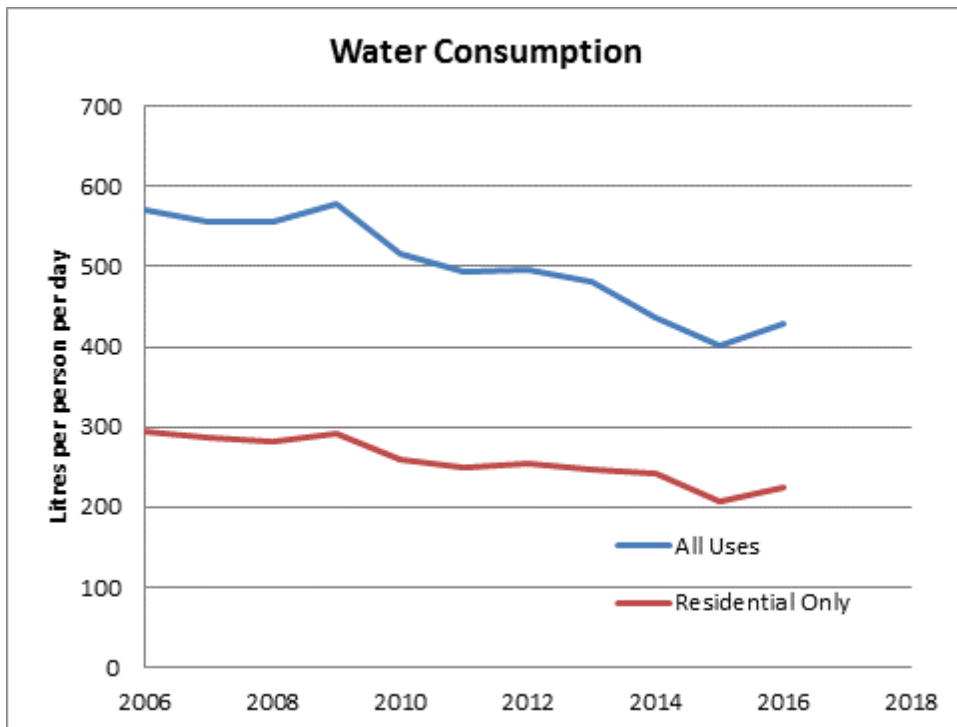
Universities

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

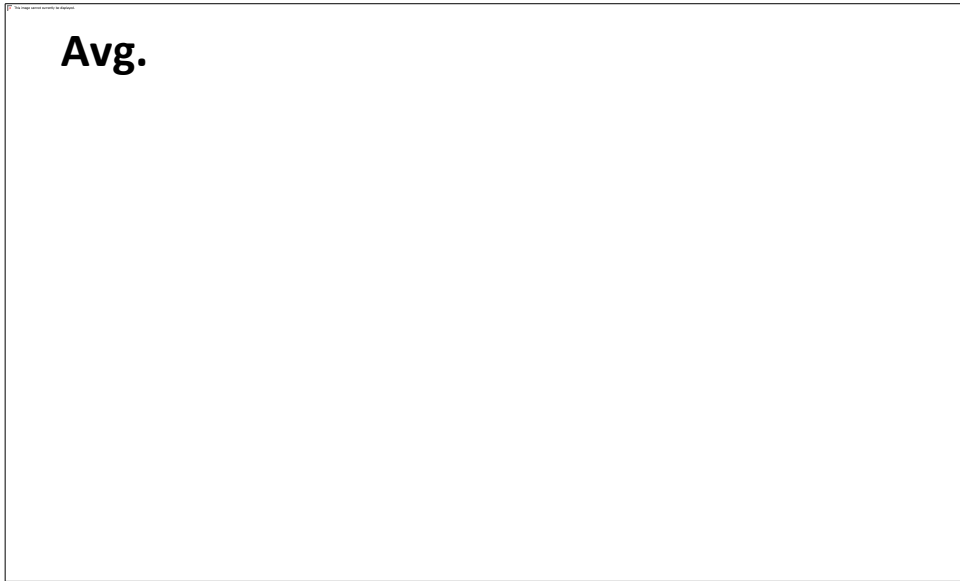
Appendix E: Water Consumption Trends Over Time in Major Water Service Areas



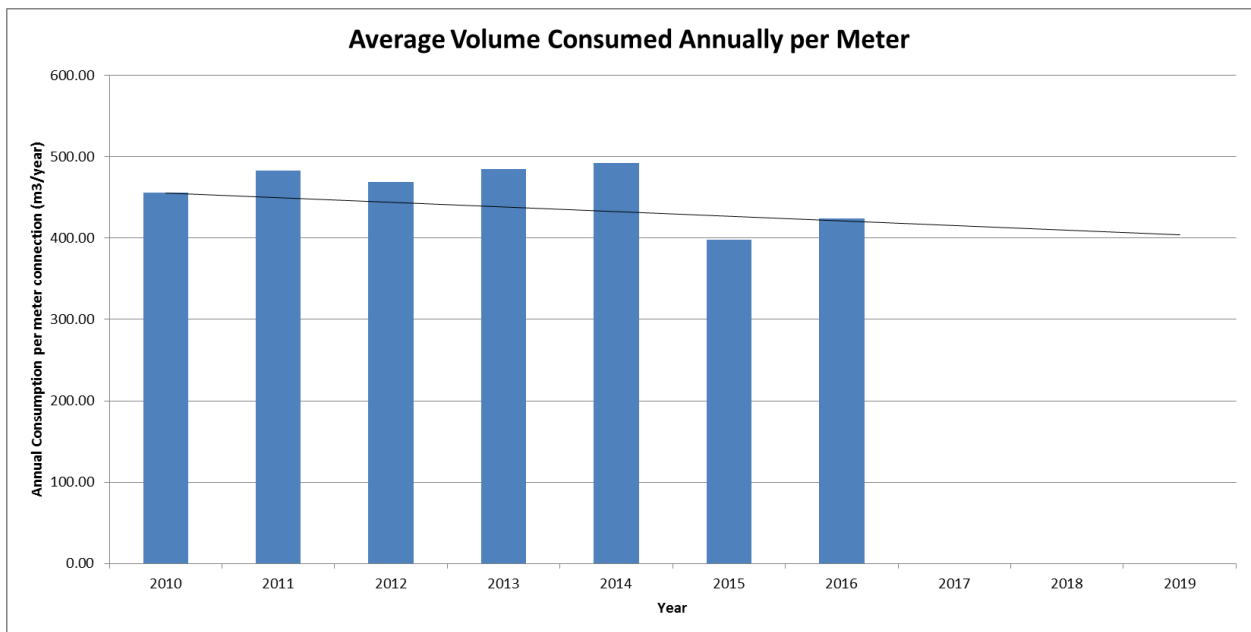
RDN WATER SERVICE AREAS



CITY OF NANAIMO



FRENCH CREEK



CITY OF PARKSVILLE

At the May 25, 2017, Board meeting, the following motion was approved:

That staff work with BC Transit to bring forward a detailed financial report regarding a 5,000 hour annual transit expansion and potential use of community shuttle buses for implementation in January 2018.

BC Transit has indicated that 5,000 hours are available to the RDN Conventional transit service starting in January 2018. The options for providing transit service to the Duke Point area have been investigated and it has been determined that a 5,000 hour expansion would allow for a baseline, direct transit service to the Duke Point ferry terminal, as well as the employers in the nearby industrial area, along the Duke Point Highway. This expansion could provide service to the Duke Point area from 6am to 8pm, enabling BC Ferry passengers to access five ferry sailings each day as well as offering alternative, sustainable transportation for workers to their place of employment in the industrial area.

Public transit service to Duke Point ferry terminal is one of the medium-range service improvements within the Regional District of Nanaimo's Transit Future Plan (2014), for 'Local Transit'. This proposed January 2018 transit expansion is aligned with the Transit Future Plan's vision statement:

"The Regional District of Nanaimo Transit System supports the region's high quality of urban and rural life by connecting the region's rural village centres, neighbourhoods and urban areas with high quality transit services..."

This expansion would enable sustainable transit access to residents and visitors from BC Ferries Duke Point, to the services within the RDN and its municipal partners, thereby increasing economic viability and offering greater employment choices to those who rely on public transportation.

The proposed transit service expansion provides enough hours to establish a service to some, not all, of the ferries sailing at the Duke Point ferry terminal. As a result, there would be no available hours from this expansion to enhance service elsewhere within the transit system. Also of note, BC Transit has informed staff that in order to allow for acquisition of required fleet expansion vehicles, a minimum of 6 months' notice is required.

ALTERNATIVES

1. That the 5,000 hour conventional transit expansion for January 2018 be approved, and public transit service to the Duke Point ferry terminal area be implemented in January 2018.
2. That staff are provided alternative direction.

FINANCIAL IMPLICATIONS

Although the costs for this expansion would be largely attributed to the City of Nanaimo since the BC Ferries – Duke Point route is within City of Nanaimo boundaries, there is a small impact to the other Southern Community Transit participants because the allocation of costs is based on a shared usage formula.

Requisition values are based on:

- No change in Custom transit hours for this purpose
- Requisition values are based on 2017 usage allocations for the Southern Community Service
- Full impact of expansion will be realized by the year 2019

The Financial Plan for 2017 to 2021 already includes a 5,000 hour service expansion for the fall of 2018 which has not been fully developed yet, and this Duke Point service would be in addition to that expansion. Cost for a 5,000 hour expansion in the Southern Communities is estimated at \$427,355 based on 2017 budgets; however, costs will vary depending on a number of items including fuel prices and the amount of deadhead service hours the RDN has to absorb (BC Transit does not fund deadhead hours).

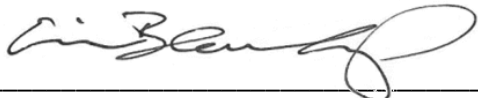
The following table provides a preliminary estimate of costs to Southern Community Transit participants:

Table 1. Estimated cost of 5000 hour expansion to Duke Point and area

| | Projected cost of 5000 hour Duke Pt service | Current 2017 Requisition \$ | Projected 2018 Requisition from 2017-2021 Plan | Total 2018 projected with Duke Pt service |
|------------------|--|------------------------------------|---|--|
| Nanaimo | 416,416 | 8,575,356 | 9,112,743 | 9,529,159 |
| Lantzville | 5,125 | 111,568 | 112,165 | 117,290 |
| Electoral Area A | 5,355 | 126,368 | 117,182 | 122,537 |
| Electoral Area C | 459 | 9,467 | 10,035 | 10,494 |
| Total | 427,355 | 8,822,759 | 9,352,125 | 9,779,480 |

STRATEGIC PLAN IMPLICATIONS

The proposed expansion for service to Duke Point ferry terminal is consistent with the Strategic Plan Key Focus Areas of ‘Focus on Service and Organizational Excellence’, specifically the strategic priority to “...advocate for transit improvements and active transportation.” By developing transit out to the Duke Point ferry terminal and the nearby industrial employers, a greater number of residents and visitors, will have access to more sustainable transportation as well as more economic opportunities throughout the RDN and surrounding municipalities.



Erica Beauchamp, Superintendent of Transit Planning & Scheduling
ebeauchamp@rdn.bc.ca
 August 30, 2017

Reviewed by:

- D. Pearce, Director, Transportation & Emergency Services
- P. Carlyle, Chief Administrative Officer

TO: Regional District of Nanaimo Transit Select Committee **MEETING:** September 14, 2017

FROM: Darren Marshall
Manager, Fleet and Projects **FILE:** 1475-01 CNG

SUBJECT: **CNG Bus Exterior Advertising**

RECOMMENDATION

That BC Transit be advised that the RDN is not permitting exterior bus advertising on the RDN Conventional fleet until BC Transit advises the paint defects are resolved.

SUMMARY

BC Transit has a contract with Lamar Advertising, which may allow Lamar the ability to sell advertising space on the exteriors and interiors of the BC Transit buses, including those within the RDN Transit System.

Based on the Lamar contract, the estimated revenue to advertise on 25 CNG buses would not outweigh the possible issues caused by damage, as well as the loss of CNG branding.

BACKGROUND

As part of the contract between BC Transit and Lamar Advertising, ads are only allowed on the driver's side of the vehicle with the exception of full wraps (Attachment 1). Further, the contract with BC Transit includes:

- That Lamar must use reasonable commercial efforts to mitigate paint damage and cutting damage by following 3M specifics for vinyl advertising.
- That Lamar will perform snap tests before advertising is installed. In addition, the Lamar Company will report to BC Transit and include a photographic record of any poor paint quality issues observed. At that time, BC Transit may elect to either continue the installation or remove the vehicle or advertising product from the vehicle.
- Reimburse BC Transit reasonable cost to repair or repaint the area where BC Transit determines that repainting directly resulted from advertising application or removal, except where the Lamar Company can establish that the area peeled as a result of poor repaint process or adhesion.

The contract between BC Transit and Lamar contains terms to address the potential damage caused by advertising. However, damage caused by ads can still lead to other issues such rust or other costly long term issues.

BC Transit has advised that the original 25 (2014) RDN CNG buses (Attachment 2) have a possible paint/fiberglass defect where the paint is bubbling and lifting. In Kamloops, there are also 25 (2014) CNG buses, where paint peeling has occurred around ads (Attachment 3). The RDN is working with BC Transit and New Flyer, the supplier and manufacturer of the CNG buses, to resolve this issue as quickly as possible. At the time of this report no determining cause for the paint to bubble and lift had been identified, therefore, no repair details/protocols for the repair have been issued by BC Transit or New Flyer. BC Transit has advised until this issue is resolved to not place advertising on the buses.

ALTERNATIVES

1. That BC Transit be advised that the RDN is not permitting exterior bus advertising on the RDN Conventional fleet until BC Transit advises the paint defects are resolved.
2. That staff are authorized to advise BC Transit that the RDN is allowing exterior bus advertising on 24 (2016) CNG buses.
3. That staff are provided alternative direction.

FINANCIAL IMPLICATIONS

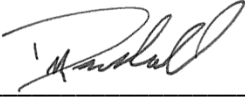
The contract between BC Transit and Lamar Advertising states that if BC Transit increases or decreases by 5% or more the number of conventional buses made available under contract, (currently 281 buses for Regional Systems), the parties agree to adjust the total Minimum Annual Guarantee (MAG) upward or downward on a pro-rata basis.

The RDN receives 35% of gross revenue from the contract between BC Transit and Lamar Advertising. The RDN received \$44,200 in 2014, \$35,400 in 2015 and \$35,400 in 2016 due to the 24 Conventional diesel buses. In 2017 no revenue will be received since the entire RDN Conventional fleet is comprised of CNG buses and there was no advertising.

Since the contract is between BC Transit and Lamar Advertising, the RDN would not be responsible for lost revenue if the Board decides not to advertise on the CNG Conventional fleet. Instead, BC Transit's loss of potential revenue would in turn result in the RDN not receiving revenue from the Lamar contract.

STRATEGIC PLAN IMPLICATIONS

Exterior advertising on conventional buses supports the Focus on Service and Organizational Excellence – *“The RDN will deliver efficient, effective and economically viable services that meet the needs of the Regional District of Nanaimo”.*



Darren Marshall

dmarshall@rdn.bc.ca

August 28, 2017

Reviewed by:

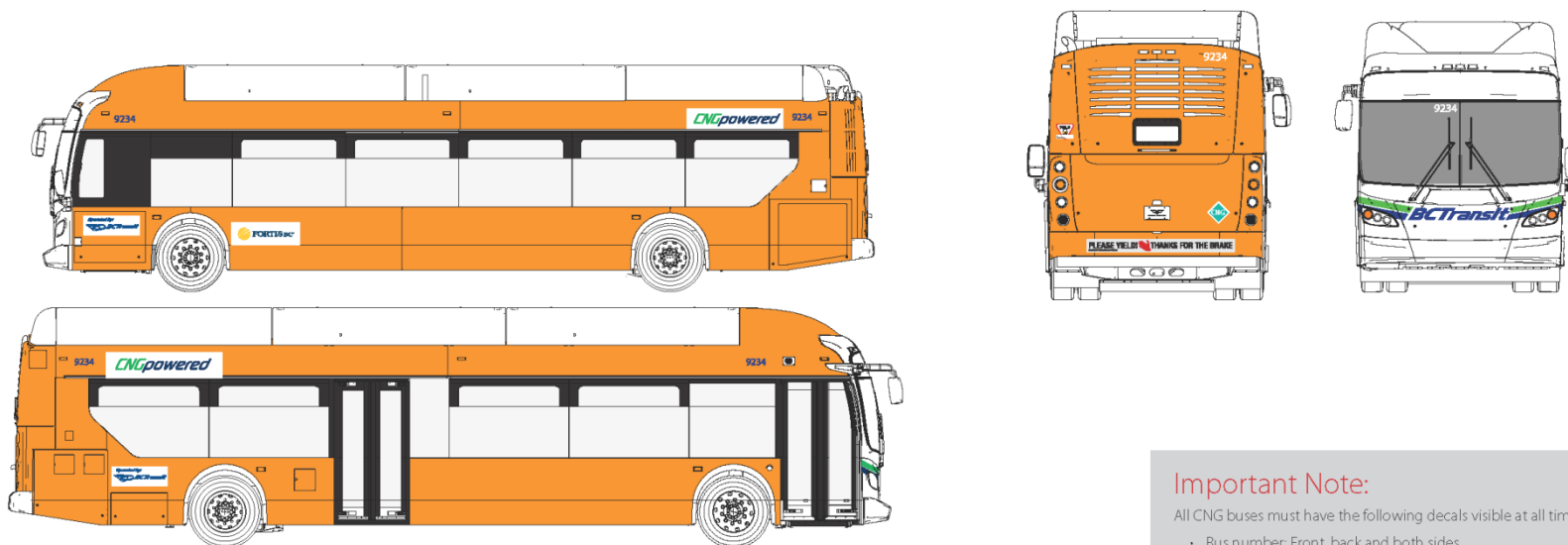
- D. Pearce, Director, Transit Operations
- P. Carlyle, Chief Administrative Officer

Attachments

1. Attachment 1 – Livery Standard Exterior Display
2. Attachment 2 – CNG Bus RDN Transit
3. Attachment 3 – CNG Bus Kamloops Paint Blister

Attachment 1 – Livery Standard Exterior Display

Livery Standard Exterior Display - Xcelsior 40' full wrap



All vehicle advertisements must adhere to the approved standards identified in the Transit Vehicle Ad Placement Manual. Advertisements that have a different shape, size or placement than identified in the manual are not permitted without the expressed approval of BC Transit.

Important Note:

All CNG buses must have the following decals visible at all times:

- Bus number: Front, back and both sides
- "Yield" sign on back left rear of bus and all safety reflectors
- "Please Yield! Thanks for the Brake" on back of bus
- "Operated by BC Transit": both sides
- FORTIS BC decal: driver's side
- CNG Powered decal: both sides, rear top
- CNG decal on back

Vehicle advertisements are not permitted on windows. With the exception of the back window on a full wrap.

Livery Standard Exterior Display - Xcelsior 40'



Stripes and Small Ad



Leave 1.5" space between small ad and striping

Headliner: 16" x 380" approx size will vary per community

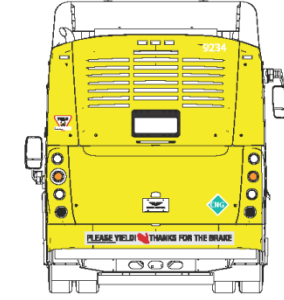
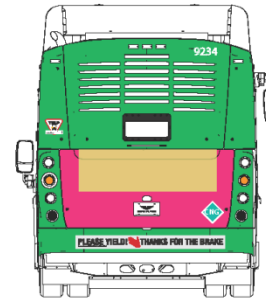
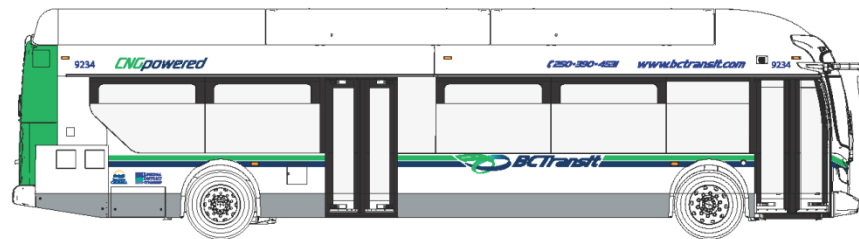
Large - 36" x 222"

Medium: 30" x 139"

Small: 21" x 70"

Half Back: 34" x 80"

Full Back: 82" x 100"



Full back does not wrap around the sides of the bus

All vehicle advertisements must adhere to the approved standards identified in the Transit Vehicle Ad Placement Manual. Advertisements that have a different shape, size or placement than identified in the manual are not permitted without the expressed approval of BC Transit.

Important Note:

All CNG buses must have the following decals visible at all times:

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- FORTIS BC decal: driver's side
- CNG Powered decal: both sides, rear top
- CNG decal on back

Vehicle advertisements are not permitted on windows. With the exception of the back window on a full wrap.

Attachment 2 – CNG Bus RDN Transit



Attachment 3 – CNG Bus Kamloops Paint Blister



TO: Solid Waste Management Select **MEETING:** September 14, 2017
Committee

FROM: Ben Routledge **FILE:** 5360-01
Zero Waste Coordinator

SUBJECT: Waived Tipping Fees for Charitable Organizations – Follow up

RECOMMENDATION

That this report be received for information.

SUMMARY

On June 14, 2017, the Solid Waste Management Select Committee passed the following motion:

“...that the Charitable Organization Waived Tipping and Hauling Fees report be referred back to staff to provide further information.”

Presently the Nanaimo Recycling Exchange (NRE), Gabriola Island Recycling Organization (GIRO), Salvation Army and Society for Organized Services D69 (SOS) receive waived tipping and hauling fees at the Regional Landfill and Church Road Transfer Station (CRTS). In 2016, the total cost of the program was \$80,798 which accounted for over 520 tonnes of material. The projected budget for 2017 is \$88,680 with over 590 tonnes of material.

GIRO and NRE’s priorities are to maximize waste diversion and this is less of a priority for Salvation Army and SOS. About 20-35% of the disposal costs are attributed to illegal dumping at each of the facilities. The balance of the disposal cost is a consequence of the materials they accept. Non-funded charities have the same challenges with illegal dumping and waste generated as those supported by the program. There are variable levels of effort by the facilities to discourage illegally dumped material or the acceptance of non-recyclable or saleable items. The Regional District of Nanaimo (RDN) can assist with efforts to reduce illegal dumping and increase recycling. Such efforts are expected to have a minor influence on future escalating costs.

BACKGROUND

The current charitable organization waived tipping and hauling fees program began in 1991 when the RDN introduced mandatory curbside collection of garbage and recycling. This collection had an unexpected consequence of increasing the illegal dumping at the Salvation Army and SOS Parksville thrift stores. At that time the RDN Board supported the waiving of Solid Waste tipping fees for those organizations, to alleviate these added costs.

On June 8, 2004, the Board passed the following motion:

“That the Board, support a policy of granting waste disposal fee relief only for illegal dumping clean-up and to non-profit organizations that incorporate waste reduction as a core function. Other organizations, such as thrift store operations, may not qualify for fee relief pending discussions with thrift operators on proper recycling practices.”

As a result of the 2004 Board motion the following organizations have been granted fee relief;

1. Salvation Army (Nanaimo and Parksville);
2. Society of Organized Services D69 (SOS);
3. Nanaimo Recycling Exchange (NRE);
4. Gabriola Island Recycling Organization (GIRO).

The program also covers the cost of a commercial bin and the associated hauling and disposal fees for the Salvation Army Parksville and Nanaimo, SOS and GIRO.

On December 16, 2016, the Board directed staff to prepare a report outlining potential arrangements for reduced tipping fees for non-profit organizations. This report was presented to the Board on March 28, 2017 at which time staff were directed to prepare a supplementary report providing a recommendation for future administration for the waiving of tipping fees for charitable organizations. The supplementary report is attached (Appendix A), and resulted in staff direction to provide further information which is the basis of this report.

Staff interviewed representatives of the four organizations currently receiving waived tipping fees and/or RDN paid hauling costs under the program to determine site specific issues such as; illegal dumping, donation of unsellable material, infrastructure challenges, barriers to recycling, and options to reduce disposal costs. GIRO has very low disposal costs and little problem with illegal dumping. Findings from the interviews for the other 3 participating charities are as follows:

- 20-35% of their waste generation is from illegal dumping at their locations;
- Illegally dumped material arrives at their facilities “hidden” in loads and as after-hours illegally dumped material. Donations made after business hours, result in people rummaging for items, breaking material and rendering sellable goods damaged;
- They agree that signage, surveillance and increased public education will help to reduce the amount of illegally dumped material, unwanted donations and detrimental behavior;
- Recycle depots such as NRE and GIRO make waste diversion a priority. Waste diversion is less of a priority for other charitable organizations that focus on raising funds that assist disadvantaged people. For these charities, the practice of recycling is often not fully realized;
- They welcome assistance from the RDN in messaging acceptable donations, appropriate donation times, and the impact of illegal dumping;
- All of the organizations interviewed expressed interest in increasing recycling and diversion and will participate in applicable recycling programs as they were made aware of them; and,
- Comments suggested an expectation that the current program would see future changes such as a reduction in the costs covered by the RDN.

Based on these interviews staff estimate that of the approximate \$80,000 annual program cost, 20-35% can be attributed to illegal dumping at the charitable organizations and the balance is for disposal costs of items that they accept and are either unsellable, broke or damaged.

Salvation Army identified a national drive to accept all donated material which will include items that are unsellable. These attempts to increase donations are likely to increase the Salvation Army's future volume of waste.

Prior to August 2017, the Salvation Army Nanaimo used their own truck to transport waste to the landfill. As a result of the truck requiring major servicing, the Salvation Army Nanaimo is now receiving a waste bin service. Should they not repair or replace the vehicle and continue the bin service, the future RDN annual cost contribution to the Salvation Army Nanaimo will increase from \$13,750 to \$22,500.

Interviews with representatives of charities with thrift stores not currently benefiting from the program indicate that they have similar challenges with illegal dumping despite security systems, physical barriers and signage. One of the organizations employs 1-800-Got Junk to pick up and sort material for disposal. Approximately 50% of their disposal costs can be attributed to illegally dumped wastes. As this is a higher percentage than the charities benefiting from the program, it suggests they apply a greater degree of scrutiny that the materials they accept for donation are saleable.

For all the charitable organizations there is potential for lowering waste disposal costs by:

1. Greater scrutiny of saleable/recyclable items that are accepted;
2. Improved signage;
3. Surveillance in the form of cameras;
4. Improved security;
5. Encouraging the public through printed, digital and audio material to donate responsibly; and,
6. Direct assistance in finding and managing applicable recycling streams for the organizations would also help to lower the cost of the program and increase material diversion.

RDN staff committed to providing assistance to all the charities with the last 2 items noted above. Nevertheless, staff believes these activities will only have a minor impact on the anticipated future escalating costs of the program.

The previous staff report outlined potential cost containment options as follows:

1. 50/50 Cost Share Model (recommended): Set a maximum fixed budget amount to be dispersed between qualifying charities and payable at 50% of the disposal/hauling costs. Qualifying charities would be those carrying out activities associated with waste diversion.
2. Full Reimbursement Model: Set a maximum fixed budget amount to be dispersed between qualifying charities payable at 100% of the submitted hauling and disposal costs. Funds would be available until the organization's allocation is depleted. Qualifying charities would be those carrying out activities associated with waste diversion.

ALTERNATIVES

1. Accept this report for information.
2. Provide alternate direction to staff.

FINANCIAL IMPLICATIONS

The current Waived Tipping Fee program has no limiting mechanism in place and is expected to increase annually.

STRATEGIC PLAN IMPLICATIONS

The review of existing programs is consistent with the RDN Strategic Plan's focus on economic health and demonstrates the attention to fiscal responsibility.

The promotion of reuse, recycling and diversion aligns with the governing principal of respect for the environment and directly supports the Solid Waste Management Plan.



Ben Routledge
broutledge@rdn.bc.ca
August 22, 2017

Reviewed by:

- L. Gardner, Manager, Solid Waste Services
- R. Alexander, General Manager, RCU
- P. Carlyle, Chief Administrative Officer

Attachments:

- Appendix A: Waived Tipping Fees for Charities Recommendation Report

**STAFF REPORT**

TO: Solid Waste Management Select Committee **MEETING:** June 14, 2017

FROM: Ben Routledge, Zero Waste Coordinator **FILE:** 5360-01

SUBJECT: Waived Tipping Fee for Charities Recommendation March 28 2017.docx

RECOMMENDATIONS

1. That a 50/50 Cost Share program for waived tipping and hauling fees for qualifying charitable organizations operating within the Regional District of Nanaimo beginning in 2018 be adopted;
2. That an annual budget of \$80,000 per year be set for the 50/50 Cost Share program and;
3. That qualifying organizations be registered charities with the Canada Revenue Agency and eligibility funding be for those activities associated with waste diversion.

SUMMARY

On March 28, 2017, the Board directed staff to provide a recommendation for the future administration of the Waived Tipping Fees for Charitable Organizations program. The recommendation is a 50/50 cost share program and that a maximum budget amount for the program is established. The objective is to deliver equitable funding to qualifying charitable organizations involved in waste diversion efforts operating in the Regional District of Nanaimo (RDN), as well as to contain expenditures.

The concept is to have applicants to the program apply by a predetermined date for acceptance into the following year's program. By requiring a yearly application, new organizations could be considered and the funds would be distributed in an equitable manner. If requests exceed the annual budget, funds would be allocated to organizations displaying the higher volunteer hours and waste diversion. For example, registered charities with high voluntary hours and high waste diversion would receive proportionately higher funding than charities with lower volunteer hours and less waste diversion. Eligible costs would be 50% of their waste hauling and or tipping fee. Reimbursement would be paid on the submission of scale and/or hauling receipts.

BACKGROUND

On March 15, 2017, the Board received the report "Charitable and Non-Profit Organizations – Waived Tipping Fees" (attached) which described the current program. On March 15, 2017, the Board directed staff "to provide a recommendation for the future administration of the Waived Tipping Fees for Charitable Organizations Program".

The current funding program, that assists charities with their waste disposal, began in 1991 when the RDN introduced mandatory curbside collection of garbage and recycling. This collection had an unexpected consequence of increasing the illegal dumping at the Salvation Army and Society of Organized Services (SOS) Parksville thrift stores. At that time the RDN Board supported the waiving of Solid Waste tipping fees for those organizations, to alleviate these added costs.

On June 8, 2004, the Board passed the following motion;

That the Board, support a policy of granting waste disposal fee relief only for illegal dumping clean-up and to non-profit organizations that incorporate waste reduction as a core function. Other organizations, such as thrift store operations, may not qualify for fee relief pending discussions with thrift operators on proper recycling practices.

As a result of the 2004 Board motion the following organizations have been granted fee relief;

1. Salvation Army (Nanaimo and Parksville)
2. Society of Organized Services D69 (SOS)
3. Nanaimo Recycling Exchange (NRE)
4. Gabriola Island Recycling Organization (GIRO)

The current program also covers the cost of a commercial bin and the associated hauling and disposal fees for the Salvation Army, SOS and GIRO.

Initially designed to provide short term relief from additional costs, the program has expanded and now provides waived fees for all material sourced through these facilities, including unsellable items from their thrift stores. In 2016 the total cost of the program was \$80,798, which accounted for over 520 tonnes of material. The projection for 2017 is \$88,680 with over 590 tonnes of material. At present there is no mechanism to limit the costs incurred under the program.

On November 26, 2016, Vancouver Island Workability Society (VIWS) made a request to join the program. They sighted their operation of a thrift store as their reason for the request. The inclusion of VIWS to the current program would initially add approximately \$5,000 to the budget. VIWS also operates a kitchen and nursery (The Farm at Cedar Woods Society), providing meaningful employment to disadvantaged members of the community. Their request did not include relief for disposal of waste from these two other enterprises.

Presently there are over 280 registered charities operating between Cedar, City of Nanaimo, District of Lantzville, City of Parksville, the Town of Qualicum Beach and the RDN Electoral Areas. The primary source of revenue for most of these charities is through donations to their organization. Staff estimate that there are a total of 15 charities operating thrift stores, equipment repair services and other businesses that are potentially involved in waste diversion activities.

Staff contacted neighboring Regional Districts and their approaches to waived tipping fees vary:

Capital Regional District (CRD)

The CRD provides funding through their Non-Profit Recycling Initiative. Currently the CRD budgets \$89,000 to be dispersed between ten organizations based on their needs and application. The

organizations must reapply each year following a specific application process. Once their allotment is used, any other fees are paid directly by the organization. The allotments are not equal and funding is based on the amount requested and the type of recycling being conducted by the organization.

Comox Valley Regional District (CVRD)

The CVRD applies a 50% reduction in tipping fees for organizations performing fundraising events. In addition, the CVRD provides \$4,500 yearly to both the Salvation Army and Habitat for Humanity for disposal of solid waste. The organizations are required to submit a written request in advance and a waiver is applied until the funds are drawn down.

Options for the RDN include;

1. **Status Quo:** the charities currently under the program will continue to receive 100% of the funding, namely Society of Organized Services (SOS), Salvation Army, Gabriola Island Recycling Organization (GIRO) and Nanaimo Recycling Exchange (NRE). Waived tipping fees for 2016 were \$80,798 which follows the trend of a 9% increase per year since 2013.
2. **50/50 Cost Share Model (Recommendation):** delivers equitable funding to qualifying charitable organizations. Applications would be made by a predetermined date for acceptance into the following year's program. By requiring a yearly application, new organizations could be considered, and the funds would be distributed in an equitable manner. If applications exceed the budget amount, the Proportionate Weighting System (Appendix A) would be used. This system would distribute funds based on volunteer hours and waste diversion. Reimbursement would be paid at 50%, on the submitted scale and/or hauling receipts. Based on a fixed budget amount, each organization would be assessed and allotted a maximum amount they could claim in the fiscal year. Providing advanced notice of the program change would minimize any negative effects to currently funded charities. RDN Solid Waste staff could work with charities to find alternative disposal options and develop waste reduction strategies. If a surplus is generated, it will be carried to the following year's budget.
3. **Full Reimbursement Model:** funds all qualifying organization's entire disposal costs until the end of the fiscal year or until their allotted amount is exhausted. Based on a fixed budget amount, the application, qualifying and fund allotment process would be the same as the Cost Share Model. Approved organizations could be reimbursed for any amount of their allotment at any time, provided they submitted valid scale and/or hauling receipts.

Table 1 lists the pros and cons of each option;

| Table 1 | Pros | Cons | Effects on Charities |
|--|--|--|--|
| Status Quo | <ul style="list-style-type: none"> Limited staff time required | <ul style="list-style-type: none"> Costs of the program will continue to rise No new organizations will be allowed access to funding Program does not encourage diversion | <ul style="list-style-type: none"> Currently funded charities benefit from status quo The program prevents inclusion and equality Diversion of recyclable materials is not promoted |
| 50/50 Cost Share Model (Budgeted \$80,000 per year) | <ul style="list-style-type: none"> Broader distribution of funds across the RDN Equitable funding to charities Costs are contained Diversion is encouraged focusing on reuse, recycling and reduction Charities operations promote Solid Waste Management Plan and Strategic Plan | <ul style="list-style-type: none"> Staff time to determine eligibility Staff time to determine reimbursement Potential Staff time to educate charities on diversion strategies. | <ul style="list-style-type: none"> Encourages diversion focusing on recycling, reuse and reduction Currently funded charities will be faced with higher operating costs both from loss of revenue and additional administration to manage requests for reimbursement and annual application for funding Inclusion of other charities practicing waste diversion Broader financial distribution to RDN charities Empowers charities to be proactive in waste diversion |
| Full Reimbursement Model (Budgeted \$80,000 per year) | <ul style="list-style-type: none"> Broader distribution of funds across the RDN Equitable funding to charities Costs are contained | <ul style="list-style-type: none"> Staff time to determine eligibility Staff time to determine reimbursement Does not fully encourage diversion | <ul style="list-style-type: none"> Currently funded charities receive lower funding Inclusion of other charities Broader distribution across the RDN to more charities |

ALTERNATIVES

1. Status Quo, tipping and hauling fees for the four organizations currently enrolled in the program are fully waived. Inclusion of other charities is not permitted without Board approval.
2. Adopt a 50/50 Cost Share model where a fixed budget amount is dispersed between approved charitable organizations and payable at 50% of the disposal/hauling costs. Funds would be available until the end of the fiscal year or the organizations allotment was depleted.
3. Adopt the Full Reimbursement Model where a fixed budget is dispersed to qualifying organizations payable at 100% of the submitted hauling and disposal costs. Funds would be available until the end of the fiscal year or the organizations' dispersals were depleted.
4. Provide alternate direction to staff.

FINANCIAL IMPLICATIONS

If the Board were to budget the sum of \$80,000 per year, the financial cost of the program would remain consistent with the costs seen in 2016.

Charities currently receiving funding will see a lower distribution under the new program. By allowing for a 2018 program start date, these organizations will have time to prepare financially and seek alternatives to disposal. The new program will allow for a broader dispersal of funding and support for charities across the entire Regional District of Nanaimo.

Staff time would be required in order to administer either of the models proposed. Approximately one hour per month for both the Solid Waste Planner and an RDN Finance staff member will be required to calculate and process the remuneration. An additional sixteen hours per year is estimated to evaluate the applicants and meet with the approved organizations. Therefore aggregate costs to administer such a program are estimated to be less than \$3,000 per year.

STRATEGIC PLAN IMPLICATIONS

By reviewing and implementing proactive change to existing programs, the recommendations are consistent with the RDN Strategic Plans focus on economic health and shows over all fiscal restraint and responsibility. As the current program provides unlimited disposal, the unpredictable nature of future costs would be eliminated with the implementation of the recommendations.

The 50/50 Cost Share program provides a fair and equitable solution to all potential users of the program. Under a cost share program, charities will seek to increase their recycling practices as this will result in lower costs for their organization. In turn this will increase the overall diversion of the RDN and promote a reduction in waste material received at the Solid Waste facilities.

The promotion of reuse, recycling and diversion aligns with the governing principal of respect for the environment and directly supports the Solid Waste Management Plan.



Ben Routledge
broutledge@rdn.bc.ca
April 27, 2017

Reviewed by:

- L. Gardner, Manager, Solid Waste Services
- R. Alexander, General Manager, RCU
- P. Carlyle, Chief Administrative Officer

Attachments

- Appendix A: Proportional Weighting System
- Charitable and Non-Profit Organizations – Waived Tipping Fees Report

Appendix A: Proportionate Weighting System

1. Undersubscribed: If all applicants total requested amount is less than \$80,000, allocate funding based on 50% of applicants waste disposal cost projection.

*Reimbursement is made at 50% of valid submitted scale and hauling receipts.

2. Over Subscribed: If applicants total requested amount is more than \$80,000, calculate eligible funding using the Proportionate Weight Score

Step #1

$$\frac{\text{Total Volunteer Hours from all Applicants}}{\text{Applicants Projected Volunteer Hours}} + \frac{\text{Total Waste Diverted}}{\text{Applicants Projected Waste Diverted}} = \text{Individual Proportionate Weight Score (IPWS)}$$

Step #2

Total All Individual Proportionate Scores (TPWS)

Step #3

$$\text{IPWS/TPWS} \times \text{Budget Amount} = \text{Maximum Eligible Funding*}$$

*Applicant eligible for the lessor of Maximum Eligible Funding or Application Amount

| Org. | Volunteer Hours | Waste (in Tonnes) | IPWS | Allotment |
|--------------|-----------------|-------------------|---|---|
| Charity 1 | 5 | 10 | $\frac{5}{75} + \frac{10}{38} = .07 + .26 = .33$ | $\text{IPWS } 0.33 \times \$80,000 = \$13,266$ TPWS 1.99 |
| Charity 2 | 10 | 3 | $\frac{10}{75} + \frac{3}{38} = .13 + .08 = .21$ | $\text{IPWS } .21 \times \$80,000 = \$8,442$ TPWS 1.99 |
| Charity 3 | 20 | 15 | $\frac{20}{75} + \frac{15}{38} = .27 + .39 = .66$ | $\text{IPWS } .66 \times \$80,000 = \$26,532$ TPWS 1.99 |
| Charity 4 | 40 | 10 | $\frac{40}{75} + \frac{10}{38} = .53 + .26 = .79$ | $\text{IPWS } .79 \times \$80,000 = \$31,758$ TPWS 1.99 |
| Total | 75 | 38 | TPWS 1.99 | |

Unallocated funding to be distributed up to charities application request.

TO: Solid Waste Management Select Committee
MEETING: March 15, 2017

FROM: Ben Routledge
Zero Waste Coordinator
FILE: 5360-01

SUBJECT: Charitable and Non-Profit Organizations – Waived Tipping Fees

RECOMMENDATION

That this report be received for information.

SUMMARY

The Regional District of Nanaimo (RDN) currently waives landfill tip fees for waste received from a few select charitable organizations operating in the RDN. These are; the Salvation Army – Nanaimo, Society of Organized Services D69 (SOS), Nanaimo Recycling Exchange (NRE), and Gabriola Island Recycling Organization (GIRO).

RDN staff frequently receive requests for waived fees from other charities and Non-Profit Organizations (NPOs). Most recently, the Vancouver Island Workability Society (VIWS) presented a request for relief from tipping fees to the SWMSC. At the regular Board meeting of Dec. 6, 2016, by motion, staff were directed to prepare a report outlining potential arrangements for reduced tipping fees for NPOs.

BACKGROUND

In 1991, the RDN introduced mandatory garbage and recycling collection, with a one garbage can per week limit, coupled with the introduction of disposal fees at RDN waste management facilities. This contributed to a temporary increase in the deposit of waste materials at the Parksville SOS and the Parksville and Nanaimo Salvation Army thrift stores. Staff agreed to accept small amounts of this waste at RDN facilities at no charge. The original intent was to grant relief from illegal dumping at those locations. These organizations have since made efforts to discourage illegal dumping by limiting after hours material drop-off at their locations and by installing locks and cameras. Over time, the provision of waived fees has extended to all waste sourced through these organizations, as well as their waste collection costs.

On June 8, 2004 the Board passed the following motion:

That the Board support a policy of granting waste disposal fee relief only for illegal dumping clean-up and to non-profit organizations that incorporate waste reduction as a core function. Other organizations, such as thrift store operations, may not qualify for fee relief pending discussions with thrift operators on proper recycling practices.

As a consequence of the 2004 Board motion the following organizations have been granted fee relief;

1. Salvation Army (Nanaimo and Parksville)
2. Society of Organized Services D69 (SOS)
3. Nanaimo Recycling Exchange (NRE)
4. Gabriola Island Recycling Organization (GIRO)

The relief covers disposal costs for all waste sourced from each of the organizations, as well as some of the related waste collection costs. All of the organizations are registered charities with the Canada Revenue Agency. There are specific differences between charities and non-profit organizations as presented in Appendix A.

Table 1 below provides the amount of waived fees for the past three years as well as the 2017 projection for \$88,681 in tipping fees and collection costs based on 591.84 tonnes.

Table 1: Waived Tipping Fees and Tonnage 2013-2016 (RDN Charities)

| Year | Total Tonnes | Salvation Army | | SOS D69 | | NRE | | GIRO | |
|-----------|--------------|----------------|----------------|-------------|----------------|-------------|----------------|-------------|----------------|
| | | Tipping Fee | Collection Fee | Tipping Fee | Collection Fee | Tipping Fee | Collection Fee | Tipping Fee | Collection Fee |
| 2013 | 376.52 | \$16,434 | \$4500 | \$13,579 | \$5700 | \$14,944 | NA | NA | \$4800 |
| 2014 | 437.56 | \$17,411 | \$4500 | \$20,075 | \$5700 | \$17,104 | NA | NA | \$4800 |
| 2015 | 455.84 | \$16,997 | \$4500 | \$22,162 | \$5700 | \$17,218 | NA | NA | \$4800 |
| 2016 | 520.10 | \$18,320 | \$4500 | \$24,907 | \$5700 | \$22,871 | NA | NA | \$4500 |
| Est. 2017 | 591.84 | \$19,785 | \$4500 | \$27,895 | \$5700 | \$26,301 | NA | NA | \$4500 |

The current request from VIWS, formerly The Farm at Cedar Woods Society, is to waive tipping fees. This organization, like the SOS and Salvation Army, operates a thrift store in the Parksville area, as well as a farm and a kitchen facility producing goods for resale. VIWS has stated that currently they transport material to the Church Road Transfer Station costing approximately \$2,400 per year in tipping fees. Their current request does not specifically mention the waiving of fees for organic waste from their kitchen and greenhouse. If fees were also waived for this material, the value of their request would be higher. Similarly waste collection costs have not been included in their request

Currently in the RDN, there are over 280 registered charities (Appendix B). These organizations represent local nature groups and trusts, religious organizations, community groups, clubs, provincial and federal charities. These charities can be grouped into three broad categories: 1) those that are essentially fund raising and generate little to no waste (e.g. BC Cancer Society); 2) those that generate waste associated with their service (e.g. church, farm, shelter); 3) those that re-purpose used items for waste diversion or fund raising (e.g. NRE, SOS). Staff estimate that there are 15 charities operating in

the RDN that fall into the 3rd category of repurposing used items that currently do not receive waived fees for waste collection/disposal and the amount of waste they might generate is unknown.

Other options could be explored for providing relief of fees to charities or non-profits such as: cost sharing; establishing a fixed-amount fund to disperse to qualifying organizations; or developing a qualifying check list for future applicants. Staff have contacted neighboring Regional Districts and their approach to waived tipping fees can be found below:

Capital Regional District (CRD)

The CRD provides funding through their Non-Profit Recycling Initiative. Currently they have ten registered organizations that receive reimbursement of their disposal cost. The CRD budgets \$89,000 to be dispersed equally between those ten organizations approved for funding. The organizations must apply prior to the new fiscal year, following a specific application process. Once the allotment is used, any other fees are paid directly by the organization.

Comox Valley Regional District (CVRD)

The CVRD applies a 50% reduction to tipping fees for NPOs performing fundraising events. In addition the CVRD provides \$4500 yearly, to both The Salvation Army and Habitat for Humanity for disposal. Those organizations are required to submit a written request in advance and a waiver is applied until the funds are drawn down.

Cowichan Valley Regional District

The Cowichan Valley Regional District does not waive tipping fees for charities or NPOs.

POTENTIAL ARRANGEMENTS

1. Maintain the status quo with no new organizations be granted waived tipping fees.
2. Future applications reviewed individually by the Board.
3. A fixed budget amount (e.g. \$100,000) could be set annually to cover waived fees with the amount distributed among applying registered charities that are involved in the reuse or re-purposing of materials. This option would likely result in greater distribution of funds amongst charities but may reduce the amounts that are currently received by funded charities.
4. Registered charities that are involved in the reuse or re-purposing of materials would receive a cost share for waste disposal and/or collection (e.g. RDN covers 50% of the cost). Such a system provides an incentive for the charities to screen donated materials and discourage waste generation. If such a program was to be adopted, a gradual phase out of the existing system would lessen the financial consequence to the charities currently receiving assistance.
5. All registered charities involved in the reuse or re-purposing of materials could be granted assistance for disposal and/or waste collection costs.

FINANCIAL IMPLICATIONS

For 2016, collection costs and waived fees for all charitable organization was over \$80,000. Based on historical trends, this can be expected to grow approximately 10% per year depending on population growth and the operations of the charities. If the current request from VIWS is granted an additional \$2400-\$5000 should be forecast for 2017

Currently there are approximately 24 thrift stores operating from RDN, staff expect that half of these are either NPO's or registered charities. If all charities and non-profit organizations operating a thrift store from the RDN were granted waived tipping fees, staff estimate that the cost will be in the order of \$200,000 per year. If the RDN was to provide a 50% cost share to those charities practicing waste diversion, recycling and/or repurposing (ex. a thrift store), the annual costs are estimated to be \$100,000.

A Board decision to increase the amount of financial support provided to charities would result in a consequential increase in the tax requisition to cover the expense.

STRATEGIC PLAN IMPLICATIONS

Assisting charities and non-profits is consistent with the Strategic Plan's focus on relationships. The RDN recognizes volunteers as an essential component of service delivery. By waiving disposal fees these organizations are able to apply their financial resources in other areas for greater community benefit.

A core focus of the Strategic Plan is on service and organizational excellence. The RDN commits to look at both the costs and benefits of services to ensure that we will be effective and efficient. The governing principles balance the immediate and practical matters of fiscal restraint and the need to be fair and equitable. The preparation of this report on alternative arrangements for waiving fees is consistent with these objectives, and serves to review the current distribution and benefit of allocated funds.

Ben Routledge
broutledge@rdn.bc.ca
March 8, 2017

Reviewed by:

- L. Gardner, Manager, Solid Waste Services
- R. Alexander, General Manager, Regional & Community Utilities
- P. Carlyle, Chief Administrative Officer

Attachments:

1. Appendix A: Charities and Non Profit Organizations
2. Appendix B: List of Charitable Organizations in the Regional District of Nanaimo

Registered Charity vs. Non-Profit Organization

Registered charities are often referred to as non-profit organizations (NPOs). However, while both types of organizations operate on a non-profit basis, the two types are defined differently under the *Income Tax Act*.

| Topics | Registered Charity | NPO |
|---|--|--|
| Purposes | Must be established and operate exclusively for charitable purposes <ul style="list-style-type: none"> • relief of poverty • advancement of education • advancement of religion • purposes beneficial to the community | <ul style="list-style-type: none"> • Can operate for social welfare, civic improvement, pleasure, sport, recreation, or any other purpose except profit. • Cannot operate exclusively for charitable purposes. |
| Registration | Must apply to the Canada Revenue Agency (CRA) and be approved for registration as a charity. | No registration process for income tax purposes. |
| Charitable Registration Number | Is issued a charitable registration number upon approval by the CRA | Is not issued a charitable registration number. |
| Tax Receipts | Can issue official donation receipts for income tax purposes. | Cannot issue official donation receipts for income tax purposes. |
| Spending Requirement (Disbursement Quota) | Must spend a minimum amount on its own charitable activities or as gifts to qualified donees. | Not applicable |
| Designation | Is designated by the CRA as a charitable organization, a public foundation or a private foundation. | Does not receive a designation. |
| Returns | Must file annual information return (Form T3010) within six months of its fiscal period end. | May have to file a T2 return (if incorporated), and/or an information return (Form T1044) within six months of its fiscal period end. |
| Personal Benefits to Members | Cannot use its income to personally benefit its members. | Cannot use its income to personally benefit its members. |
| Tax Exempt Status | Is exempt from paying income tax. | <ul style="list-style-type: none"> • Is generally exempt from paying income tax. • May be taxable on property income or on capital gains. |

Adapted from CRA website: www.cra-arc.gc.ca/chrts-gvng/chrts/ppllyng/rgrstrtn/rght-eng.html

E: info@charitycentral.ca

Appendix B

Registered Charities (RDN)

| <i>Assumptions applied in grouping Charities and list may not be entirely accurate.</i> | |
|---|--|
| 1) Fundraise (Generate little to no waste) | |
| <ul style="list-style-type: none"> • A CAPPELLA PLUS CHORAL SOCIETY • B.C. SCHIZOPHRENIA SOCIETY (NANAIMO BRANCH) • BOYS AND GIRLS CLUBS OF CENTRAL VANCOUVER ISLAND • BRITISH COLUMBIA (BC) CHIHUAHUA RESCUE • BRITISH COLUMBIA BOYS CHOIR • COAST EMERGENCY COMMUNICATIONS ASSOCIATION • CAMERATA SINGERS • CANADIAN MENTAL HEALTH ASSOCIATION • HABITAT FOR HUMANITY MID-VANCOUVER ISLAND SOCIETY • HAVEN SOCIETY: PROMOTING THE SAFETY OF WOMEN, CHILDREN, YOUTH AND FAMILIES • VANCOUVER ISLAND OPERA • CITIZENS ON PATROL SOCIETY, DISTRICT 69 • COMMUNITY POLICING OFFICES OF DISTRICT 69 • PARKSVILLE - QUALICUM COMMUNITY FOUNDATION | <ul style="list-style-type: none"> • ISLANDLINK LIBRARY FEDERATION • LOAVES AND FISHES FOOD BANK FOUNDATION • MID-ISLAND AIR SEARCH AND RESCUE SOCIETY • MALASPINA CHOIR SOCIETY • NANAIMO & AREA LAND TRUST SOCIETY • NANAIMO CHILD DEVELOPMENT CENTRE SOCIETY • NANAIMO CHRISTIAN SCHOOL (1988) SOCIETY • NANAIMO CONCERT BAND SOCIETY • NANAIMO CONSERVATORY OF MUSIC • NANAIMO FASD SOCIETY • NANAIMO LITERACY ASSOCIATION • NANAIMO MARINE RESCUE SOCIETY • THE ISLAND BEL CANTO SINGERS SOCIETY • AFFORDABLE HOUSING: VANCOUVER ISLAND SOCIETY • DOGWOOD RESCUE SOCIETY • MILNER GARDENS AND WOODLAND SOCIETY • PARKSVILLE & DISTRICT MUSICAL ASSOCIATION |
| 2) Generate Waste Associated with Service (Farm/Shelter/Religious) | |
| <ul style="list-style-type: none"> • ABUNDANT KINGDOM LIVING ASSOCIATION • BASIC CHRISTIAN COMMUNITY ASSOCIATION • BEES FOR BABAR SOCIETY • BRECHIN UNITED CHURCH • BRIDGES HOME CHURCH CHRISTIAN COMMUNITY OF CENTRAL VANCOUVER ISLAND • BRITISH COLUMBIA CIRCUIT 1-C OF JEHOVAH'S WITNESSES • BRITISH COLUMBIA CIRCUIT 2-A OF JEHOVAH'S WITNESSES • CHASE RIVER CONGREGATION OF JEHOVAH'S WITNESSES • CHRIST COMMUNITY CHURCH OF THE CHRISTIAN REFORMED CHURCH OF NANAIMO • CHRISTIAN SCIENCE SOCIETY NANAIMO BC • CHURCH OF THE NAZARENE • DEPARTURE BAY BAPTIST CHURCH • DEPARTURE BAY CONGREGATION OF JEHOVAH'S WITNESSES | <ul style="list-style-type: none"> • MID ISLAND ABILITIES AND INDEPENDENT LIVING SOCIETY • MARANATHA FOURSQUARE GOSPEL CHURCH • NANAIMO (COMPASS) FOURSQUARE GOSPEL CHURCH • NANAIMO FULL GOSPEL ASSEMBLY • NEW HORIZONS CHRISTIAN CHURCH • NANAIMO CHURCH OF CHRIST • NANAIMO ECUMENICAL CENTRE SOCIETY • NANAIMO FIRST KOREAN CHURCH • NANAIMO KOREAN PRESBYTERIAN CHURCH • NANAIMO LIGHTHOUSE MINISTRIES • NANAIMO NATIVE VICTORY CHAPEL • NEIGHBOURHOOD CHURCH • OCEANSIDE CHRISTIAN MINISTRIES • PARISH OF ST. PAUL'S • PLEASANT VALLEY CONGREGATION OF JEHOVAH'S WITNESSES • ST MICHAEL THE ARCHANGEL UKRAINIAN CATHOLIC CHURCH |
| <ul style="list-style-type: none"> • EAGLE MOUNTAIN CHURCH | <ul style="list-style-type: none"> • ST PAUL'S LUTHERAN CHURCH |

| | | | |
|---|---|--|--|
| <ul style="list-style-type: none"> • FIRST BAPTIST CHURCH • FIRST UNITARIAN FELLOWSHIP OF NANAIMO • GENERATIONS CHURCH • GENESIS CHRISTIAN CENTRE • GURDWARA SAHIB MIRI PIRI DARBAR SIKH TEMPLE • HAMMOND BAY CONGREGATION OF JEHOVAH'S WITNESSES • HAMMOND BAY BAPTIST CHURCH • HARBOUR CONGREGATION OF JEHOVAH'S WITNESSES • HAREWOOD COMMUNITY CHURCH • HOPE LUTHERAN CHURCH • LIGHTHOUSE BIBLE BAPTIST CHURCH OF NANAIMO • WOODGROVE CONGREGATION OF JEHOVAH'S WITNESSES • WAKESIAH GOSPEL CHAPEL • BRITISH COLUMBIA CIRCUIT 2-C OF JEHOVAH'S WITNESSES • FIRST OCEANSIDE APOSTOLIC CHURCH • LITTLE MOUNTAIN CONGREGATION OF JEHOVAH'S WITNESSES • PARKSVILLE FELLOWSHIP BAPTIST CHURCH • PARKSVILLE PASTORAL CHARGE • THE ANGLICAN PARISH OF PARKSVILLE B.C. • UKRAINIAN ORTHODOX PARISH OF ST.MARY THE PROTECTRESS • CHRISTIAN FELLOWSHIP CENTRE (QUALICUM BEACH CHURCH • QUALICUM COMMUNITY BAPTIST CHURCH • SHORELINE CONGREGATION OF JEHOVAH'S WITNESSES • THE SPIRITUAL ASSEMBLY OF THE BAHA'IS OF QUALICUM BEACH | <ul style="list-style-type: none"> • ST PETER'S CHURCH • ST. ANDREW'S PRESBYTERIAN CHURCH • ST. PHILIPS ANGLICAN CHURCH • THE DOOR CHURCH • THE JUDEO-CHRISTIAN FOUNDATION • THE REDEEMED CHRISTIAN CHURCH OF GOD - LIVING PRAISE CHAPEL • THE BENEDICTINES OF NANAIMO (HOUSE OF BREAD MONASTERY) • THE LIGHT OF CHRIST CHURCH • THE SPIRITUAL ASSEMBLY OF THE BAHA'IS OF NANAIMO • THE WORLD OF PENTECOST CHURCH • THE WORLD OF PENTECOST CHURCH • TRINITY CATHOLIC CHURCH • TRINITY UNITED CHURCH PASTORAL CHARGE • UNITY CHURCH OF NANAIMO • ST. PHILIP'S BY-THE-SEA ANGLICAN CHURCH • WOODGROVE CHRISTIAN COMMUNITY • ARBUTUS GROVE CHURCH • CHURCH OF THE ASCENSION • FABIANO OF CHRIST BENEVOLENT SOCIETY • LIVING HOPE COMMUNITY CHURCH • OCEANSIDE COMMUNITY CHURCH • OUR SAVIOR LUTHERAN CHURCH • SHUGUY MINISTRIES • ST. COLUMBA PRESBYTERIAN CHURCH • THE SPIRITUAL ASSEMBLY OF THE BAHA'IS OF PARKSVILLE • BRITISH COLUMBIA CIRCUIT 1-B OF JEHOVAH'S WITNESSES • MOUNT ARROWSMITH CONGREGATION OF JEHOVAH'S WITNESSES • ST. STEPHEN'S UNITED CHURCH • ST. MARK'S CHURCH • THE PRESBYTERY OF VANCOUVER ISLAND OF THE PRESBYTERIAN CHURCH IN CANADA | | |
| <p>3) Repurpose/Waste Diversion/Fund Raise</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td data-bbox="175 1507 808 1768"> <ul style="list-style-type: none"> • CEDAR COMMUNITY ASSOCIATION (VIWS) • NANAIMO & DISTRICT HOSPITAL FOUNDATION • NANAIMO ASSOCIATION FOR COMMUNITY LIVING • NANAIMO AUXILIARY TO NANAIMO REGIONAL GENERAL HOSPITAL • NANAIMO COMMUNITY HOSPICE SOCIETY • NANAIMO FOODSHARE SOCIETY </td> <td data-bbox="808 1507 1437 1768"> <ul style="list-style-type: none"> • UNITED WAY CENTRAL AND NORTHERN VANCOUVER ISLAND • DISTRICT 69 SOCIETY OF ORGANIZED SERVICES • OCEANSIDE HOSPICE SOCIETY • THE SALVATION ARMY NANAIMO COMMUNITY CHURCH • NANAIMO RECYCLING EXCHANGE SOCIETY • NANAIMO 7-10 CLUB SOCIETY </td> </tr> </table> | | <ul style="list-style-type: none"> • CEDAR COMMUNITY ASSOCIATION (VIWS) • NANAIMO & DISTRICT HOSPITAL FOUNDATION • NANAIMO ASSOCIATION FOR COMMUNITY LIVING • NANAIMO AUXILIARY TO NANAIMO REGIONAL GENERAL HOSPITAL • NANAIMO COMMUNITY HOSPICE SOCIETY • NANAIMO FOODSHARE SOCIETY | <ul style="list-style-type: none"> • UNITED WAY CENTRAL AND NORTHERN VANCOUVER ISLAND • DISTRICT 69 SOCIETY OF ORGANIZED SERVICES • OCEANSIDE HOSPICE SOCIETY • THE SALVATION ARMY NANAIMO COMMUNITY CHURCH • NANAIMO RECYCLING EXCHANGE SOCIETY • NANAIMO 7-10 CLUB SOCIETY |
| <ul style="list-style-type: none"> • CEDAR COMMUNITY ASSOCIATION (VIWS) • NANAIMO & DISTRICT HOSPITAL FOUNDATION • NANAIMO ASSOCIATION FOR COMMUNITY LIVING • NANAIMO AUXILIARY TO NANAIMO REGIONAL GENERAL HOSPITAL • NANAIMO COMMUNITY HOSPICE SOCIETY • NANAIMO FOODSHARE SOCIETY | <ul style="list-style-type: none"> • UNITED WAY CENTRAL AND NORTHERN VANCOUVER ISLAND • DISTRICT 69 SOCIETY OF ORGANIZED SERVICES • OCEANSIDE HOSPICE SOCIETY • THE SALVATION ARMY NANAIMO COMMUNITY CHURCH • NANAIMO RECYCLING EXCHANGE SOCIETY • NANAIMO 7-10 CLUB SOCIETY | | |

Inadequate Information to Categorize

- ANDREAS BAUR FOUNDATION
- CALVARY FELLOWSHIP NANAIMO
- CAPTIONING THE WORD
- CATNAP-(CATS NEEDING AID AND PROTECTION) SOCIETY
- CEDAR SCHOOL AND COMMUNITY ENHANCEMENT SOCIETY
- CLAY TREE SOCIETY FOR PEOPLE WITH DEVELOPMENTAL DISABILITIES
- CRIMSON COAST DANCE SOCIETY
- CRISIS PREGNANCY CENTRE OF NANAIMO SOCIETY
- ECODESIGN RESOURCE SOCIETY
- ISLAND CRISIS CARE SOCIETY
- EDGEWOOD FOUNDATION
- FRIENDS OF THE MORDEN MINE
- GEORGIA BASIN ECOLOGICAL ASSESSMENT AND RESTORATION SOCIETY
- GEORGIA STRAIT ALLIANCE
- GLOBAL FOCUS INTERNATIONAL ASSOCIATION
- ISLAND CORRIDOR FOUNDATION
- KIDS INTERNATIONAL DEVELOPMENT SOCIETY
- LEDAFRICA CHARITABLE SOCIETY
- MOUNT MERU EDUCATION SOCIETY OF CANADA
- MALASPINA CHILD DEVELOPMENT SOCIETY
- MARMOT RECOVERY FOUNDATION
- MORRELL SANCTUARY SOCIETY FOR ENVIRONMENTAL EDUCATION
- MOUNT BENSON SENIOR CITIZENS HOUSING SOCIETY
- NANAIMO CHINA FELLOWSHIP
- NANAIMO DISABILITY RESOURCE CENTRE SOCIETY
- NANAIMO HARBOUR CITY SENIORS SOCIETY
- NANAIMO HEALING ROOMS SOCIETY
- NANAIMO MILITARY MUSIC FESTIVAL SOCIETY
- NANAIMO PROFESSIONAL FIREFIGHTERS' CHARITABLE SOCIETY
- NANAIMO SCIENCE AND SUSTAINABILITY SOCIETY
- NANAIMO & DISTRICT CRIME STOPPERS ASSOCIATION
- NANAIMO ADDICTION FOUNDATION
- NANAIMO AFFORDABLE HOUSING SOCIETY
- NANAIMO ART GALLERY SOCIETY
- NANAIMO BRAIN INJURY SOCIETY
- NANAIMO CHINESE ALLIANCE CHURCH
- NANAIMO COMMUNITY KITCHENS SOCIETY
- NANAIMO F O S NON-PROFIT HOUSING
- NANAIMO DISTRICT SENIOR CITIZENS HOUSING DEVELOPMENT SOCIETY
- NANAIMO FAMILY HISTORY SOCIETY
- NANAIMO FAMILY LIFE ASSOCIATION
- NANAIMO HARBOUR WATCH SOCIETY
- NANAIMO HINDU CULTURAL SOCIETY
- NANAIMO LIONS HOUSING SOCIETY
- NANAIMO MEALS ON WHEELS SOCIETY
- NANAIMO MEN'S RESOURCE CENTRE
- NANAIMO PARENT PARTICIPATION PRESCHOOL ASSOCIATION
- NANAIMO REGION JOHN HOWARD SOCIETY
- NANAIMO SEARCH AND RESCUE SOCIETY
- NANAIMO THEATRE GROUP
- NANAIMO TRAVELLERS LODGE SOCIETY
- NANAIMO VOLUNTEER AND INFORMATION CENTRE SOCIETY
- NANAIMO-LADYSMITH SCHOOLS FOUNDATION
- NEW LIFE ASSEMBLY SOCIETY
- OPEN MINDS OPEN WINDOWS
- PROVINCIAL C G I T BOARD OF BRITISH COLUMBIA
- PUEBLO PARTISANS SOCIETY
- PURSUIT OF EXCELLENCE TRAINING SOCIETY
- ROYAL ARCH CHARITABLE FOUNDATION
- RM SOCIETY-SUPPORTING GRIEVING YOUTH THROUGH RAINBOWS
- ROTARY CLUB OF NANAIMO CHARITABLE SOCIETY
- RUTHERFORD ELEMENTARY SCHOOL PARENT ADVISORY COUNCIL SOCIETY
- SEEDS OF PROMISE INTERNATIONAL CHILD WELFARE
- SHARE A SMILE SOCIETY
- SSFPA FOUNDATION
- SUSTAINABLE FISHERIES FOUNDATION
- THE BOARD OF EDUCATION OF SCHOOL DISTRICT NO. 68
- THE HIGH SCHOOL AT VANCOUVER ISLAND UNIVERSITY ASSOCIATION
- THE INTERNATIONAL HIGH SCHOOL AT VANCOUVER ISLAND UNIVERSITY ASSOCIATION
- THE AIR CADET LEAGUE OF CANADA, 205 COLLISHAW SPONSORING COMMITTEE
- THE CANADIAN CAVE CONSERVANCY
- THE MCGIRR SPORTS SOCIETY

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| <ul style="list-style-type: none"> • NANAIMO CITIZEN ADVOCACY ASSOCIATION • NANAIMO COMMUNITY FOUNDATION • NANAIMO COMMUNITY GARDENS SOCIETY • THE PORT THEATRE SOCIETY • THE RECREATION FOUNDATION OF BRITISH COLUMBIA • THE RIX FAMILY FOUNDATION • TILLICUM LELUM ABORIGINAL SOCIETY • TOZAN CULTURAL SOCIETY • UNKNOWN ANGEL SOCIETY REGISTERED • UCLUELET AQUARIUM SOCIETY • UNITARIAN FOUNDATION OF NANAIMO • UPPER ISLAND MUSICAL FESTIVAL ASSOCIATION • VANCOUVER ISLAND DANCE SOCIETY OF BRITISH COLUMBIA • VANCOUVER ISLAND INTEGRATED COUNSELLING AND COMMUNITY SERVICES SOCIETY • VANCOUVER ISLAND MENTAL HEALTH SOCIETY • VANCOUVER ISLAND SYMPHONY FOUNDATION • CANADIAN FEDERATION OF UNIVERSITY WOMEN – NANAIMO • CENTRAL ISLAND INDEPENDENT SCHOOL SOCIETY • CENTRAL VANCOUVER ISLAND DRAGON BOAT SOCIETY • Q’OPHTHUT SUL’HWEEN (GATHERING OF ELDERS) SOCIETY • ROTARY CLUB OF LANTZVILLE SOCIETY • B.C. MISSION BOAT • CEDARS AT COBBLE HILL SOCIETY • CITY OF GARDENS CHORUS OF SWEET ADELINES INTERNATIONAL SOCIETY • ERRINGTON THERAPEUTIC RIDING ASSOCIATION • FRIENDS OF FOSTER PARK • JERUSALEM VISTAS CANADA SOCIETY • LIFERING SECULAR RECOVERY SOCIETY CANADA • MAUREEN AND GEORGE KERMACK FOUNDATION TRUST • MID-VANCOUVER ISLAND HABITAT ENHANCEMENT SOCIETY • PARKSVILLE LIONS HOUSING SOCIETY • PARKSVILLE & DISTRICT HISTORICAL SOCIETY • PARKSVILLE SENIOR'S ACTIVITY AND DROP-IN CENTRE SOCIETY | <ul style="list-style-type: none"> • THE GREAT NANAIMO TOY DRIVE • THE NANAIMO & DISTRICT MUSEUM SOCIETY • THE NANAIMO ARTS COUNCIL • THE NANAIMO CHINESE CULTURAL SOCIETY • THE NANAIMO FESTIVAL HERITAGE/THEATRE SOCIETY • THE NANAIMO UNIQUE KIDS ORGANIZATION • THE NANAIMO WOMEN'S RESOURCES SOCIETY • THE PACIFIC INSTITUTE OF BAGPIPING AND CELTIC MUSIC SOCIETY • VANCOUVER ISLAND UNIVERSITY • VANCOUVER ISLAND CRISIS SOCIETY • VANCOUVER ISLAND KHALSA DIWAN SOCIETY • VANCOUVER ISLAND MILITARY MUSEUM • VANCOUVER ISLAND REGIONAL LIBRARY • VANCOUVER ISLAND SYMPHONY • VANCOUVER ISLAND UNIVERSITY FOUNDATION • VILLAGE MEDICAL PROJECT FOR SIERRA LEONE • WESTERN PURPLE MARTIN FOUNDATION • WOODGROVE SENIOR CITIZENS HOUSING SOCIETY • THE LANTZVILLE HISTORICAL SOCIETY • TSOW-TUN LE LUM SOCIETY • ARROWSMITH COMMUNITY JUSTICE SOCIETY • ARROWSMITH REST HOME FOUNDATION SOCIETY • ARROWSMITH REST HOME SOCIETY • CENTRAL VANCOUVER ISLAND JOB OPPORTUNITIES BUILDING SOCIETY • DISTRICT 69 FAMILY RESOURCE ASSOCIATION • FIRST FRUITS FOUNDATION INC • FORWARD HOUSE COMMUNITY SOCIETY • LIGHTS OUT CANADA EDUCATIONAL PROGRAM INCORPORATED • NANAIMO DRAGON BOAT SOCIETY • OCEANSIDE BUILDING LEARNING TOGETHER SOCIETY • OCEANSIDE COMMUNITY ARTS COUNCIL • PARKSVILLE COMMUNITY CENTRE SOCIETY • ROTARY CLUB OF QUALICUM BEACH SUNRISE SOCIETY • THE BOARD OF EDUCATION OF SCHOOL DISTRICT NO. 69 (QUALICUM) • THE PARKSVILLE AND DISTRICT ASSOCIATION FOR COMMUNITY LIVING • THE WOMEN'S MISSIONARY SOCIETY (W.D.) THE JOY MAHOOD GROUP • WHITECROW VILLAGE F.A.S.D. SOCIETY • ALDEA MAYA ASSISTANCE FOR MAYAN FAMILIES SOCIETY |
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| <ul style="list-style-type: none"> • PIETER DE REUVER FOUNDATION • SUNRISE PRE-SCHOOL ASSOCIATION • THE NAVY LEAGUE OF CANADA - OCEANSIDE BRANCH • TWO WORLDS CANCER COLLABORATION FOUNDATION • THE ROTARY CLUB OF PARKSVILLE COMMUNITY FOUNDATION • TRILLIUM LODGE AUXILIARY SOCIETY • WOODWINDS COMMUNITY SUPPORT SOCIETY • BARD TO BROADWAY THEATRE SOCIETY • CANADIAN FEDERATION OF UNIVERSITY WOMEN-PARKSVILLE/QUALICUM • FRIENDS OF FRENCH CREEK CONSERVATION SOCIETY • K.S.S. FINE ARTS SOCIETY • LIGHTHOUSE COMMUNITY CENTRE SOCIETY • NORTH COAST CETACEAN SOCIETY • OCEANSIDE STROKE RECOVERY SOCIETY • ONE FIVE ONE OUTREACH ASSOCIATION • QUALICUM BEACH FAMILY HISTORY SOCIETY • QUALICUM - PARKSVILLE KIWANIS HOUSING SOCIETY • QUALICUM BEACH HONOURS SOCIETY • QUALICUM BEACH STREAMKEEPERS SOCIETY • THE KATHOK GONPA DRUB DEY OD SEL LING SOCIETY • THE OLD SCHOOL HOUSE ARTS CENTRE • VANCOUVER ISLAND COMPASSION DOGS SOCIETY | <ul style="list-style-type: none"> • ARROWSMITH INDEPENDENT SCHOOL SOCIETY • ARROWSMITH SEARCH AND RESCUE SOCIETY • CAMP UGANDA CONSERVATION EDUCATION SOCIETY • E.C.H.O. PLAYERS • EAGLE PARK HEALTH CARE AUXILIARY • JO ANN WHITE MEMORIAL FOUNDATION • KATHOK GONPA THEKCHEN CHO LING SOCIETY • MOUNT ARROWSMITH PIPE BAND ASSOCIATION • OCEANSIDE VOLUNTEER ASSOCIATION • PACIFIC ORCA SOCIETY • POCO A POCO SERVICE SOCIETY • QUALICUM BAY LOW RENTAL HOUSING SOCIETY • QUALICUM BEACH HISTORICAL AND MUSEUM SOCIETY • QUALICUM CAT RESCUE SOCIETY • THE AIR CADET LEAGUE OF CANADA, 893 BEAUFORT SQUADRON SPONSORING COMMITTEE |
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TO: Regional District of Nanaimo Board **MEETING:** October 3, 2017

FROM: Dean Banman
Manager, Recreation Services

SUBJECT: Draft Recreation Services Master Plan for Oceanside (District 69)

RECOMMENDATIONS

1. That the Draft Recreation Services Master Plan for Oceanside (District 69) be presented to the District 69 Recreation Commission and the Recreation Services Master Plan Advisory Committee for information and comment.
2. That the Draft Recreation Services Master Plan for Oceanside (District 69) be presented to the communities of Oceanside for feedback and comment in the form of open houses and online community engagement.

SUMMARY

The Regional District of Nanaimo initiated the development of a new Recreation Services Master Plan for District 69 (Oceanside) in the fall of 2016. Once developed and approved by the RDN Board the Master Plan will be a strategic document used in mapping out the future provision of recreation services in District 69. The Master Plan will provide guidance in areas such as: the RDN's role and responsibilities in recreation services, identifying potential opportunities and strategic approaches to recreation infrastructure.

The development of the Master Plan is divided into four phases:

1. Project Initiation - Start up meetings, confirm scope of work and key dates, community tour.
2. Research and Consultation - Census data analysis, operation and utilization review, community engagement and industry best practices comparison.
3. Analysis - Information collected during Phase Two examined and format of Master Plan developed.
4. Recreation Services Master Plan - Internal and external review of Draft Master Plan, completion of final plan for Board approval.

The Draft Recreation Services Master Plan for Oceanside (District 69) (Attachment 1) marks the continuation of Phase Four. Upon Board approval, the review of the draft Master Plan will be forwarded to the District 69 Recreation Commission and the Recreation Services Master Plan Advisory Committee for input. In addition, stakeholders as well as residents of Town of Qualicum Beach, City of Parksville, and Electoral Areas 'E', 'F', 'G', and 'H' who are participants the three northern recreation services functions will have the opportunity to review the draft Master Plan. This review will take place by way of

five open houses and online surveys in November. Community stakeholders including local government partners will also be invited directly to provide comment on the draft Master Plan. Phase Four is scheduled to be completed by March 2018.

The draft Master Plan includes a future vision and service goals for recreation services that align with not only RDN Board strategic priorities but also both Provincial and Federal recreation and wellness frameworks.

As per the Master Plan Terms of Reference approved by the RDN Board in June 2016, the following four specific areas were to be addressed:

- 1) Ravensong Aquatic Centre expansion feasibility and demand
- 2) Possible alternative uses for the District 69 Community Arena
- 3) Demand and feasibility for an outdoor multi-sport complex
- 4) Current and future demand for the District 69 Community Arena to operate as a curling club

The attached draft Master Plan contains 34 recommendations divided into two categories:

- 1) Service Delivery and Programming
- 2) Infrastructure

These recommendations have been organized into a number of areas that reflect key issues, opportunities and financial implications.

BACKGROUND

In the continuation of the development and refinement towards a final District 69 Recreation Services Master Plan, Board approval to obtain public and stakeholder feedback on the attached draft of the Master Plan is required.

At the July 11, 2017 Committee of the Whole meeting the RDN Board was presented with both a staff report and PowerPoint presentation on the findings contained in the State of Recreation Research Report. At the July 26, 2017 Regular Board Meeting a resolution was approved for the State of Recreation Research Report to be forwarded to members of both the District 69 Recreation Commission and the Recreation Services Master Plan Advisory Committee for information and comment prior to inclusion in the Master Plan as a reference document.

In August of this year the State of Recreation Research Report was reviewed by the Recreation Services Master Plan Advisory Committee and endorsed. The State of Recreation Research Report will be presented to the District 69 Recreation Commission on September 21.

The recommendations in the Draft Master Plan are based on information collected and presented in the State of Recreation Research Report. The information included input from: 1,687 residents via a community survey, interview and discussion sessions with participants representing over 30 various community organizations and a community group questionnaire completed by 60 organizations.

Rationale and research around each of the recommendations is provided in the draft Master Plan in order to substantiate and add context to both the recommendations and suggested implementations.

Below is a summary of the recommendations for each of the two categories (Service Delivery and Programming, Infrastructure).

Service Delivery and Programming Recommendations

1. Existing staffing levels and the organizational model are sustainable for the current level of recreation services.
2. Increase in service delivery in the areas of cross-sectoral partnerships, community capacity building, collaborations and engagement frameworks should be further examined and will require additional resources (staff and funding).
3. The combination and weighting of direct and indirect programming and service provision by the Recreation and Parks department is well balanced; however, opportunities to expand the two programming types should be considered.
4. A governance review should be completed every ten years.
5. Arts and cultural programming opportunities should continue to be a focus at an introductory level. Building arts in Oceanside and further engagement with Town of Qualicum Beach and City of Parksville to further understand previous planning both municipalities have undertaken related to arts and culture should be considered.
6. The provision of the Financial Assistance Program and the Inclusion Support Program should continue with increased efforts to raise awareness of both programs.
7. Consideration should be given to supporting the start-up of a local KidSport chapter.
8. Existing priority placed on the marketing of recreation programs and opportunities should continue.
9. Strategic planning initiatives in the areas of; community events, older adults/age friendly needs and demands and review of the Youth Recreation Strategic Plan should be undertaken.

Infrastructure

1. The addition of a leisure aquatic tank to Ravensong Aquatic Centre is the preferred option in meeting the need and demand for additional aquatic services.
2. A medium size (3,000 ft² to 5,000 ft²) fitness and wellness space should be integrated into an existing facility (Ravensong Aquatic Centre or Oceanside Place).
3. That the RDN work collaboratively with the City of Parksville and Town of Qualicum Beach in determining the future of the existing District 69 Arena site and future service levels for curling in District 69.
4. That the RDN work with community partners (City of Parksville, Town of Qualicum Beach Qualicum School District, community sport organizations) to better use underutilized field space and that field use continue to be monitored.
5. The development of a full scale outdoor multi-use sport complex should be deferred for at least five years.
6. The development of a full scale indoor multi-purpose facility should be deferred for at least five years.
7. The development of a (> 5,000 sf²) fitness and wellness centre should be revisited and further reviewed in ten years.
8. The priority placed on utilizing existing community space in ensuring recreational opportunities are geographically balanced and should continue.
9. Re-purposing the leisure ice space at Oceanside Place to meet other recreation needs may be warranted.

10. RDN Recreation Services should continue to be involved as a key stakeholder in the planning of future parks, trails and open space.

Timing, Resources and Prioritization Framework

Throughout all Oceanside communities the value placed on recreational opportunities is high. Residents from all demographics see the need for both recreation facilities and programs. This existing need will likely increase as the area population continues to grow. Demands to not only maintain existing levels of service but also increase service levels in specific areas create a necessity to prioritize the recommendations within the Master Plan. In particular those having large capital or operating expenditure components where significant resources and long term commitments are required.

If approved by the Board, Section Six - Master Plan implementation, of the attachment will be a focus point on which staff will be seeking input during the engagement and feedback phase of the draft Master Plan review. Further refinement of this section and the entire Master Plan after input from the District 69 Recreation Commission, Recreation Services Master Plan Advisory Committee and community engagement is expected and provided to the RDN Board at a later date.

ALTERNATIVES

1. That the Draft Recreation Services Master Plan for Oceanside (District 69) be presented to the District 69 Recreation Commission and the Recreation Services Master Plan Advisory Committee for information and comment and be presented to the communities of Oceanside for feedback and comment in the form of open houses and online community engagement.
2. That the Draft Recreation Services Master Plan for Oceanside (District 69) be received and alternative direction be provided to staff on obtaining feedback on the draft District 69 (Oceanside) Recreation Services Master Plan.

FINANCIAL IMPLICATIONS

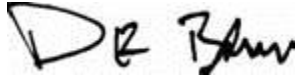
The cost to complete the engagement portion (the two staff recommendations within this report) of the Master Plan is contained within the project budget and includes five open houses throughout the communities of Oceanside and utilization of the new RDN online engagement provider Bang the Table.

The financial implications of all costs (capital, operating, etc.) associated with the recommendations presented in the Master Plan has not yet occurred. Where applicable financial costs and potential funding sources have been identified within the Master Plan but the financial implications of implementing any of the recommendations is still to be determined and presented to the RDN Board. These financial implications will be determined based on comments, feedback and prioritization provided by the District 69 Recreation Commission, Recreation Services Master Plan Advisory Committee, stakeholders and residents.

STRATEGIC PLAN IMPLICATIONS

Providing the Draft District 69 (Oceanside) Recreation Services Master Plan to the District 69 Recreation Commission, Recreation Services Master Plan Advisory Committee and public is consistent with the RDN Board's strategic priorities. Specifically in the areas of two way communication, partnership opportunities and recreational amenities as core services. Strategic plan implications are relevant both

in the methods of how information such as community feedback should be collected as well as guiding the process to be followed when considering the report's findings.



Dean Banman
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September 14, 2017

Reviewed by:

- T. Osborne, General Manager, Recreation and Parks
- P. Carlyle, Chief Administrative Officer

Attachments

1. Draft District 69 (Oceanside) Recreation Services Master Plan

REGIONAL DISTRICT OF NANAIMO DISTRICT 69 (OCEANSIDE)

RECREATION SERVICES MASTER PLAN

OCTOBER 2017 (DRAFT)

DOCUMENT #2 OF 2 (THE STATE OF RECREATION IN DISTRICT 69 RESEARCH REPORT HAS BEEN PUBLISHED AS A SEPARATE DOCUMENT.)







ACKNOWLEDGMENTS

<< To be completed upon draft review. >>



EXECUTIVE SUMMARY

<< To be completed upon draft review. >>



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INTRODUCTION AND CONTEXT

INCLUDED IN THIS SECTION:

- Project purpose and process.
- Overview of the Master Plan structure and key questions.
- Summary of the project research and how it informed the Master Plan.

PROJECT OVERVIEW

The Regional District of Nanaimo has commissioned this Recreation Services Master Plan document to provide a renewed strategic roadmap for the future provision of recreation and related services in District 69 (commonly referred to as Oceanside). The Regional District of Nanaimo (RDN) has delivered recreation services in District 69 since 1984. District 69 encompasses the City of Parksville, Town of Qualicum Beach and Electoral Areas E, F, G, and H. Guidance and recommendations are provided by the District 69 Recreation Commission which reports to the RDN Board of Directors. The following chart summarizes areas of responsibility for RDN recreation provision in District 69.

| Function | Description |
|---------------------------------------|--|
| Major Facility Operations | Operation of Oceanside Place (includes 2 arenas, leisure ice, and program rooms) and the Ravensong Aquatic Centre. |
| Direct Recreation Programming | Provision of numerous recreation programs for children, youth, adults, and seniors in District 69 (under the Northern Community Recreation Program Services). This programming currently utilizes a variety of community facilities which includes RDN operated facilities, decommissioned school buildings (Craig Street Commons, Qualicum Commons) and not-for-profit operated facilities. |
| Sports Field Bookings and Allocations | The bookings and allocations of sport fields in Parksville and Qualicum Beach. <i>*The City of Parksville, Town of Qualicum Beach, and School District 69 are responsible for maintenance.</i> |
| Facilitation and In-Direct Provision | The RDN also facilitates recreation opportunities in a number of other ways, which include: <ul style="list-style-type: none"> • Agreements with community organizations to provide programming in their communities. • Grants for community projects and initiatives • Provision of subsidized facility time to community organizations and sports associations for programming and events (e.g. ice at Oceanside Place, pool time at the Ravensong Aquatic Centre) • Allocation of resources (staff and financial) to support programming offered by organizations (e.g. RDN staff fulfilling bookings and scheduling functions on behalf of community groups) • Ongoing facility lease arrangements with community organizations (Parksville Curling Club) |

The previous Recreation Services Master Plan was completed in 2006. The development of this updated Master Plan included a review of the previous plan (as provided in the State of Recreation in District 69 Research Report). The overall intent of the updated Master Plan is to refresh priorities and provide strategic guidance across a number of functions and recreation service areas. The project terms of reference were approved by the RDN Board in June 2016 and made available in the Request for Proposal document. Key project deliverables outlined in the terms of reference are identified below.

- Future roles and responsibilities for the provision of recreation (and related) opportunities in District 69.
- The future role of partnerships and collaborations in recreation provision.
- Programming focus areas and tactics for addressing new and emerging trends.
- Opportunities to optimize efficiency and the overall use of existing facilities.
- Strategies to address key infrastructure issues, including:
 - » Ravensong Aquatic Centre Expansion: demand and feasibility analysis
 - » Outdoor Multi-Sport Complex: demand and feasibility analysis
 - » Future of the District 69 Community Arena (curling facility)

The Master Plan project was initiated in the fall of 2016 and has consisted of four phases, leading to the development of this Master Plan document. The adjacent graphic illustrates the approach used to develop the Master Plan.



UNDERSTANDING THE MASTER PLAN

The content provided in this Master Plan document has been organized into six (6) sections. The following chart provides an overview of the content in each section of this Master Plan document.

| Section | Section Purpose |
|---|---|
| Section 1: Introduction | <ul style="list-style-type: none"> • Overview of the project purpose. • Study process and methodology. • Background and overview on the State of Recreation in District 69 Research Report (engagement and research findings that informed the Master Plan). |
| Section 2: The Benefits of Recreation | <ul style="list-style-type: none"> • A rationale for investment in recreation services and opportunities. • Overview of the National Benefits HUB (and supporting research). • The value of recreation to District 69 residents (with supporting engagement findings). |
| Section 3: A Vision and Goals for Recreation Services in District 69 | <ul style="list-style-type: none"> • A Vision and Goals for RDN Recreation Services in District 69. • Alignment with A Framework for Recreation in Canada 2015: Pathways to Wellbeing. |
| Section 4: Service Delivery and Programming Recommendations | <ul style="list-style-type: none"> • Recommendations pertaining to: <ul style="list-style-type: none"> » Roles and responsibilities for recreation provision in District 69. » Current recreation delivery models/approaches. » Suggested initiatives and focus areas. |
| Section 5: Infrastructure Recommendations | <ul style="list-style-type: none"> • Recommendations pertaining to: <ul style="list-style-type: none"> » Key infrastructure issues/questions (indoor aquatics, District 69 arena, sports fields, outdoor multi-sport complex, fitness and wellness spaces). » Optimizing existing infrastructure assets. » Enhancement opportunities (revenue generation, sport tourism, and event hosting). » Need identification, prioritization and decision making. |
| Section 6: Summary and Implementation | <ul style="list-style-type: none"> • Implementation timing for the Master Plan. • Resource requirements. |



PROJECT RESEARCH: INFORMING THE MASTER PLAN

The strategic directions and recommendations outlined in this document are the product of significant research that has been conducted as part of the Master Plan project. A critical aspect of this project research was consultation with District 69 residents, organizations and recreation stakeholders. The following chart provides an overview of the project consultation.

| Consultation Mechanism | Responses/ Participants |
|------------------------------------|---|
| Resident Survey | 1,687 |
| Community Group Questionnaire | 60 |
| Stakeholder Interviews/Discussions | 29 <i>(interviews/discussion sessions)</i> |

In addition to the consultation mechanisms identified in the above chart, other forms of research undertaken included a review of previous planning and strategic documentation, population and demographics analysis, review of trends and leading practices, and an analysis of current facility utilization and financial data.

The complete research and consultation findings have been published under separate cover in *the State of Recreation in District 69 Research Report* (also available in the appendices of this Master Plan document). Selected research findings are also provided throughout this Master Plan document as pertinent to the section and to support specific recommendations provided.



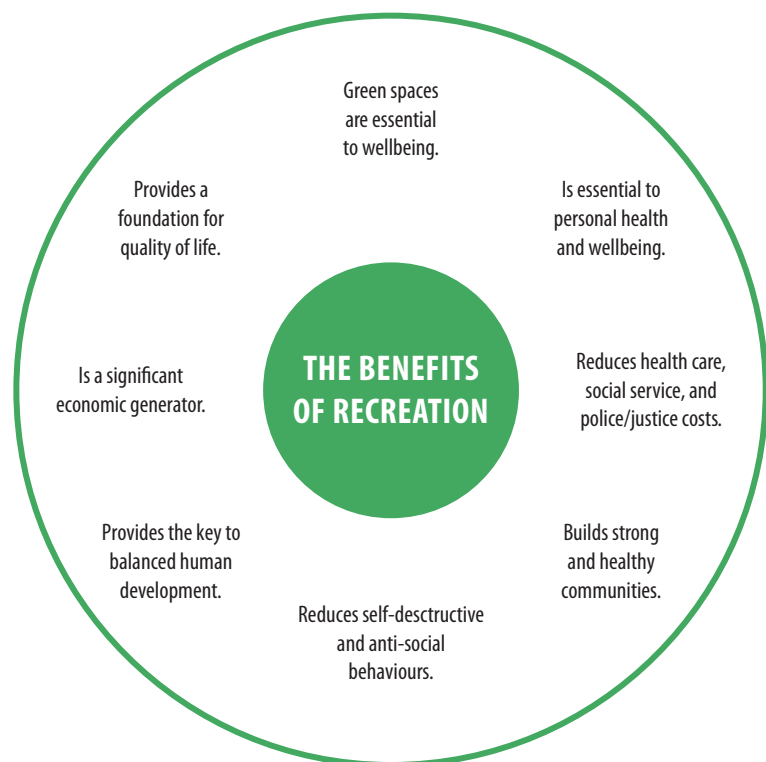
TWO

THE BENEFITS OF RECREATION

INCLUDED IN THIS SECTION:

- Supporting research for an ongoing investment in recreation services (National Benefits HUB).
- District 69 residents' perspectives on the importance of recreation.

Numerous research sources support the benefits that result due to an investment in quality and accessible recreation opportunities. Furthermore, the benefits accrued through the provision of recreation programs and facilities are wide ranging and positively impact individuals, communities and society as a whole. The National Benefits HUB is a Canadian research database which provides access to numerous resources that identify the positive impacts of recreation and related activities (e.g. sport, fitness, arts/culture, heritage, and parks). Identified on the following two pages are the eight key messages from the National Benefits HUB¹, with corresponding evidence related to how recreation and culture can positively impact a community and its residents.



1 For more information on the National Benefits Hub visit: www.benefitshub.ca

Please see the appendices for a list of the research sources referenced in this section.

Recreation is essential to personal health and wellbeing

- Increased leisure time and physical activity improves life expectancy.²
- Physical activity contributes to improved mental health and reduced rates of depression.³
- Participation in physical activity can reduce workplace related stress.⁴
- The provision of green spaces has been linked with a number of health and wellbeing benefits including; increased physical activity, reduced risk of obesity, minimized utilization of the healthcare system, and stress reduction.⁵

LOCAL ALIGNMENT WITH THE BENEFIT

The top three reasons the RDN residents participate in recreation activities are physical health/exercise, fun/entertainment and to relax/unwind (2017 Resident Survey). District 69 facilities provide crucial space for activities that achieve these benefits.

Recreation provides the key to balanced human development

- Regular physical activity is likely to provide children with the optimum physiological condition for maximizing learning.⁶
- Low income students who are involved in arts activities have higher academic achievement and are more likely to go to college.⁷
- The arts and other forms of creativity can have profound individual social outcomes and generate a deeper sense of place and local community.⁸
- Individuals that participate in physical activity in a social setting have improved psychological and social health, and often also benefit from increased self-awareness and personal growth.⁹

LOCAL ALIGNMENT WITH THE BENEFIT

The RDN and its partner organizations offer numerous programs that teach physical literacy skills, cognitive skills and engage children and youth in nature. Examples include the Claytime Creations program which teaches introductory arts to children ages 5 to 11 year olds, interpretive walks through local parks with naturalists, and an overall focus on physical literacy in youth recreation programming.

Recreation provides a foundation for quality of life

- High quality public spaces can enhance the sense of community in new neighbourhoods.¹⁰
- Community sport facilities have positive benefits related to increased accessibility, exposure, participation, perceptions of success, and improved sport experiences.¹¹

Recreation reduces self-destructive and anti-social behavior

- Youth participation in recreational activities such as camps increases leadership and social capacities.¹²
- Participation in recreation and leisure related activities by low income and other at risk children and youth populations can result in decreased behavioural/emotional problems, decreased use of emergency services, and enhanced physical and psycho-social health of families.¹³
- Teen athletes are less likely to use illicit drugs, smoke, or to be suicidal.¹⁴

Recreation builds strong families and healthy communities

- People with an active interest in the arts contribute more to society than those with little or no such interest.¹⁵
- Evidence indicates that adults who attend art museums, art galleries, or live arts performances are far more likely than non-attendees to vote, volunteer, or take part in community events.¹⁶
- Structured sport and recreational activities can help foster a stronger sense of community among children and youth.¹⁷

LOCAL ALIGNMENT WITH THE BENEFIT

99% of the RDN residents believe that recreation is important to the community in which they live (2017 Resident Survey). The RDN's Strategic Plan 2016 – 2018 also recognizes recreation as a core service. The continued investment into recreation opportunities by the RDN and its partners in District 69 contribute to both community and family wellbeing.

Please see the appendices for a list of the research sources referenced in this section.

Recreation reduces health care, social service and police/justice costs

- Physical inactivity has a number of direct and indirect financial impacts on all levels of government.¹⁸
- Parks and recreation programming during non-school hours can reduce costs associated with juvenile delinquency and obesity.¹⁹
- Increased fitness leads to lowered risk factors for substance abuse among youth populations.²⁰

LOCAL ALIGNMENT WITH THE BENEFIT

RDN Recreation Services staff continues to place a priority on developing cross-sectoral relationships with the health, education and protective services sector. RDN recreation offerings in District 69 also consist of programs that are “preventative” in nature and have positive downstream impacts on other sectors. Examples include the mini chef/kids in the kitchen program for ages 5 to 12 which teaches healthy food preparation and seniors programming that focuses on active aging and helps reduce chronic preventable diseases.

Recreation is a significant economic generator

- Recent Canadian research indicated that cultural activities have the potential to be significant drivers of economic outputs and employment.²¹
- Evidence suggests that creative activity shapes the competitive character of a city by enhancing both its innovative capacity and the quality of place so crucial to attracting and retaining skilled workers.²²

Green spaces are essential to environmental and ecological wellbeing

- Sustainable public green spaces provide crucial areas for residents of all demographics to be physically and socially active.²³
- Increasing green spaces in urban centres has a number of positive environmental outcomes which can increase sustainability and lower long term infrastructure costs.²⁴
- When children and youth have positive experiences with parks and green spaces, they are more likely to have stronger attitudes towards conservation and preservation of the environment as adults.²⁵



THE VALUE OF RECREATION TO DISTRICT 69 RESIDENTS

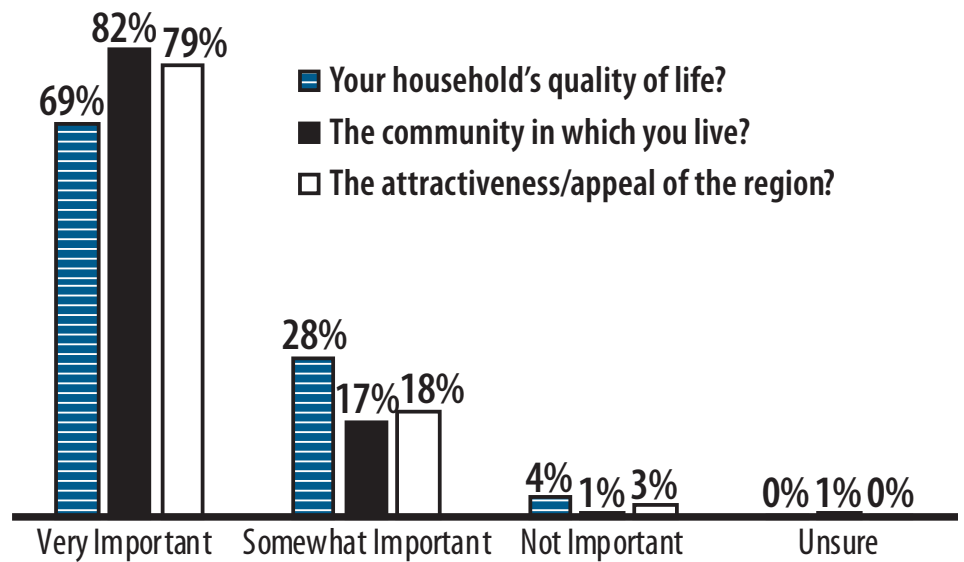
Findings from the resident survey also reflect that District 69 residents place a high value on recreation opportunities and recognize the benefits that recreation has on their community and the overall region. This recognition suggests that residents view recreation as an important service and understand that the benefits of recreation are broad based and diverse.

QUESTION:

Overall, how important are recreation opportunities (facilities and programs) to:

- Your household's quality of life?
- The community in which you live?
- The attractiveness/appeal of the region?

Importance of Recreation





THREE

A VISION AND GOALS FOR RECREATION SERVICES IN DISTRICT 69

INCLUDED IN THIS SECTION:

- A future Vision for RDN Recreation Services in District 69.
- Goals for future RDN Recreation Services in District 69.
- Alignment with A Framework for Recreation in Canada 2015: Pathways to Wellbeing.
- An introduction to the Master Plan recommendations.

Presented on this page is a new Vision and Goals for Recreation Services in District 69. The Vision and Goals have been aligned with overarching RDN strategic planning (including the RDN Strategic Plan 2016 – 2020) and are ultimately intended to provide a philosophical foundation for the future delivery of recreation services. The Vision and Goals additionally reflect key resident and stakeholder values related to recreation opportunities and the benefits provided by these services.

A VISION FOR RECREATION SERVICES IN DISTRICT 69

Residents in District 69 are engaged in quality, diverse, and accessible recreational programs and facilities.

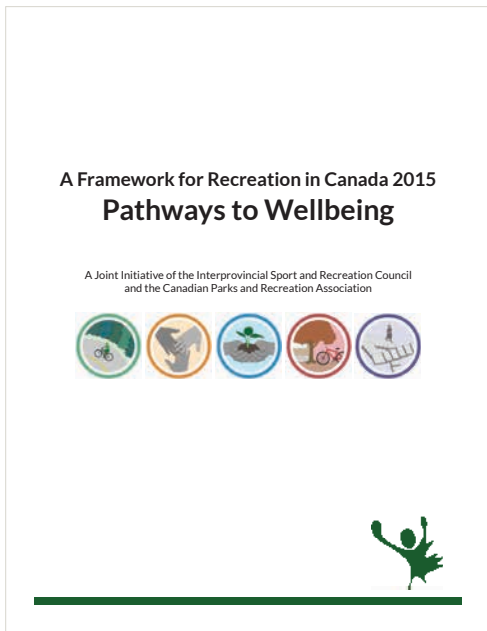
GOALS FOR RECREATION SERVICES IN DISTRICT 69

Recreation services in District 69...

1. ... Contribute to personal health and wellbeing.
2. ... Help build strong, vibrant, and attractive communities.
3. ... Provide an array of active living opportunities for residents of all ages and ability levels.
4. ... Ensure access to facilities and spaces that are safe, inclusive, and welcoming.
5. ... Provide access to facilities and spaces that support event/competition hosting and attract visitors to the Oceanside area.
6. ... Reflect the diversity of the region.
7. ... Are financial sustainable.
8. ... Are adaptable to change and aligned with community needs.
9. ... Are collaborative and focused on relationship building.
10. ... Are transparent and accountable to residents and recreation stakeholders.

It is also suggested that recreation service provision in District 69 align with key provincial and national frameworks, policies and strategies, including: A Framework for Recreation in Canada 2015: Pathways to Wellbeing; Active People, Active Places—BC Physical Activity Strategy (2015); The Way Forward—A Strategic Plan for the Parks, Recreation, and Culture Sector of BC; and Canadian Sport for Life (CS4L). Doing so reflects and understanding of leading practices in recreation provision and could potentially position the RDN and its partners in a more optimal situation should grant funding become available from senior levels of government.

The forthcoming recommendations provided in this Master Plan are built upon the new Vision and Goals for Recreation Services in District 69 and, where applicable, align with the identified provincial and national documents.



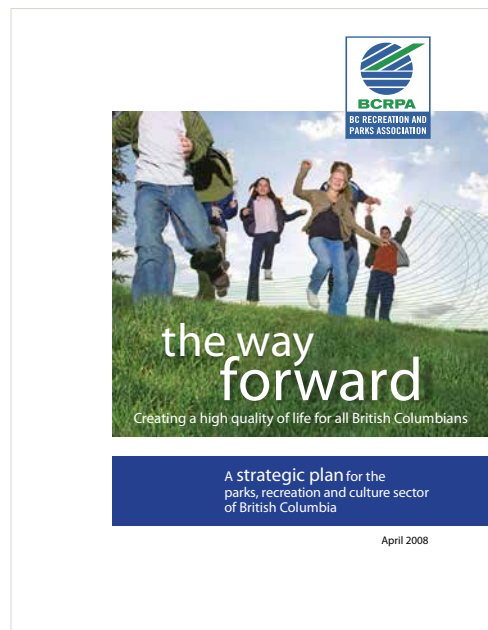
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sportforlife.ca



www.bcrpa.bc.ca/about_bcrpa/documents/StrategicPlan_complete.pdf



FOUR

SERVICE DELIVERY AND PROGRAMMING RECOMMENDATIONS

INCLUDED IN THIS SECTION:

- Overview of the current service delivery and programming model.
- Recommendations to guide future service delivery and program provision.

MASTER PLAN TOPICS AND RECOMMENDATIONS

Provided in the following two sections are 34 recommendations that are intended to guide the future of RDN provided recreation services in District 69 over the next decade. These recommendations provide guidance in the following overall areas of responsibility for the RDN recreation services in District 69:

- Service Delivery and Programming
- Infrastructure

The recommendations provided have been organized into a number of Topic areas. These Topic areas reflect key issues, opportunities, and questions that the Master Plan has been tasked with providing direction in (as outlined in the Request for Proposal document and identified through the project engagement and research).

It is important to note that while some of the recommendations suggest changes to current practices, others are simply intended to further embed those practices and methods that work well. Pertinent research and engagement findings from the State of Recreation in District 69 Research Report are provided for each recommendation along with suggested implementation tactics and tools (where applicable). Rationale (reasoning and benefits) for the recommendations is also provided in order to provide additional context of each recommendation and reflect the enhancements that would be accrued through successful implementation. Some of the recommendations will require additional resources (funding and/or staff time) to be procured. The implementation charts provided in Section 6 outline potential sources of funding for the recommendations provided.

OVERVIEW OF SERVICE DELIVERY AND PROGRAMMING

The RDN’s provision of recreation opportunities in District 69 utilizes a combination of direct and indirect provision methods. RDN staff **directly** delivers programming and other activities (e.g. events) in District 69 through its service area called Northern Community Recreation Program Services. In 2016, Northern Community Recreation Program Services provided organized programming for 5,782 individuals, totalling 27, 016 overall program attendances. The RDN also ensures financial accessibility to programming through a Financial Assistance Program and physical accessibility through the Inclusion Support Program.

| SUMMARY: Northern Community Recreation Program Services | 2012 | 2013 | 2014 | 2015 | 2016 |
|---|-------------|-------------|-------------|-------------|-------------|
| Program Registrants | 3,741 | 3,800 | 2,841 | 6,444 | 5,782 |
| Total Program Attendance | 14,979 | 14,300 | 16,776 | 17,000 | 27,016 |
| Households supported by the Financial Assistance Program | 145 | 180 | 125 | 116 | 234 |

The RDN **indirectly** provides recreational opportunities for residents in a number of ways, which includes:

- Grants and funding support to community organizations.
- Facility leases to community organizations (e.g. District 69 Arena lease to the Parksville Curling Club).
- Allocation of resources (staff and financial) to support programming offered by organizations (e.g. RDN staff fulfilling bookings and scheduling functions on behalf of community groups).
- Providing subsidized facility time to local sport organizations at Oceanside Place and the Ravensong Aquatic Centre.
- Funding agreements with community based providers (Arrowsmith Community Recreation Association).
- Responsibility for sport fields bookings (as per agreement with the Town of Qualicum Beach, City of Parksville and the School District 69).

Programming offered by Northern Community Recreation Program Services operates within an annual budget of approximately \$1.8M dollars. Approximately 23% of this figure (\$300,000 – \$400,000) is recovered from users through program fees. As such, an annual subsidy of \$1.4M – \$1.5M dollars is required annually to sustain these programming services. Current budget projections anticipate that in coming years operating expenditures will require an annual increase to keep up with inflation and population growth. Including the operations of Oceanside Place and the Ravensong Aquatic Centre, the total budget for RDN Recreation Services in District 69 is anticipated to be approximately \$7.207M in 2017. Approximately \$5.347M of this figure (74%) will be required through a tax requisition. **Note: Additional financial information can be found in the State of Recreation in District 69 Research Report and the Appendices.**

The following recommendations are intended to guide future service delivery and programming by the RDN in District 69. It is important to note that while some of the recommendations provided suggest changes to current delivery methods, others are simply intended to further embed and leverage practices that work well. Pertinent research and engagement findings from the State of Recreation in District 69 Research Report are provided for each recommendation along with suggested implementation tactics and tools (where applicable).



TOPIC: OVERALL STRUCTURE FOR DISTRICT 69 RECREATION SERVICES

Current Situation

The RDN is currently the primary delivery agent for recreation programming in District 69 and is responsible for the operation of major indoor infrastructure (Oceanside Place and the Ravensong Aquatic Centre). The District 69 Recreation Commission consists of representation from the City of Parksville, Town of Qualicum Beach, School District 69, and Electoral Areas E, F, G, and H. The Commission acts as a committee of the RDN Board and provides recommendations to the Board for consideration. The RDN Board is responsible for the final approval of all District 69 recreation facility and programming budgets.

The Recreation and Parks Department is overseen by a General Manager who provides direction to two Manager positions (Manager, Recreation Services and Manager, Parks Services). Under the Manager of Recreation Services are three Superintendent positions in the functional areas of Arena Services, Aquatics Services and Recreation Program Services. Each Superintendent directs a staff unit which include full time, part-time and seasonal positions. **Note: The Parks functions of the department operate in a similar manner with a Parks Manager overseeing a staff group that includes a superintendent, coordinators, technicians, and planners.**

Research Considerations (from the State of Recreation in District 69 Research Report)

- The majority (80%) of District 69 households expressed satisfaction with recreation services. This figure represents a 13% improvement from 2006.
- Operational roles and responsibilities between the RDN, municipalities within District 69, and community partner organizations are generally well understood and seamless; however, roles and responsibilities related to future joint initiatives and capital projects have less clarity.
- The governance and delivery model for recreation in District 69 has complexities and includes a number of entities and organizations with diverse interests and perspectives.
- A review of current operations indicates that recreation programs and opportunities are well balanced.



RECOMMENDATION #1

The RDN should undertake a governance review for recreation service provision in District 69. The review should focus on:

- Opportunities to maximize overall efficiency.
- Establishing a refreshed mandate for all involved entities (i.e. Reviewing terms of references for commission/committees, advisory groups, project working groups, etc.).
- Clarifying decision making responsibilities.

This recommendation is not intended to suggest that the current governance system is flawed or required substantial changes. Rather, undertaking a governance review every ten years simply helps ensure that efficiency is maximized within the system and that decision making structures and protocols evolve in lockstep with the continually changing nature of the area and resident demands for recreation services. The provision of recreation services through the regional district entity has been successful in Oceanside (as reflected through the level of resident satisfaction). However the complexity of this system requires that the governance model remains strong with a clear understanding of roles and responsibilities.

RECOMMENDATION #2

The RDN should sustain the current organizational model and delivery model for recreation services in District 69.

Resident satisfaction and an analysis of current practices reflect that the current model is successful and well balanced. As such, there is no evidence that a change in the current organizational model is needed. **Note: However, should the governance review outlined in Recommendation #1 suggest changes to the governance model or other approaches to how recreation is delivered in District 69 there may be a need to adjust staffing levels and/or roles in order to support these functions.**

Reasoning and Benefits

- Research and engagement findings support that the existing staffing structure and model is working well.
- The provision of recreation services in District 69 involves a number of organizations and entities (internal and external to the RDN). Ensuring continued efficiency and clarity is important.

Suggested Implementation Tactics and Strategies

- Review structure every ten years (during Master Plan update) or as required should circumstances change.
- Integrate new positions within the current structure as required (several recommendations that follow may require incremental staff resources).



TOPIC: DETERMINING WHEN TO USE DIRECT OR INDIRECT DELIVERY METHODS TO PROVIDE RECREATION OPPORTUNITIES

Current Situation

The RDN current uses a combination of direct and indirect delivery methods to provide recreation opportunities. In 2016, the RDN directly provided recreation programming to 5,782 residents utilizing a combination of both RDN operated facilities and rented/leased spaces operated by other community organizations. The RDN also indirectly provides recreation and related opportunities through a number of means (e.g. subsidized facility time at Oceanside Place at the Ravensong Aquatics Centre and agreements with community organizations to provide local programming).

In 2013, a Recreation Program Rationale Checklist was developed to help with the evaluation of potential recreation programming. The Checklist identifies a number of considerations and is intended to help staff determine if a program should be offered directly by the RDN.

Research Considerations (from the State of Recreation in District 69 Research Report)

- An analysis of current RDN programming indicates that the current “mix” of offerings is generally well balanced and extensive.
- Overall, 57% of residents expressed satisfaction with programming offered by the RDN. Only 10% of residents are dissatisfied and 32% are unsure/have no opinion. These levels of satisfaction are similar to the survey fielded for the Master Plan in 2006 and the 2014 RDN Citizen Satisfaction Survey fielded in 2014.
- Trends and leading practices in recreation provision suggest that partnerships and collaborations will continue to be important and can help make optimal use of available resources.
- Recent (2016) Census data reflects that the Oceanside area is continuing to experience modest population growth.

RECOMMENDATION #3

RDN Recreation Services should continue delivering recreation opportunities using a combination of direct and indirect delivery methods and maintain the current balance of the two delivery methods.

An updated Recreation Program Rationale Checklist has been developed (see the top of the next page) and should be used to:

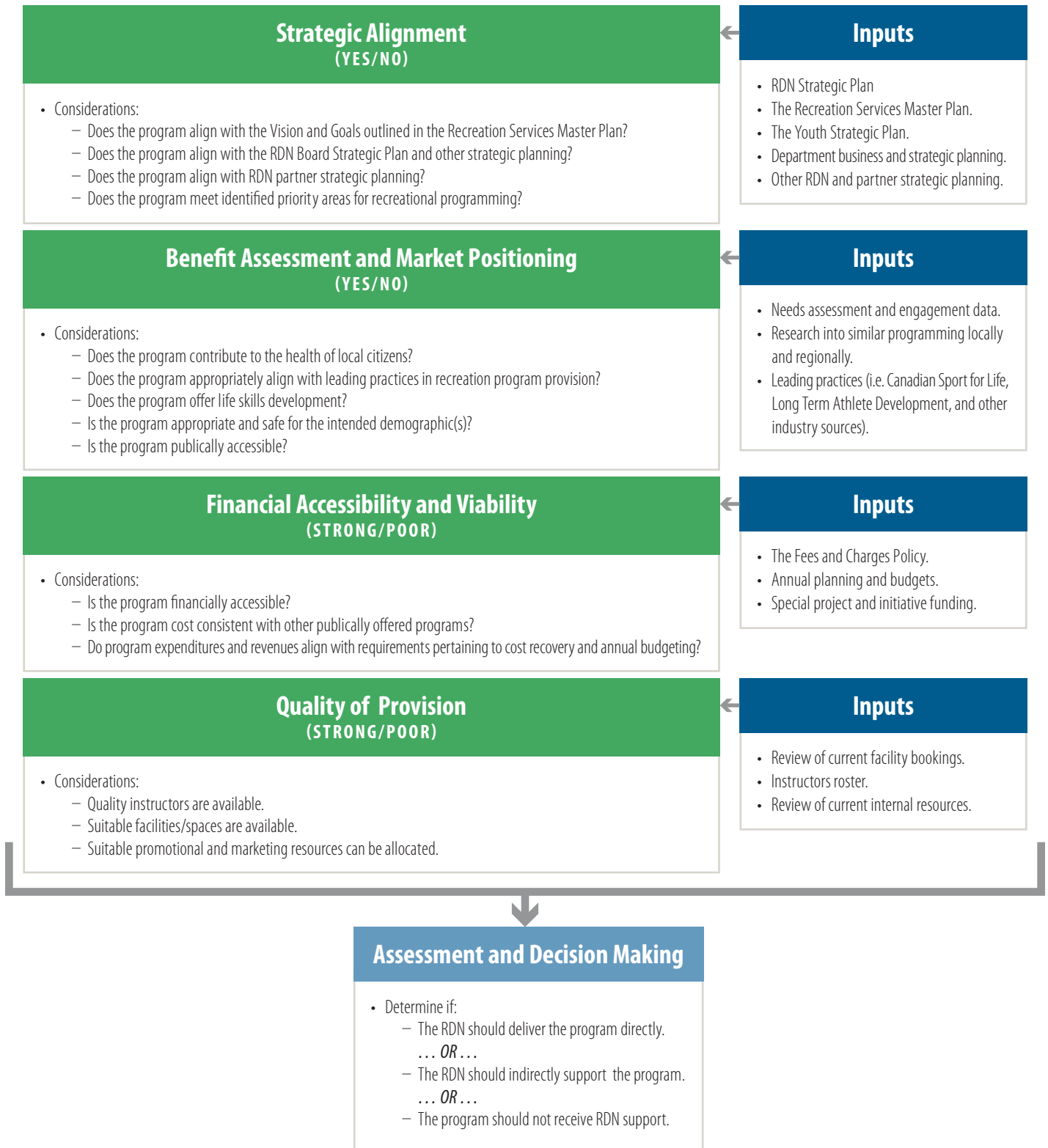
- Evaluate specific recreation program opportunities.
- Evaluate categories or types of recreation programming to determine the suitability/appropriateness for the RDN to deliver of support.
- Determine the best delivery method to provide the opportunity (direct or indirect delivery).

Reasoning and Benefits

- Helps identify the most appropriate form of provision for recreation programs and opportunities.
- Ensures that decisions are made in a logical and informed manner.
- Aligns decision making with key strategic and practical considerations.
- Continued population growth is likely to result in an incremental demand for new/expanded programming opportunities. The RDN will need to determine how to best use and align both existing resources and plan for additional resources if required.

Suggested Implementation Tactics and Strategies

The following graphic illustrates the updated **Recreation Program Rationale Checklist**. The considerations identified in each area are intended to inform the decision making process but may be more pertinent in some instances than others and have varying levels of subjectivity. A future step for refining the Checklist could include the development of a scoring metric for each consideration or area.



TOPIC: CROSS-SECTORAL COLLABORATIONS

Current Situation

RDN staff currently engages in a number of collaborations with various agencies and service providers in District 69. The majority of these relationships are related to recreation programming, awareness and advocacy and are informal in nature.

Research Considerations (from the State of Recreation in District 69 Research Report)

- Stakeholder interview findings and a review of background documentation indicate that the RDN has successful and beneficial relationships with a number of agencies and service providers in the Oceanside area.
- Leading practices and trends indicate that the recreation sector is becoming increasingly aware of issues such as social inclusion, mental health and accessibility issues. As such, cross-sectoral collaborations are becoming increasingly important for most public sector recreation delivery agencies.
- Trends research indicates that overall physical activity and wellness levels remain concerning, especially among children, youth and seniors age cohorts.
- Population and demographic indicators indicate that District 69 has a higher proportion of seniors than provincial averages. The region is also experiencing continued population growth.

RECOMMENDATION #4

RDN Recreation Services should continue to place a priority on developing cross-sectoral collaborations and partnerships with a focus on the public health, social service and education sectors.

RECOMMENDATION #5

It is also recommended that the RDN allocate additional resources to the implementation and promotion of cross-sectoral partnerships and collaborations undertaken by the RDN in District 69. Doing so will help further highlight the valuable connection between recreation and the public health, social service and education sectors.

Reasoning and Benefits

- Opportunity to continue building on successful cross-sectoral collaborations and partnerships.
- Identification and implementation of innovative approaches to addressing issues and increasing resident health and wellness.
- May present future grant funding opportunities from senior levels of governments and/or the private sector.

Suggested Implementation Tactics and Strategies

- Continued mandate for staff to develop and foster cross-sectoral partnerships and collaborations.
- Ensure that sufficient financial and staff resources are allocated to the development and promotion of cross-sectoral partnerships and collaborations.

TOPIC: FUTURE RESPONSIBILITIES

Current Situation

The following chart summarizes the current RDN areas of responsibility for recreation service provision in District 69.

| Function | Description |
|--|--|
| Major Facility Operations | Operation of Oceanside Place (includes 2 arenas, leisure ice, and program rooms) and the Ravensong Aquatic Centre. |
| Direct Recreation Programming | Provision of numerous recreation programs for children, youth, adults, and seniors in District 69 (under the Northern Community Recreation Program Services). This programming currently utilizes a variety of community facilities which includes RDN operated facilities, decommissioned school buildings (Craig Street Commons, Qualicum Commons) and not-for-profit operated facilities. |
| Sports Field Bookings and Allocations | The bookings and allocations of sport fields in Parksville and Qualicum Beach. <i>* The City of Parksville, Town of Qualicum Beach, and School District 69 are responsible for maintenance.</i> |
| Facilitation and In-Direct Provision | The RDN also facilitates recreation opportunities in a number of other ways, which include: <ul style="list-style-type: none"> • Agreements with community organizations to provide programming in their communities. • Grants for community projects and initiatives • Provision of subsidized facility time to community organizations and sports associations for programming and events (e.g. ice at Oceanside Place, pool time at the Ravensong Aquatic Centre) • Allocation of resources (staff and financial) to support programming offered by organizations (e.g. RDN staff fulfilling bookings and scheduling functions on behalf of community groups) • Ongoing facility lease arrangements with community organizations (Parksville Curling Club) |

Research Considerations (from the State of Recreation in District 69 Research Report)

- While current operational roles and responsibilities between the RDN, municipalities within District 69, and community partner organizations are generally well understood; less clarity exists pertaining to future responsibilities for planning and capital development.
- There exists demand for new and/or enhanced infrastructure to be developed in District 69 (51% of residents believe there is a need for new or enhanced indoor facilities; 49% believe there is a need for new or enhanced outdoor spaces).
- Trends and stakeholder engagement findings suggest that there continues to be a demand for new types of recreation facilities, amenities and programming in the future.



RECOMMENDATION #6

It is recommended that RDN Recreation Services work with local municipalities and School District 69 to further clarify roles and responsibilities relating to future recreation planning and capital development. Specifically, this collaborative planning should seek to further clarify:

- Responsibilities for providing new types of recreation facilities and amenities that could be considered in the future.
- Responsibilities for future planning initiatives (e.g. Role of each partner in future studies and project planning).
- Funding framework(s) for potential or anticipated recreation facility projects.

While final decision making may not be possible for some of the above items, initiating these discussions can help improve overall regional planning and provide clarity in some key areas that may be beneficial as future projects and initiatives are being considered.

Reasoning and Benefits

- Suggests a proactive collaborative approach to future planning.
- Increases clarity and understanding of partner responsibilities.
- May help determine the viability of potential projects.

Suggested Implementation Tactics and Strategies

- It is suggested that RDN staff be tasked with undertaking these discussions in consultation with the District 69 Recreation Commission.
- The end product of these discussions could range from an informal understanding of future responsibilities to the development of a formalized agreement (e.g. memorandum of understanding) with each partner.



TOPIC: COMMUNITY ORGANIZATION CAPACITY BUILDING

Current Situation

Community organizations play a significant role in providing recreation and related opportunities for residents in District 69. Currently, hundreds of groups and organizations operate in the Oceanside area ranging from highly structured and mature organizations to informal and less structured groups of enthusiasts.

The RDN currently supports many groups through the Recreation Grants Program, which includes two funding categories: Community Grants and Youth Grants. Maximum funding amounts per application are typically \$2,500 (larger amounts are available at the discretion of the Commission). The funds dispersed through the grant program help support programming, special events or projects. RDN Recreation Services has conducted some training and volunteer development on a limited scale.

Research Considerations (from the State of Recreation in District 69 Research Report)

- During the stakeholder interviews, some group representatives expressed that their organizations would benefit from increased support in areas such as grant writing, volunteer recruitment, and promotions and marketing.
- A number of stakeholder interview participants indicated that RDN Recreation Services are ideally positioned to play an increased role in the facilitation of community group and volunteer training opportunities.
- Challenges identified by Community Group Survey respondents included: Generating awareness of programs and activities and lack of human resources (staff and volunteers).
- Trends indicate that the nature of volunteerism is evolving and has required many service providers to play an increased role in providing training and other supports.

RECOMMENDATION #7

The RDN should allocate additional resources to community group capacity building. Outlined as follows is a suggested approach to expanding the focus on community group capacity building:

- **Immediate Term (1 – 3 Years)**
 - » Organize regular community group training and success sharing sessions. Potential content areas could include: volunteer recruitment and retention; grant writing; sponsorship; social media; and strategic planning.
 - » Specifically identify that existing Recreation Grants Program can be used for volunteer/community group development initiatives or develop a new grant program specifically branded for this purpose.
- **Short Term (3 – 5 Years)**
 - » Develop a new “Community Group Liaison” position with a primary focus on supporting community organizations with strategic planning, grant writing and identification, promotions and marketing and volunteer recruitment.

Reasoning and Benefits

- Helps sustain and grow community organizations that provide valuable recreation opportunities for residents.
- Investment in community group capacity building is likely to reduce the risk of groups needing emergency support or folding in the future.
- Increases overall recreation capacity and expertise in District 69.

Suggested Implementation Tactics and Strategies

It is suggested that the RDN work with groups to identify areas of need and priorities for future training and capacity building activities. Doing so will position this initiative for success and ensure that resources are properly focused. Over the next 1 – 2 years it is recommended that the RDN:

- Consult with groups to identify the greatest areas of need/support.
- Work with groups to develop a 3 year action plan.

TOPIC: OVERALL ENGAGEMENT PRACTICES AND PROTOCOLS

Current Situation

The RDN has undertaken numerous studies and planning projects to measure recreation services, projects and initiatives in District 69. A number of these projects have included engagement with the public and recreation stakeholders. RDN engagement practices are currently guided by the document “A Coordinated Public Consultation/Communication Framework (2008)”. While this Framework provides general parameters for engagement activities, a structured approach for collecting engagement findings and data specific to recreation services does not currently exist.

Research Considerations (from the State of Recreation in District 69 Research Report)

- RDN planning and engagement initiatives including the previous two Recreation Services Master Plan projects along with the RDN Citizen Satisfaction Survey and District 69 Facility Use Analysis Study have allowed for some local trending to be conducted.
- Consultation findings indicate that RDN Recreation Services have a strong community presence.
- Previous engagement conducted for RDN Recreation Services initiatives in District 69 have successfully garnered public and stakeholder participation; further reflecting strong levels of community interest and engagement.

RECOMMENDATION #8

It is recommended that RDN Recreation Services develop and implement a more specific engagement framework. Key elements of the Framework should include:

- Engagement requirements and expectations for future planning projects (outline the level of engagement required for each type of planning project).
- Strategies for reporting to the public and stakeholders annually on the state of recreation services (successes, challenges, initiatives, etc.).
- Mechanisms for ongoing data collection and feedback (i.e. annual community group survey, biennial resident web survey).
- Future use of project/initiative specific groups such as steering committees or “task forces”. The engagement framework could include a terms of reference template that outlines roles and expectations for these types of groups.
- The identification of key stakeholder groups that should be more actively engaged with on an ongoing basis regarding recreation and related programs and services in District 69. These groups should include local First Nations communities, the arts and cultural community and other groups/organizations that may not have been traditionally engaged in recreation in District 69.

Reasoning and Benefits

- Clarifies internal and external expectations for public and stakeholder engagement on a regular and project-specific basis.
- Ensures a consistent approach to undertaking engagement and tracking trends and issues.

Suggested Implementation Tactics and Strategies

- Allocate appropriate resources to develop the Framework.

TOPIC: STAKEHOLDER ENGAGEMENT IN RECREATION PROJECTS AND INITIATIVES

Current Situation

The RDN utilizes a number of both standing and temporary committees to provide guidance across a variety of service areas, including recreation and parks. Strategic planning, such as the RDN Strategic Plan 2016-2020, furthermore reflects the importance of involving stakeholders in the decision making process.

RDN Recreation Services in District 69 have also successfully used project and initiative focused groups before. One such example is the project steering committee that guided the development of the Youth Recreation Strategic Plan.

Research Considerations (from the State of Recreation in District 69 Research Report)

- Engagement with stakeholders revealed that overall, relationships between the RDN and community organizations are positive.
- A number of citizen advocacy groups currently exist in District 69 around key issues such as the Ravensong Aquatic Centre.

RECOMMENDATION #9

RDN Recreation Services should continue to strategically utilize project/initiative focused groups such as steering committees and “task forces” on an ad-hoc basis. The role of these groups should be focused and could include:

- Providing stakeholder and/or public perspectives on key issues and opportunities.
- Assisting with public engagement and project awareness.
- Providing input into project planning phases as appropriate and required.

The expectations and roles of these groups should be clearly defined (as indicated in Recommendation #8). It is also important to note that the suggested role for these type of groups is not to be responsible for final decision making, but rather provide a stakeholder and public “lens” that can offer valuable input and create an additional point of contact between the RDN, stakeholders, and the community.

Reasoning and Benefits

- Builds on the successes of previous advisory groups (e.g. Youth Recreation Advisors).
- May help formalize existing citizen and stakeholder advocacy groups and provide a more effective mechanism for their input to be integrated into ongoing planning.
- Creates an additional point of contact between RDN Recreation Services (including staff and the Commission) and key stakeholder groups.

Suggested Implementation Tactics and Strategies

- It is suggested that RDN Recreation Services staff undertake an assessment of current project and service areas and determine where the formation of additional project/initiative committees or “task forces” may be beneficial.
- Develop a terms of reference template as suggested in Recommendation #8.

TOPIC: PROGRAMMING FOCUS AREAS

Current Situation

RDN programming offered in District 69 through Northern Community Recreation Program Services is diverse and includes a variety of program types, levels and locations. Current decision making on the programming mix offered is based on the availability of instructors, facilities and takes into account the considerations outlined in the Recreation Program Rationale Checklist.

Research Considerations (from the State of Recreation in District 69 Research Report)

- Nature interaction and activity camps were the top two resident priorities for child (0-5 years) programming. These were also identified as high priorities among households that reported having children.
- Outdoor skill development and activity camps were the top two resident priorities for youth (6-12 years) and teen (13 to 18 years) programming. These were also identified as the top two priorities among households that reported having children.
- Wellness and fitness programming were identified as high priorities among adult age cohorts.
- Trend indicators suggest that children and youth are increasingly disconnected from nature and that outdoor education programming should be a focus to combat “nature deficit disorder”.
- Physical activity levels remain concerning for many age and demographic cohorts.



RECOMMENDATION #10

RDN Recreation Services should continue to prioritize diversity and balance in its program offerings. Outlined as follows are key principles that should drive RDN provided recreation programming in District 69.

- Ensure that opportunities exist for all ages and ability levels.
- Ensure that programming is financially and physically accessible.
- Focus on physical literacy and fundamental skill development (ensure residents have the necessary skills to be active and healthy throughout their lives).
- Provide a balance of programming that includes various levels of commitment and structure.
- Prioritize making use of existing facilities, amenities and spaces.

RECOMMENDATION #11

In the short term, it is also suggested that the RDN identify opportunities to expand programming in the following areas:

- Nature interaction and outdoor skill development for children, youth and teens.
- Activity camps for children, youth and teens.
- Fitness and wellness programming for adults and seniors (“active ageing” focus).

The priority areas identified above have been identified based on the engagement and research findings (as presented in the State of Recreation in District 69 Research Report). However it is important to note that recreation programming needs and priorities are constantly evolving, and are likely to do so numerous times within the lifespan of this Master Plan document. As such, the RDN will need to continue monitoring trends and local demands in order to set ongoing program priorities and focus areas.

Reasoning and Benefits

- The overall mix of programming offered in District 69 is diverse; sustaining the current mix while focusing on expanded programming in some key areas will help sustain an enhance a model that is successful.
- Expanded programming in these areas will help address identified demands.
- Numerous opportunities exist to utilize the regions abundant outdoor assets to provide expanded nature and outdoor programming.

Suggested Implementation Tactics and Strategies

- Continue to sustain the current mix while focusing on expanded programming in the identified areas.
- Identify opportunities to utilize parks, trails and open spaces for nature and outdoor education programming.
- Identify specific gaps pertaining to fitness and wellness programming and identify opportunities to further provide programming in those areas.
- Continue to monitor trends and local programming demands.

TOPIC: ROLE OF RDN RECREATION SERVICES IN PROVIDING ARTS AND CULTURAL OPPORTUNITIES

Current Situation

RDN Recreation Services provides arts and cultural opportunities at locations throughout District 69. These opportunities are promoted in the Active Living Guide and on the RDN website. Similar to recreation programming, decision making on the program types offered are based on the availability of instructors, facilities and takes into account the considerations outlined in the Recreation Program Rationale Checklist.

The Town of Qualicum Beach and City of Parksville have also undertaken initiatives to explore arts and cultural needs and priorities in their communities. Through this planning, both municipalities have identified the arts and cultural sectors are being important to resident quality of life and community vibrancy.

Research Considerations (from the State of Recreation in District 69 Research Report)

- Trends and leading practices reflect that there is increased collaboration between the recreation and cultural sectors (culture is recognized as a recreation pursuit in the refreshed National Recreation Framework).
- The RDN has successfully offered introductory arts and cultural programming in District 69.
- There exists numerous arts and cultural organizations in District 69.

RECOMMENDATION #12

RDN Recreation Services should continue to offer arts and cultural opportunities as part of its programming mix. Arts and cultural programming offered by the RDN should be primarily introductory level and focused on skill development and building arts and cultural capacity in Oceanside.

RECOMMENDATION #13

Wherever possible, it is suggested that the RDN leverage the expertise of existing arts and cultural resources in the community and create alignment between RDN programming and community organization programming. It is also suggested that the RDN further engage with the Town of Qualicum Beach and City of Parksville to gain a further understanding of the previous planning that both municipalities have undertaken related to arts and culture.

Reasoning and Benefits

- Sustains a valuable program offering.
- Ensures that diversity of programming exists in the region.
- Fosters cultural capacity.
- Leverages existing skills sets and passions.
- Creates increased alignment between all arts and cultural providers in the Oceanside area.

Suggested Implementation Tactics and Strategies

- Continue to offer arts and cultural programming as part of the District 69 Recreation Services programming mix.
- Engage with the Town of Qualicum Beach, City of Parksville and arts and cultural groups to gain a better understanding of previous programming and overall needs and gaps in the area.

TOPIC: REDUCING BARRIERS TO PARTICIPATION

Current Situation

RDN Recreation Services currently provides access to recreation programs for individuals facing financial barriers through a Financial Assistance Program offered in collaboration with the Society of Organized Services (S.O.S). The RDN also helps promote KidSport, a not for profit program available to children and youth 18 and under.

The Inclusive Support Program is available to individuals facing physical barriers to participation. Support workers are available to assist individuals with swimming and skating at no charge. The RDN also has relationships with numerous organizations and agencies in District 69 that provide services to individuals facing physical, social or cognitive barriers to participation.

Research Considerations (from the State of Recreation in District 69 Research Report)

- Age/health issues and cost of programs were both identified as barriers to participation by approximately one-quarter of District 69 households.
- Northern Community Recreation Services assisted 234 households in 2016 through the Fee Assistance Program. This figure was higher than in previous years.
- Trends and leading practices reflect that service providers are placing an increased emphasis on reducing financial barriers and social inclusion.



RECOMMENDATION #14

RDN Recreation Services should sustain the Financial Assistance Program and Inclusion Support Program. Where possible, further engagement should be undertaken with community partners and other organizations to increase the awareness of these support programs.

RECOMMENDATION #15

Consider supporting the start-up of a local KidSport chapter.

KidSport is an established and respected organization with brand awareness and a successful model for facilitating participating in sport programs for youth facing financial barriers. The success of a local chapter will be dependent upon support and involvement from the local community, including sport organizations. The RDN is ideally suited to play a key role in the start-up of a local chapter, which could include the following roles:

- Recruitment of chapter committee members.
- Seed funding.
- Capacity building (e.g. providing training and other supports).
- Promotions and awareness (e.g. signage, brochures and application forms in facilities and on the RDN website).
- Administrative support (e.g. assistance with processing application forms).

Should it be determined that the start-up of a local chapter is not currently viable, an alternative could be to provide funding to the KidSport B.C provincial fund. Doing so would potentially allow for increased promotion of the provincial fund locally in Oceanside.

Reasoning and Benefits

- Sustains existing supports that provide recreation opportunities for residents facing barriers to participation.
- An increased focus on promotion can help expand the reach and benefits of existing support programs.
- The start-up of a KidSport chapter would provide a locally based organization that can more effectively facilitate sport participation for youth facing financial barriers.

Suggested Implementation Tactics and Strategies

- Sustain existing programs.
- Collaborate with content experts (local agencies and service providers) to identify opportunities and methods to enhance awareness and promotions.
- Continue to monitor program uptake for the Financial Assistance and Inclusion Support programs and be prepared to increase funding amounts as awareness of the programs expands.
- Investigate the start-up of a local KidSport chapter.



TOPIC: MARKETING AND AWARENESS

Current Situation

Programming and events offered by the RDN are currently promoted in the Active Living Guide (published twice annually) as well as local media (newspapers, radio) and the RDN website. Promotional materials such as posters and brochures are also developed and posted in RDN and partner facilities. RDN Recreation Services has a dedicated part-time marketing position that develops these materials and plays an important role in the creation of the Active Living Guide.

Research Considerations (from the State of Recreation in District 69 Research Report)

- 56% of households in District 69 are satisfied with the overall promotions and marketing of RDN Recreation Services.
- 70% of households in District 69 are satisfied with the Active Living Guide.
- The top two ways that households in District 69 prefer to get information about recreation opportunities are local newspapers (67%) and the Active Living Guide (54%).

RECOMMENDATION #16

RDN Recreation Services should continue to place a priority on the marketing of recreation programs and opportunities in District 69.

Key marketing tactics and approaches that should be sustained or prioritized are outlined as follows:

- Continue to sustain a dedicated marketing position for District 69 recreation.
- Development of more consistent branding materials and messaging that communicate both specific opportunities (programs and events) and the overall benefits of participating.

Reasoning and Benefits

- Successful marketing and promotions of recreation opportunities is a critical given the dynamics of the region.
- There is a high level of satisfaction with current marketing and promotions methods; sustaining these methods while integrating new methods will continue to maximize awareness of recreational opportunities.

Suggested Implementation Tactics and Strategies

- Balance traditional methods that remain popular (Active Living Guide and local newspapers) with new media/ social media.
- Continue to utilize engagement and research data when developing marketing campaigns and materials.

TOPIC: FUTURE STRATEGIC INITIATIVES

Current Situation

RDN Recreation Services has a strong track record of undertaking planning exercises and executing on the strategies and recommendations provided. The Youth Strategic Plan is an example of a planning exercise focused on a specific demographic subset of the population that has helped drive actions and priorities for RDN staff. The RDN has also developed a Recreation Services Master Plan approximately every ten years which provides overarching strategic level guidance for the provision of recreation opportunities in District 69. The RDN does not currently have specific strategic planning pertaining to older adult recreation and community events in District 69.

Research Considerations (from the State of Recreation in District 69 Research Report)

- The RDN developed a Youth Recreation Strategic Plan in 2011 through a process that involved input from youth stakeholders, community organizations and RDN staff.
- Some asset mapping for sport tourism has been conducted.
- Findings from the household survey indicate that demand for a youth centre decreased significantly from 2006 to 2017 (40% to 23%).
- Community and social events were identified by households as a top five programming priority for all age groups.
- District 69 has an older population in comparison to provincial averages and senior’s recreational opportunities are a key appeal of the region.



RECOMMENDATION #17

It is recommended that RDN Recreation Services undertake the following strategic planning initiatives in the next three to five years:

| Recommended Strategic Planning Initiative | Potential Topics to Explore |
|--|---|
| Development of a Community Events Support Strategy | <ul style="list-style-type: none"> • Opportunities to expand the awareness of existing events. • Issues and challenges facing existing events (and the groups that organize them). • Event gaps and emerging demand. • Opportunities for expanded partnerships and collaborations. • Sport tourism approaches and opportunities. |
| Development of an Older Adults/Age Friendly Strategy | <ul style="list-style-type: none"> • Specific program and activity needs and demands. • Barriers to participation and ways to mitigate them. • Key considerations and factors that influence participation. |
| Update of the Youth Recreation Strategic Plan | <ul style="list-style-type: none"> • Revisit and refresh priorities from the previous Plan. • Identify trends and changes over the past five years. • Identify implementation successes from the previous plan. • Further explore related Master Plan research and engagement findings (e.g. why has demand for a youth centre decreased?). |

Reasoning and Benefits

- Will provide specific and strategic guidance in important areas that may also help inform future initiatives and projects.
- Provides the opportunity to further explore specific key areas of recreation service provision.
- Provides the opportunity to engage stakeholders in a focused conversation around issues and opportunities.
- Likely to identify increased opportunities for collaboration among stakeholder groups and the RDN.

Suggested Implementation Tactics and Strategies

- Allocate the required financial and staff resources to undertake the suggested planning.
- Ensure that the Engagement Framework (see Recommendation #8) is integrated into the project terms of reference.



FIVE

INFRASTRUCTURE RECOMMENDATIONS

INCLUDED IN THIS SECTION:

- Overview of current infrastructure provision and identified issues that require guidance.
- Recommendations pertaining to future infrastructure priorities and planning.

OVERVIEW

RDN Recreation Services are responsible for the operations of Oceanside Place (Parksville) and the Ravensong Aquatic Centre (Qualicum Beach). Excluding tax support (annual subsidy), revenues from Oceanside Place are projected to be \$639,079 in 2017 (28% cost recovery). Revenues for the Ravensong Aquatic Centre are anticipated to be \$667,370 in 2017 (25% cost recovery). Budget projections indicate that cost recovery will increase slightly in coming years.



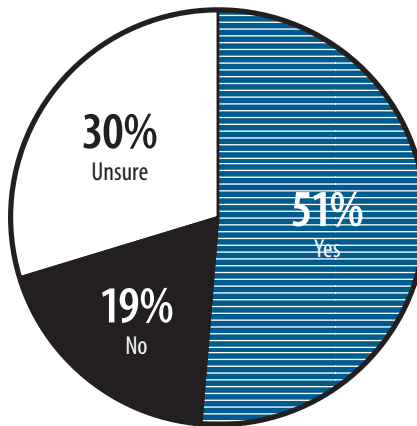
Northern Community Recreation Services also utilizes a number of community spaces for the direct delivery of recreation programs and activities. Two of these spaces, Craig Street Commons (formerly the Parksville Elementary School) and Qualicum Commons, are decommissioned school buildings where the RDN leases space from the School District 69. In addition to these spaces, Northern Community Recreation Services rents community spaces as required at facilities throughout District 69.

A number of facility initiatives have been identified in District 69 as potential future projects. These initiatives include the expansion of the Ravensong Aquatic Centre and the development of an outdoor multi-sport facility. In coming years, a decision will also need to be made on the future of the District 69 Arena (curling facility). As illustrated by the graphs below, the Resident Survey confirmed that there is demand for new or enhanced facility development in District 69 (approximately half of households believe development is needed).

QUESTION:

Do you or members of your household feel that new or enhanced indoor recreation facilities are needed in District 69 (Oceanside)?

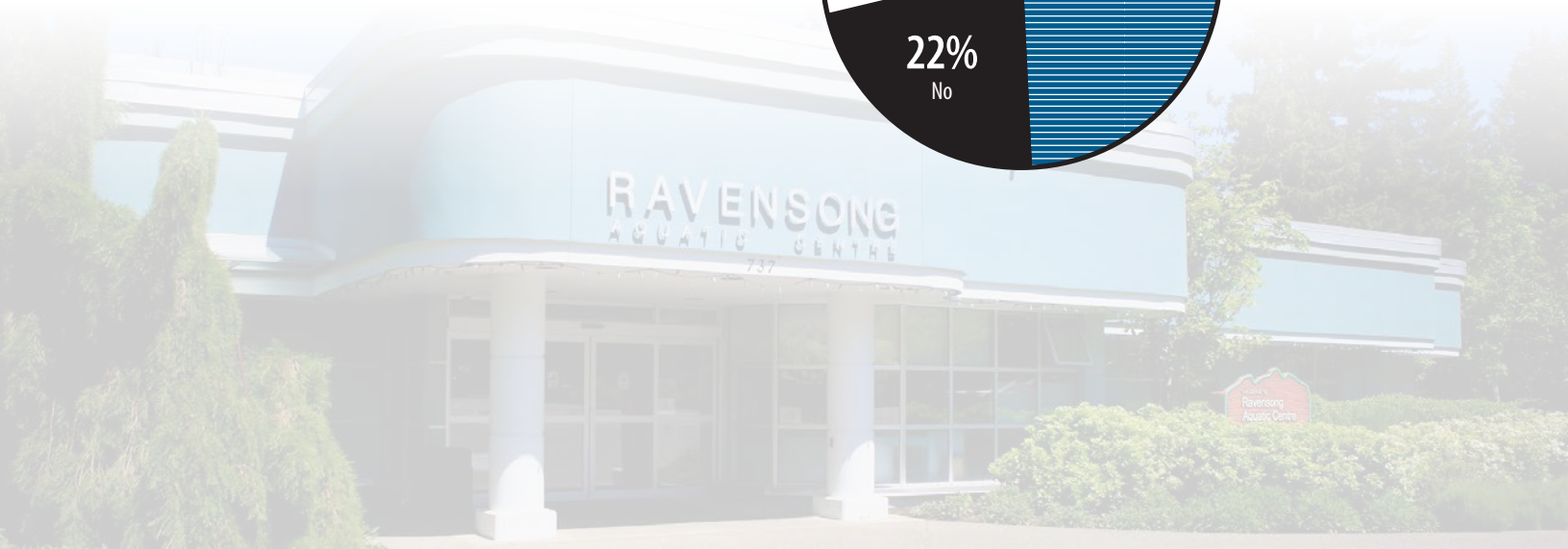
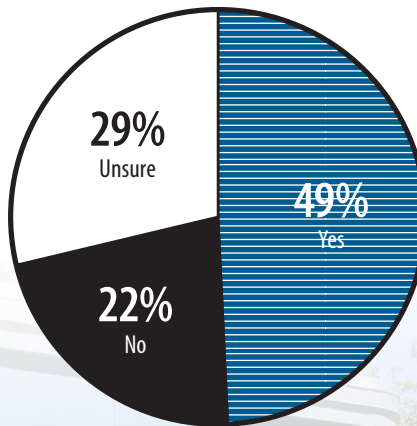
Need for New/Enhanced Indoor Recreation Spaces



QUESTION:

Do you or members of your household feel that new or enhanced parks and outdoor recreation facilities are needed in District 69 (Oceanside)?

Need for New/Enhanced Parks and Outdoor Recreation Spaces



The adjacent charts present the ranked order of indoor and outdoor amenity priorities from the household survey. It is important to note that this ranking only considered findings from the household survey. Provided in Section 6 is a Project Ranking Model that can be used to further score and rank potential recreation projects.

Provided as follows in this section are recommendations pertaining to the specific infrastructure issues identified for the Master Plan project as well as additional issues and opportunities that have emerged through the research.

| Indoor Facility Priorities | | | |
|----------------------------|--|----------|------------------------|
| # | Type | Want New | Want Existing Enhanced |
| 1 | Indoor Swimming Pool | 39% | 26% |
| 2 | Health and Wellness/ Fitness Centre | 35% | 19% |
| 3 | Multi-purpose Recreation Facility | 33% | 14% |
| 4 | Performing Arts Centre | 18% | 16% |
| 5 | Teen/Youth Centre | 22% | 11% |
| 6 | Seniors Centre | 14% | 18% |
| 7 | Ice Arena | 2% | 17% |

| Outdoor Facility Priorities | | | |
|-----------------------------|--------------------------------------|----------|------------------------|
| # | Type | Want New | Want Existing Enhanced |
| 1 | Walking/Hiking Trails | 45% | 39% |
| 2 | Natural Parks and Protected Areas | 36% | 32% |
| 3 | Picnic Areas and Passive Parks | 27% | 30% |
| 4 | Bicycle/Roller Blade Paths | 31% | 20% |
| 5 | Playgrounds | 14% | 20% |
| 6 | Track and Field Facility | 13% | 13% |
| 7 | Sport Fields | 8% | 15% |



TOPIC: RAVENSONG AQUATIC CENTRE—FUTURE EXPANSION FEASIBILITY ANALYSIS

Historical Context and Current Situation

The Ravensong Aquatic Centre was constructed in 1995. The original debenture debt associated with constructing the facility was paid off in 2015. In 2010, approximately \$4.8M dollars in remediation work was completed to the facility. The debt required to conduct this work was paid off in 2016. The 2010 remediation work did not increase the programming space or amenities at the facility and was simply required to address structural and mechanical issues.

A study was commissioned in 2009 to explore options for expanding the facility. Two options were identified for expansion of the facility with an estimated capital cost at the time of \$6.4M and \$7.1M. **The floor plans (test fit concept plans) for these two options are provided in Appendix B of this document.** The costs associated with both options were updated in 2013 and again in 2016. The following chart provides an overview of the anticipated capital cost escalation for the two options that were identified in the original study and subsequent updates.

| Estimated Cost of Expansion: Ravensong Aquatic Centre | | | |
|---|----------------------------------|-----------------------|---------------|
| Year | Cost Estimate (\$) | Change (\$) | Change (%) |
| 2010 | \$6,400,000 – \$7,100,000 | N/A | N/A |
| 2013 | \$7,200,000 – \$7,900,000 | \$752,000 – \$785,000 | 12% (average) |
| 2017 | \$7,850,000 – \$8,360,000 | \$630,000 – \$534,600 | 8% |
| 2018 | \$8,400,000 – \$8,945,000 | \$549,500 – \$585,000 | 7% |
| 2019 | \$8,736,000 – \$9,303,000 | \$335,980 – \$357,800 | 4% |
| 2020 | \$8,998,000 – \$9,583,000 | \$270,000 – \$287,500 | 3% |
| Total Cost Escalation (2010 to 2020) | \$2,598,000 – \$2,483,000 | | 35% |

As part of the study update in 2013, David Hewko Planning and Project Management was also retained to further explore the operating implications of the potential expansion project. This sub-study identified a number of operational implications that should be taken into account if an expanded Ravensong Aquatic Centre is pursued, including:

- Leisure aquatics will experience a higher density of use, consequently increasing the revenue generated per square foot of water surface area. However the leisure aquatics marketplace and level of utilization is less predictable than for traditional 25 metre program tanks.
- Despite an increase of 80% in built space and 60% in water area, the operating deficit should only increase by 25% – 50% annually.

Currently, the facility remains the most used indoor recreation facility in District 69. As reflected in the following chart, swim visits and program attendance have continued to increase over the past five years of operation. It can be reasonably stated that the facility is at capacity during many peak operating hours.

| Ravensong Aquatic Centre | 2012 | 2013 | 2014 | 2015 | 2016 |
|------------------------------|--------|--------|--------|--------|--------|
| Percentage of Hours Used | 98% | 93% | 93% | 93% | 95% |
| Program Registrants | 2,412 | 2,700 | 2,539 | 2,539 | 2,550 |
| Total Program Attendance | 23,242 | 22,650 | 21,427 | 21,427 | 25,500 |
| Total Public Swim Admissions | 85,000 | 90,490 | 89,127 | 89,127 | 93,724 |

Research Considerations (from the State of Recreation in District 69 Research Report)

- Consultation findings show that improved indoor aquatics provision is a high priority for residents and user groups. However varying viewpoints exist on the best way to move forward.
- Trends in recreation support a continue preference for spontaneous recreation opportunities, such as leisure aquatics and lane swimming.
- Sub segment analysis of the resident survey findings indicate that residents in the Qualicum Beach and surrounding areas prefer to see the existing facility sustained, while residents in other areas of District 69 prefer that a new facility be constructed.
- Fifty-three percent (53%) of households would support an annual increase in taxation in order to provide new or improved services. Regular users of the Ravensong Aquatic Centre are more likely to support an increase as opposed to non-users.
- District 69 is experiencing moderate levels of growth. Population projections indicate that in 2026 the population of District 69 could be between 51,536 and 55,767 residents.



Potential Options

Outlined in the following chart are three potential approaches to enhance the provision of indoor aquatics in District 69. These three approaches reflect a change of potential options and investment levels that could be considered and used to inform future decision making. All three options reflect a significant capital investment into the enhanced provision of aquatics in District 69. Capital funding will need to be procured before this investment can occur and is likely to require funds from a combination of sources including the RDN (through an increased tax requisition) and grants from senior levels of government.

| Option | Description | Capital Cost (2017, \$M) ^A |
|---|---|---|
| Option 1: Addition of a Leisure Aquatics Tank and Wellness Centre | <i>* Reflects the optimal option (Approach #2) as identified in the 2010 expansion study.</i> New leisure aquatics area, a medium scale fitness/wellness facility (~4,500 ft ²) and a new multi-purpose room would be added onto the existing Ravensong Aquatic Centre structure. Upgrades would also occur to amenity spaces such as change rooms, lobby areas, and public circulation spaces (including the potential re-configuration of the main entry areas). | \$8,676,752 |
| Option 2: Option 1 With the Addition of Two (2) Lanes to the Existing Program Tank | In addition to the upgrades identified in Option 1, the existing program tank would be expanded by 2 lanes. | \$10,931,002 |
| Option 3: Replacement New Facility Development | A replacement new facility would be constructed using the general parameters outlined in Option 2, including: <ul style="list-style-type: none"> • 8 lane x 25 metre program tank • Dedicated leisure aquatics area • ~4,500 ft² fitness/wellness facility • Multi-purpose room | \$20,030,124 (excluding site purchase and costs) |

A Additional detail (cost charts) for each option is provided in the appendices.

Options Analysis

The following chart provides a high level analysis of the strengths and challenges of each potential option.

| Option | Strengths | Challenges |
|---|---|---|
| Option 1: Addition of a Leisure Aquatics Tank and Wellness Centre | <ul style="list-style-type: none"> • Meets needs for expanded leisure aquatics and enhanced amenity spaces and at the lowest investment level of the options identified. • Least potential for impact on existing facility operations during renovation and expansion. • Expanded leisure aquatics area would take some pressure off of the existing program tank. • Sustains the existing small leisure pool area. | <ul style="list-style-type: none"> • Does not fully address capacity issues with the existing program tank. • The renovation and expansion of an older facility could bring about unknown challenges or potential costs (however the probability of these challenges is believed to be minimal). |
| Option 2: Option 1 With the Addition of Two (2) Lanes to the Existing Program Tank | <ul style="list-style-type: none"> • Fully addresses capacity issues with the existing program tank along with the enhancements identified in Option 1. • Better positions the facility to meet both program and competition hosting needs. • Opportunity to refresh deck space as part of the renovation. | <ul style="list-style-type: none"> • Would require the removal of the existing small leisure pool area. • Likely to require complete facility shutdown during renovations. • Incremental investment required to add two lanes of program tank capacity is ~\$2.3M. • The renovation and expansion of an older facility could bring about unknown challenges or potential costs (however the probability of these challenges is believed to be minimal). |
| Option 3: Replacement New Facility Development | <ul style="list-style-type: none"> • A “from scratch” approach would create optimal design and functionality for the program tank and leisure aquatics. • A new facility would be unlikely to require capital upgrades for a number of years. | <ul style="list-style-type: none"> • Highest cost option (approximately double the cost of Option 2). • District 69 would be challenged financially to sustain two indoor aquatics facilities; re-purposing or decommissioning of the Ravensong Aquatic Centre would likely be required at an additional cost. |

Given the program similarities, it can be reasonably assumed that the operating impacts and assumptions outlined in the 2013 report developed by David Hewko Planning & Program Management would remain valid for all three options.



Options Scoring

The three potential approaches have been scored using the following considerations and criteria. As reflected in the chart, Option 1: Addition of a Leisure Aquatics Tank and Wellness Centre (to the existing Ravensong Aquatics Centre) scores the highest of the three potential approaches.

| Consideration | Scoring Criteria | Options Scoring | | | Scoring Rationale |
|---------------------------------------|---|---|--|--|--|
| | | Option 1: Addition of a Leisure Aquatics Tank and Wellness Centre | Option 2: Option 1 With the Addition of Two (2) Lanes to the Existing Program Tank | Option 3: Replacement New Facility Development | |
| Project Capital Cost | 2 Points: The capital cost of the project is <\$10M. 1 Point: The capital cost of the project is between \$10 – \$15M. 0 Points: The capital cost of the project >\$15M. | 2 | 1 | 0 | As per the projected capital costs outlined in the options chart on the previous page. |
| Operating Costs | 2 Points: The option would likely improve cost recovery (based on current). 1 Point: Cost recovery would likely remain the same or have a small incremental increase (based on current). 0 Points: Cost recovery would likely worsen (requiring a higher subsidy than current). | 1 | 1 | 1 | The addition of a fitness/wellness facility and leisure aquatics are likely to enhance revenues, but would be offset by the need for additional staffing and the expanded spatial areas of the building. |
| Leisure Aquatics Impact | 2 Points: The option would significantly enhance leisure aquatics opportunities for residents. 1 Point: The option would moderately enhance leisure aquatics opportunities for residents. 0 Points: Leisure aquatics opportunities would not be enhanced. | 2 | 2 | 2 | All options would significantly increase access to leisure aquatics amenities in District 69. |
| Sport and Lane Swimming Impact | 2 Points: The option would significantly expand lane swimming capacity. 1 Point: The option would moderately expand lane swimming capacity. 0 Points: The option does not expand lane swimming capacity. | 1 | 2 | 2 | The addition of a new, dedicated leisure aquatics area would reduce some of the pressure on the existing lane swimming tank in Option 1 (by creating another area that can be used for some swimming lessons and programs) but would not physically add increased lane capacity. Options 2 and 3 would add additional lane capacity. |

Options Scoring (Continued)

| Consideration | Scoring Criteria | Options Scoring | | | Scoring Rationale |
|---|---|---|--|--|---|
| | | Option 1: Addition of a Leisure Aquatics Tank and Wellness Centre | Option 2: Option 1 With the Addition of Two (2) Lanes to the Existing Program Tank | Option 3: Replacement New Facility Development | |
| Impacts on Existing Infrastructure | <p>2 Points: The option sustains and enhances existing RDN recreation infrastructure.</p> <p>0 Points: The option could require the RDN to decommission or retrofit of an existing facility (likely to have additional cost implications).</p> | 2 | 2 | 0 | Options 1 and 2 would sustain and enhance the existing Ravensong Aquatic Centre. As two aquatics facilities may not be feasible, Option 3 may require the RDN to incur costs associated with the retrofit or decommissioning of the Ravensong Aquatic Centre. |
| Other Recreation Opportunities and Synergies | <p>2 Points: The option would provide opportunities to meet other community recreation needs (e.g. program spaces, fitness/wellness rooms).</p> <p>0 Points: The option would not include any other recreational spaces.</p> | 2 | 2 | 2 | All options would provide additional space that could be used for fitness/wellness/dryland programming. |
| Impact on Operations During Construction | <p>2 Points: The current aquatics facility could remain open during construction with minimal disruption.</p> <p>1 Point: The current aquatics facility could remain open during part of the construction period, with some level of disruption and/or patron convenience.</p> <p>0 Points: The current aquatics facility would need to be closed during most of the construction period.</p> | 1 | 0 | 2 | Option 1 does not involve any direct work to the program tank and thus could potentially remain open during some of the construction period. However construction on amenity areas and building systems would likely result in some disruption or closure. Option 2 is likely to require closure during most of the construction period due to the expansion of the existing program tank and amenity area renovations. Option 3 would not impact operations at the Ravensong Aquatic Centre. |
| Total Points | | 11 | 10 | 9 | — |
| Rank | | 1 | 2 | 3 | — |

Note: Other considerations that could be added to the metric and scored for each option include: project time frames and the expected incremental annual tax requisition required. However in order to accurately score these considerations additional information is required.

RECOMMENDATION #18

Should the RDN move forward with a major expansion of the Ravensong Aquatics Centre, the recommended approach is Option 1: Addition of a Leisure Aquatics Tank and Wellness Centre (to the existing Ravensong Aquatics Centre).

RECOMMENDATION #19

Based on current population and demand indicators, it is recommended that the RDN maintain the provision level of one indoor aquatics facility in District 69. The investigation of a second indoor aquatics facility is not likely warranted until the population of District 69 is nearing or exceeds at least 60,000 – 70,000 residents. Based on current population growth projections, it is not anticipated that District 69 will reach this population level until at least 2030.



TOPIC: CURLING DEMAND AND FUTURE OPTIONS

Historical Context and Current Situation

When Oceanside Place was opened in 2003, the District 69 Arena was retrofitted into a 5 sheet curling facility to provide a home for the new Parksville Curling Club. The Club has continued to experience growth and has a current membership in excess of 600 participants. As one of a small number of facilities in the region and province with “arena ice”, the facility has developed a niche as a desired training location for a number of high level teams.

The Qualicum and District Curling Club operates a 4 sheet facility and has approximately 250 members. Overall, membership has experienced some levels of decline in recent years. The facility is owned by the Town of Qualicum Beach and operated by the Club. The facility also requires short term upgrades to building systems and structural components.

The District 69 Arena is owned by the RDN and located on the Parksville Community Park site. The land on which the facility is located is owned by the City of Parksville and leased to the RDN at no cost. The RDN sub-leases the facility to the Parksville Curling Club. Of significance, the lease agreement between the City and the RDN expires on March 31, 2018. The City is currently undertaking a planning project to create a future vision and long term plan for the park site. The results of this planning project are currently unknown and may impact the future of the facility.

An assessment of the facility (completed in 2014) identified that upgrades in the range of \$350,000 to \$500,000 were required within five years (by 2020) to sustain the facilities mechanical systems and key structural components. Over \$1M of work is likely required in the next five to ten years to sustain the facility for the long term. The procurement of these funds is the responsibility of the Curling Club and will likely be raised through a combination of public and private sources. Should demolition of the facility occur in the future it is estimated that approximately \$1M would be required to remove the facility and properly remediate the land. These costs are the responsibility of the RDN.

Financial Considerations

The exploration of potential options for the District 69 Arena needs to take into account a variety of potential cost implications and regional curling facility needs in the context of other recreation facility priorities. The following chart summarizes a range of potential curling facility options and associated costs.

| Potential Option | Estimated Cost (2017 Dollars) |
|---|--|
| Sustaining the existing District 69 Arena as a curling facility (for 10+) | \$300,000 – \$500,000 (within 5 years) \$1,000,000+ (5 to 10 years) |
| Demolition | ~\$1,000,000 |
| New Local Curling Facility (4 – 5 sheets) | \$4,000,000 – \$6,000,000 |
| New Regional Curling Facility (6 – 8 sheets) | \$7,000,000 – \$9,000,000 |

Research Considerations (from the State of Recreation in District 69 Research Report)

- There are currently 9 sheets of curling ice in District 69.
- The Parksville Curling Club is experiencing growth while the Qualicum and District Curling Club has experienced slight decline.
- There are approximately 800-900 registered curlers in District 69.
- Demographics in the region suggest that curling participation levels may be sustainable.
- There is a need for multi-purpose recreation program space in District 69 (the District 69 Arena has been used for some programming during non-operational seasons).
- Despite the stability of curling activity in the local area, curling provincially and nationally is in decline. There are currently many fewer curling rinks in BC than existed 20 years ago.

RECOMMENDATION #20

It is recommended that District 69 Arena continue to operate as a curling facility. The growth of the Parksville Curling Club and popularity of the sport in District 69 indicates that the facility provides the greatest benefit in its current use.

RECOMMENDATION #21

The RDN should work collaboratively with the City of Parksville and the Town of Qualicum Beach to determine the best long term course of action for curling infrastructure in District 69.

As indicated on the previous page, the City is currently developing a master plan for the Parksville Community Park site which may provide further clarity on the future of the District 69 Arena site (the RDN's lease of the Arena site expires in March 2018). The future state of the curling facility in Qualicum Beach will also impact the curling landscape and needs in District 69. Ongoing communication between all stakeholders (City, Town, RDN and curling clubs) should occur to determine the most suitable future approach.

Suggested Implementation Tactics and Strategies

- Continue to support the use of the facility in its current use.
- If possible, provide input into the City of Parksville's Community Park master plan process. Remain current on the status of the project and potential impacts.
- Collaborate with curling stakeholders to determine long term options and associated costs to sustain sufficient curling opportunities in District 69.
- Work with the local curling clubs to identify and pursue provincial and national grant funding for major facility renovations and capital improvements.



TOPIC: SPORT FIELDS AND SPORT COURTS

Current Situation

Sport field user groups in District 69 currently have access to three main outdoor sport field sites located at the Parksville Community Park, Qualicum Beach Community Park, and Springwood Park. An additional 13 school sites of varying quality and amenities are available in District 69.

| Facility/Amenity Type | Location(s) | # of Facility/Amenity Type in District 69 |
|--|--|--|
| Sports Field Sites (playfields and ball diamonds) | <ul style="list-style-type: none"> • Parksville (Community Park, Springwood Park, Ballenas Secondary, Craig Street Commons, Winchelsea Elementary) • Qualicum Beach (Community Park, Kwalikum Secondary, Qualicum Elementary School, Arrowview Elementary, Qualicum Beach Elementary) • Area E (Jack Bagley Field) • Area F (Errington Elementary, Former French Creek Community School) • Area G (Oceanside Elementary School) • Area H (Bowser Elementary) | 16 total sites: 3 major/multi-field sport field sites (Parksville Community Park, Qualicum Beach Community Park, Springwood Park) 13 school sites with sport fields (including the Jack Bagley Field) ^B |
| Lacrosse Boxes | <ul style="list-style-type: none"> • Parksville (Community Park) | 1 |
| Skateboard Parks | <ul style="list-style-type: none"> • Parksville (Community Park) • Qualicum Beach (Community Park) | 2 |
| Tennis Courts | <ul style="list-style-type: none"> • Parksville (Springwood Park: 6 courts; Community Park: 2 courts)^C • Qualicum Beach (3 courts) • Area H (Bowser: 4 courts) | 14 |
| Track and Field Spaces | <ul style="list-style-type: none"> • Parksville (Ballenas Secondary School) | 1 ^D |

Note: The Lacrosse Box in the Parksville Community Park is used for pickleball and a number of the tennis court sites identified in the chart above now have pickleball lines on selected courts.

B School fields have varying levels of public use due to size of field, condition or lack of amenities.

C The court spaces at Ballenas Secondary School have been re-surfaced for multi-use and are no longer available for tennis (lines and nets have been removed).

D While included in the inventory, it is notable that the track is not rubberized or of regulation size.

In recent years, an indoor turf field facility has become available at Arbutus Meadows for community groups to rent time during the winter months. The facility is privately operated and consists of two field surfaces. The nearest outdoor artificial turf field is located in the City of Nanaimo.

There is not currently a rubberized outdoor running track available in District 69. The school field at Ballenas Secondary School in Parksville has a dirt track that is not regulation sized.

Research Considerations (from the State of Recreation in District 69 Research Report)

- Although overall resident demand for a multi-purpose outdoor sport complex (e.g. rubberized track, artificial turf field) is lower than some other facility/amenity types, demand for this type of facility among potential primary user groups is high.
- Stakeholders indicated that benefits of a multi-purpose outdoor sport complex could include expanded seasons of outdoor play, enhanced ability to host tournaments and provincial competition and improved user experience.
- Organized sport field use is concentrated at a few major sites.

RECOMMENDATION #22

It is recommended that the RDN work with its partners in District 69 (City of Parksville, Town of Qualicum Beach, School District 69, and community sport organizations) to make better use of underutilized field spaces.

Currently, organized groups are primarily using major sport field sites (Parksville Community Park, Qualicum Beach Community Park, Springwood Park). Use of fields at school sites during evenings and weekends is minimal. In order to make these sites for suitable for sport organization bookings, the following actions may be required:

- Field assessments (to determine those fields that are of a high enough quality to support more structured and regular use)
- Enhanced maintenance
- Amenity additions
- Assessment of impact of existing uses/functions (e.g. ensure that an adequate supply of spontaneous use fields exist)

RECOMMENDATION #23

The development of a full scale outdoor multi-use sport complex should be deferred for at least five years. While this type of facility would benefit direct user groups and enhance the sport tourism capacity of the area, further public need and financial viability will need to be demonstrated in order to justify moving forward with the development of a full scale outdoor multi-use sport complex in the near term.

** A full scale outdoor multi-sport complex as referred to here could include amenities such as a synthetic turf field with event capable spectator seating (e.g. ~2,000 capacity) and support amenities, a rubberized track surface and a field house building (i.e. change facilities, concession, etc.).*

RECOMMENDATION #24

The RDN should continue to monitor sport field utilization and local trends over the next 3 – 5 years and consider retrofitting an existing natural surface field into artificial turf. However, before proceeding with this initiative it is recommended that the RDN further investigate and clarify:

- The future status of current private sector synthetic turf facilities (Arbutus Meadows).
- Other potential synthetic turf field initiatives in the region (private and public sector).
- Ability/willingness of users to pay for field time.
- The extent to which the development of a synthetic turf field would extend seasons of play and the overall user experience (further quantify and qualify the benefits of a synthetic turf field).
- Impacts on RDN programming capacity and opportunities.

Rationale and Suggested Next Steps

While a new multi-sport outdoor complex would benefit a number of sport field and athletics user groups, the RDN is faced with a number of infrastructure priorities over the next five years in District 69.

The capital cost associated with the development of a full scale outdoor multi-use sport complex consisting of a synthetic turf field, rubberized track and support amenities could range between \$3M and \$6M dollars. Annual operating expenditures for a synthetic turf field typically range between \$75,000 – \$200,000 depending on factors such as the amount of on-site staff needed, lighting requirements, support amenities and the level of user group involvement in facility operations. In most like-sized markets, \$100 to \$150 per hour is generally required in revenues during prime hours of use to achieve cost recovery (break-even).

As such, the recommendations provided are intended to explore the more efficient and effective use of existing sport fields. Undertaking Recommendation #22 will help further clarify if capacity issues do exist and ensure that existing assets are maximized before new development occurs. While there is some rationale for retrofitted and existing natural surface field to synthetic turf, Recommendation #24 suggests that some further exploration should be undertaken before this occurs. Should the development of a synthetic turf field be further pursued, the RDN will need to work with sport field user groups, local governments and other stakeholders to identify potential sources of capital and operating funding which could include grants from senior levels of government, user group fundraising/contributions and user fees.

TOPIC: FITNESS AND WELLNESS FACILITY

Current Situation

Currently, there are private fitness and wellness gyms and studios located in District 69. RDN Recreation Services in District 69 offer registered and drop-in programming but do not operate a fitness facility with equipment or dedicated studio space. Previous expansion studies developed for the Ravensong Aquatic Centre have identified options for the inclusion of a fitness and wellness space that would encompass approximately 4,500 ft² of usable fitness space.

Research Considerations (from the State of Recreation in District 69 Research Report)

- Over one-third (35%) of residents identified that they would like to see a new health and wellness centre/fitness centre in District 69 (second highest priority for new or enhanced indoor facility development).
- Trends support an increased demand for spontaneous fitness and wellness opportunities.
- Physical health/exercise was identified as the most prevalent motivating factor for participation in recreation and related opportunities.

RECOMMENDATION #25

The RDN should identify opportunities to integrate a dedicated medium scale (3,000 ft² to 5,000 ft²) fitness and wellness space into an existing facility. This space should include a mix of equipment and program space. Preliminary options to explore should include:

- As part of a potential expansion to the Ravensong Aquatic Centre (see Recommendation #18).
- Re-purposing of the leisure ice surface at Oceanside Place if required (see Recommendation #30).

RECOMMENDATION #26

The development of a larger scale fitness and wellness space (>5,000 ft²) should be revisited and further analyzed in 10 years. This facility would ideally be developed as part of a new multi-purpose recreation facility project or major expansion in order to capitalize on development and operational synergies and efficiencies.

Rationale and Suggested Next Steps

There is a clear demand for increased fitness and wellness opportunities in District 69. As a key provider of registered and drop-in programming, RDN Recreation Services are ideally positioned to meet this need due to an in-depth understanding of the physical activity wellness marketplace in the District 69.

Offering a fitness facility also can provide a number of financial and operational benefits and synergies, including:

- Cross promotion with existing programs fitness classes and programs
- Ability to capitalize on the sale of fitness memberships.
- Ability to offset facility costs through the addition of a fitness/wellness facility component.
- Increases the variety of recreational opportunities at existing facilities.

The intent of providing fitness opportunities would not be to undermine or negatively impact private fitness operators. An RDN provided fitness and wellness facility in District 69 would instead largely target a different customer base, ensure public access and increase the overall number of fitness and wellness facility users in the area. The existence of a public facility is likely to have a positive downstream impact on private fitness providers.

As indicated in Recommendations #25 and #26, it is suggested that the RDN explore opportunities to integrate a medium scale fitness/wellness facility into an existing facility (as part of a retrofit or expansion). The exploration of larger scale facility should be revisited in ten years. It is also suggested that the RDN continue to work with its partners and stakeholders to monitor potential funding opportunities such as grants from seniors levels of government.

TOPIC: COMMUNITY PROGRAMMING SPACE REQUIREMENTS

Current Situation

RDN programming offered through Northern Community Recreation Program Services utilizes a number of community spaces for its program offerings. Included among these spaces are Craig Street Commons (formerly the Parksville Elementary School) and Qualicum Commons; both decommissioned school buildings that the RDN leases space at from the District 69 School Division. The RDN also rents space at a variety of community halls and facilities throughout District 69.

Research Considerations (from the State of Recreation in District 69 Research Report)

- There are relatively high levels of satisfaction with current programming and recreational opportunities.
- While consultation findings revealed that there is a demand for a “hub” facility, residents and stakeholders also value opportunities to access programs and activities in their local communities.
- Financial accessibility and transportation limitations are barriers to participation for some residents.

RECOMMENDATION #27

The RDN should continue to place a priority on maximizing the use of current facilities and spaces and ensuring that recreational opportunities are geographically well balanced.

RECOMMENDATION #28

Should expansion or the re-purposing of spaces occur at the Ravensong Aquatic Centre and/or Oceanside Place, opportunities to increase the programming capability and capacity of these facilities should be pursued.

RECOMMENDATION #29

The development of a new indoor multi-purpose recreation facility for recreation programming should be revisited in 5 years. As suggested in the previous two recommendations, the RDN should first look to maximize the use of existing facilities and spaces in District 69 before contemplating the significant capital expenditure associated with developing a new indoor multi-purpose facility.

However the RDN may need to revisit the need for indoor programming space within an earlier time frame should supply or demand circumstances change in the future (i.e. inability to renew lease agreements for Craig Street Commons and/or Qualicum Commons, population growth, spike in program participation, etc.). If the development of new indoor multi-purpose recreation facility is pursued in the future, the appropriate scale of the facility should likely be in the range of 25,000 ft² to 35,000 ft² of usable space and include amenities such as gymnasium space, multi-purpose program rooms, a fitness centre and specialized program spaces (i.e. arts and cultural spaces, workshop space, youth/senior rooms, child play areas, etc.).

Rationale and Suggested Next Steps

While some limitations exist with community spaces used by Northern Community Recreation Program Services, these spaces remain cost effective and generally are sufficient for the majority of programming offerings. Should expansion of the Ravensong Aquatic Centre or other potential facility initiatives proceed it is also likely that new multi-purpose spaces will become available for programming.

However, current programming offered by the RDN through Northern Community Recreation Program Services is highly reliant on the availability of space at Craig Street Commons and Qualicum Commons and the future of these spaces is dependent upon the renewal of lease agreements between the RDN and the School District 69. The lease agreement for Qualicum Commons was initiated in January 2015 with a term of 5 years (ending in December 2020). The lease agreement for use of Craig Street Commons was renewed in January 2017 for a term of 12 months. Both agreements provide an option for renewal subject to agreement from both parties. RDN Recreation Services will need to continue communicating on a regular basis with the School District 69 to stay current on future plans for both buildings.



TOPIC: OPTIMIZING THE LEISURE ICE SPACE AT OCEANSIDE PLACE

Current Situation

The leisure ice surface at Oceanside Place (also referred to as the Oceanside Pond) sits in a prime location in the facility near the main entrance. The space is circular in shape with high ceilings and is glassed in, making it viewable from the facility lobby. Currently, the ice is left in from September through April and the facility is converted to multi-purpose dry floor space from May to August.

While the space is valued by many users in its primary use as a leisure ice facility, the full potential of the amenity has not been fully realized and ice utilization does not approach capacity. As demand for other types or program space continue to emerge, it will be incumbent upon RDN Recreation Services to ensure that available spaces are maximized.

Research Considerations (from the State of Recreation in District 69 Research Report)

- Consultation findings reflect high levels of demand for fitness, wellness and multi-purpose programming space while also suggesting that indoor ice is suitably provided.
- On average, Oceanside Place accommodates over 20,000 public skate visits annually. The majority of public skating occurs on the boarded ice surfaces.
- The percentage of ice booked on the boarded surfaces has ranged from 62% to 85% since 2012.

RECOMMENDATION #30

Given its primary location in Oceanside Place, RDN Recreation Services should place a priority on maximizing the use of the leisure ice surface space based on highest and best use considerations. Re-purposing of the space to meet other recreation needs may be warranted if utilization of the space cannot be increased.

Potential Course of Action

The following course of action is suggested to help identify the best long term use for the space:

Step 1: Attempt to increase utilization within the current nature of use (winter ice, summer dry floor space)

- Place an increased focus on the development of programming geared towards using the leisure ice surface during “ice-in” months.
- Work with ice user groups to increase utilization of the space during community offered programming.
- Further promote rental and group use opportunities.
- Prioritize using the space for fitness classes during “ice out” months. * May require an investment in facility equipment or some minor aesthetic enhancements to the

If Step 1 initiatives prove successful, maintain the current nature of use. If Step 1 initiatives are not successful after a reasonable period of time (2 – 3 years), it is suggested that the RDN re-purpose the space to meet one or a combination of the following recreation needs in District 69:

- Dedicated fitness and wellness facility (e.g. combination of equipment and studio space)
- Year-round multi-purpose program space

It is important to note that potential re-purposing options for the space will be dependent upon other factors including the potential expansion of the Ravensong Aquatic Centre, the availability of current programming spaces used by the RDN and other market conditions.

Final decision making on re-purposing the leisure ice or any other space should also follow the Facility Project Development Framework outlined in Recommendation #35.

TOPIC: TRAILS, PARKS, AND OPEN SPACE AS IMPORTANT RECREATION AMENITIES

Current Situation

The RDN Recreation and Parks Department branches off into two areas of focus: Recreation Services and Parks Services. Parks Services is responsible for the planning, development and maintenance of trails, parks and open space in District 69.

Research Considerations (from the State of Recreation in District 69 Research Report)

- The top 9 most participated in recreation activities take place outdoors.
- Parks, trails/pathways, and open spaces were the most utilized recreation amenities in all communities and Electoral Areas within in District 69.
- The top five resident priorities for new or enhanced outdoor recreation facilities on District 69 are: walking/hiking trails, natural parks and protected areas, bicycle/roller blade paths, picnic areas and passive parks, and playground (track and field facility and sports fields were #6 and #7).
- Outdoor skill development and nature education for children, youth and teens were identified by residents as priority areas for enhanced recreation programming.

RECOMMENDATION #31

RDN Recreation Services should be involved as a key stakeholder in future parks, trails and open space planning wherever possible to provide a recreation “lens” to decision making and identify synergies with recreation facilities and programming.

Reasoning and Benefits

- Ensures that active and passive recreation is considered in the planning of parks, trails and open spaces.
- Reflects the importance of outdoor spaces as valued recreation assets.
- Identifies opportunities for integration between indoor and outdoor spaces and amenities.
- Further embeds strong internal collaboration within the Recreation and Parks department.

TOPIC: FUNDING SOURCES AND OPPORTUNITIES

Current Situation

The funding of RDN provided recreation services in District 69 is relies heavily on an annual tax requisition to support both programming and facility operations. Current RDN operated recreation facilities in District 69 have limited sponsorship and corporate branding associated with major components and amenities. As increased demand for new recreation amenities and facilities arises, it will be incumbent upon the RDN and its partner organizations to explore all revenue sources.

Current RDN operated recreation facilities in District 69 have limited sponsorship and corporate branding associated with major components and amenities. As increased demand for new recreation amenities and facilities arises, it will be incumbent upon the RDN and its partner organizations to explore all revenue sources.

Research Considerations (from the State of Recreation in District 69 Research Report)

- Fifty-three percent (53%) of respondent households would support an annual increase in taxation in order to provide new or improved services
- Cost recovery for the Ravensong Aquatic Centre and Oceanside Pace is less than 30% when factoring out the current tax subsidy.
- Affordability of access to recreation programs and spaces are barriers for some residents in District 69.

RECOMMENDATION #32

RDN Recreation Services should develop a sponsorship and naming policy and strategy. This planning and policy development exercise should:

- Outline a clear philosophic approach to sponsorship and naming (e.g. what types of facilities and amenities are appropriate/suitable for naming and which are not).
- Inventory all existing sponsorship assets and assign an estimated value.
- Inventory all future/planned potential sponsorship assets and assign an estimated value
- Outline clear roles and responsibilities for sponsorship recruitment and retention.
- Identify incremental resources that may be required to maximize sponsorship potential.

Reasoning and Benefits

- Identifies opportunities to maximize revenues and thus make the best use of available public funds.
- Provides information on potential future revenue sources that can inform future facility planning and initiatives.

Suggested Implementation Tactics and Strategies

- Allocate adequate staff and financial resources to the development of the sponsorship and naming strategy.

TOPIC: FACILITY NEED IDENTIFICATION AND PLANNING UPDATES

Current Situation

The RDN currently refreshes its Recreation Services Master Plan for District 69 approximately every ten years. RDN Recreation Services also conducts project specific planning, utilization analysis studies and other strategies as required and as resources warrant.

Research Considerations (from the State of Recreation in District 69 Research Report)

- The Ravensong Aquatic Centre expansion study was originally updated in 2009/10 and updated in 2013 and 2016.
- Similar survey methodology used for the 2006 and 2017 Recreation Services Master Plan resident surveys has allowed for some local trending or participation patterns and facility priorities.

RECOMMENDATION #33

It is recommended that RDN Recreation Services conduct a Recreation Facility Needs Assessment every 5 years and use the information collected to update the Recreation Services Master Plan and other pertinent strategic documentation.

The intent of this recommendation is not to replace or require a significant overhaul the standing Master Plan, but rather ensure that the Master Plan remains current and useful for RDN staff, elected officials, and community partners and stakeholders. The research and engagement methodology used to develop the “State of Recreation in District 69 Research Report” (developed for this 2017 Recreation Services Master Plan) could be efficiently replicated and used to update key areas of the Master Plan.

Reasoning and Benefits

- Maximizes the lifespan and relevancy of the Recreation Services Master Plan.
- Provides updated data that can inform project and facility specific planning.
- May result in future cost savings by creating a structure that allows for the internal updating of some strategic planning documents.
- Provides data that can further enhance the ability to analyze local trends.

Suggested Implementation Tactics and Strategies

- Plan to conduct a Recreation Facility Needs Assessment in 2022.
- Replicate the survey methodology and format of the State of Recreation in District 69 Research Report to allow for local trending and the ability to efficiently update the Master Plan using similar research and engagement inputs.

TOPIC: FACILITY PLANNING PROCESS AND DECISION MAKING

Current Situation

Ultimate decision making related to capital investment in recreation infrastructure involves the RDN Board of Directors, District 69 Recreation Commission and may be subject to a referendum process for major capital projects. These decisions are most often informed by project specific studies and overarching strategic planning, including the Recreation Services Master Plan.

In the future, finite resources will require the RDN to make difficult decisions and prioritize a number of worthwhile projects and initiatives.

Research Considerations (from the State of Recreation in District 69 Research Report)

- Over half of residents in District 69 (51%) would like to see the development of new or enhanced facilities.
- Trends and leading practices reinforce the importance of partnerships and collaborations in the provision of recreation opportunities (including infrastructure).

RECOMMENDATION #34

RDN Recreation Services should develop and implement a **Facility Project Development Framework** to outline a transparent and standardized process for evaluating major facility projects and initiatives.

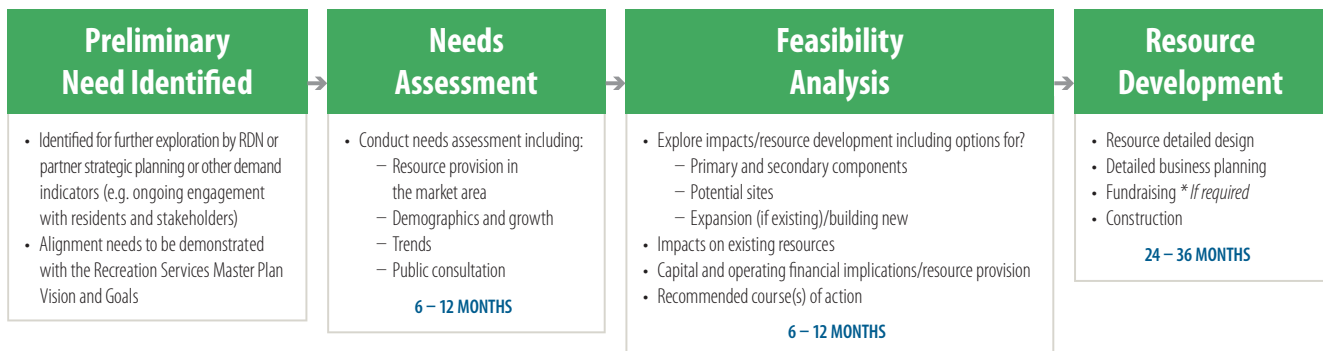
**See Implementation Tactics and Strategies below for an example of a potential Framework process*

Reasoning and Benefits

- Outlines a standardized planning process to follow when evaluating potential major investment in recreation infrastructure.
- Increases transparency and clarifies the pre-requisites that are required before decision making can occur.
- Identifies the inputs needed to inform each stage of facility planning.

Suggested Implementation Tactics and Strategies

Example Facility Project Development Framework



SIX

MASTER PLAN IMPLEMENTATION

INCLUDED IN THIS SECTION:

- Recommendations timing and resourcing.
- Infrastructure Prioritization Framework.

CHART TERMS AND REFERENCES

Recommended Timeframe

- **Immediate:** 1 – 3 years.
- **Short Term:** 3 – 5 years.
- **Medium to Long Term:** 5 – 10 years.
- **Undetermined:** Not defined due to unknowns or the expectation that project/initiative is likely to occur beyond the timeframe of 10 years.
- **Ongoing:** No defined term.

Timeframe Rationale

- Reasoning/context for the time frame outlined.

Financial Requirements

- **Capital:** Funding required for capital infrastructure associated with the recommendation
- **Operating:** Incremental (beyond existing) funds required to implement the project/initiative
- **Project Based:** One time funds required to implement the project/initiative
- **Staff:** Will require use of RDN staff time.

Funding Sources

- Potential sources of funding for the recommendation.

Parties Involved

- Identification of the internal (RDN) and external parties required to implement the recommendation.

RECOMMENDATIONS TIMING AND RESOURCING

All Recommendations

| Recommendation | Timing | | Financial Requirements (Incremental to Current) | | | | Assumption | Funding Sources (Anticipated or Required) | Parties Involved |
|---|-------------------------|--|---|---|---|---------------------------|---|---|--|
| | Recommended Timeframe | Timeframe Rationale | Capital (Estimated 2017 \$'s) | Operating (\$'s Annual) | Project Based (Estimated "One-Time" \$) | Staff | | | |
| Service Delivery and Programming Recommendations | | | | | | | | | |
| 1. Undertake a governance review for recreation service provision in District 69 | Immediate (1 – 3 years) | <ul style="list-style-type: none"> Required to provide direction for other recommended initiatives and to provide future clarity for RDN Recreation Services. | | | \$10,000 | Y (existing staff levels) | <ul style="list-style-type: none"> May require external expertise to facilitate discussions, conduct benchmarking/leading practices research, etc. | <ul style="list-style-type: none"> RDN | <ul style="list-style-type: none"> RDN Board Pertinent RDN committees and advisory groups RDN staff |
| 2. Sustain the current organizational model and delivery model for recreation services in District 69 | Ongoing | <ul style="list-style-type: none"> To occur on an ongoing basis | | As per the 5 Year Financial Plan | | Y (existing staff levels) | | <ul style="list-style-type: none"> RDN | |
| 3. Continue delivering recreation opportunities using a combination of direct and indirect delivery methods and maintain the current balance of the two delivery methods (and use the recommended Recreation Program Rationale Checklist) | Ongoing | <ul style="list-style-type: none"> To occur on an ongoing basis | | Varies depending on service function as per 5 Year Financial Plan | | Y (existing staff levels) | <ul style="list-style-type: none"> Stafftime required to assess potential programs using the Program Rationale Checklist | <ul style="list-style-type: none"> RDN Other grant opportunities as available | <ul style="list-style-type: none"> RDN staff |

| Recommendation | Timing | | Financial Requirements (Incremental to Current) | | | | Assumption | Funding Sources (Anticipated or Required) | Parties Involved |
|--|-----------------------|---|---|-------------------------|---|--|---|--|---|
| | Recommended Timeframe | Timeframe Rationale | Capital (Estimated 2017 \$'s) | Operating (\$'s Annual) | Project Based (Estimated "One-Time" \$) | Staff | | | |
| 4. Continue to place a priority on developing cross-sectoral collaborations and partnerships with a focus on the public health, social service and education sectors | Ongoing | <ul style="list-style-type: none"> To occur on an ongoing basis Per project | | \$70,000 | \$70,000 | Y (existing staff levels, may require increase on a project specific basis) | <ul style="list-style-type: none"> Staff time required to foster relationships (e.g. host meetings, attend inter-agency discussions, etc.) May require annual funds for promotion of initiatives, conference attendance, etc. | <ul style="list-style-type: none"> RDN Grants from senior levels of government | <ul style="list-style-type: none"> RDN staff Community partners |
| 5. Allocate additional resources to the implementation and promotion of cross-sectoral partnerships and collaborations undertaken by the RDN in District 69 | Ongoing | <ul style="list-style-type: none"> To occur on an ongoing basis Per project | | \$10,000 | \$25,000 | Y (increase staff levels) | <ul style="list-style-type: none"> Annual funds for the promotion of cross-sectoral partnerships (e.g. ads, materials, attendance at conferences/conferences hosted events by cross-sectoral partnerships) | <ul style="list-style-type: none"> RDN Grants from senior levels of government | <ul style="list-style-type: none"> RDN staff Community partners |
| 6. It is recommended that RDN Recreation Services work with local municipalities and School District 69 to further clarify roles and responsibilities relating to future recreation planning and capital development | Ongoing | <ul style="list-style-type: none"> To occur on an ongoing basis | | | \$5,000 | Y (existing staff levels) | <ul style="list-style-type: none"> Incremental staff time likely required \$10,000 allocated for external expertise (e.g. facilitator, leading practices/benchmarking research support) | <ul style="list-style-type: none"> RDN Grants from senior levels of government School District 69 | <ul style="list-style-type: none"> RDN staff Community partners Local government School District 69 |

| Recommendation | Timing | | Financial Requirements (Incremental to Current) | | | | | Assumption | Funding Sources (Anticipated or Required) | Parties Involved |
|--|---|---|---|--|---|--|--|--|--|------------------|
| | Recommended Timeframe | Timeframe Rationale | Capital (Estimated 2017 \$'s) | Operating (\$'s Annual) | Project Based (Estimated "One-Time" \$) | Staff | | | | |
| 7. The RDN should allocate additional resources to community group capacity building | <ul style="list-style-type: none"> Immediate Term (1 – 3 years)/ Short Term (3 – 5 Years) | <ul style="list-style-type: none"> Immediate: Host community group training and success sharing sessions Short Term: Develop a new "Community Group Liaison" <p><i>*See recommendations text for additional details</i></p> | | <ul style="list-style-type: none"> \$10,000 (immediate term) \$75,000 (short term) | | <ul style="list-style-type: none"> Y (existing staff levels in immediate term, incremental in short term) | <ul style="list-style-type: none"> Immediate term: additional funds (\$10,000) to host group training and success sharing sessions (room rentals, guest speakers, materials, etc.) Short term: \$75,000 for new internal staff position or alternative approach based on best available option at the time of implementation (i.e. contracted position, funding to community partner organization to deliver initiative, etc.) | <ul style="list-style-type: none"> RDN Grants from senior levels of government Other grant opportunities as available | <ul style="list-style-type: none"> RDN staff Community organizations | |

| Recommendation | Timing | | Financial Requirements (Incremental to Current) | | | | | Assumption | Funding Sources (Anticipated or Required) | Parties Involved |
|---|------------------------------|--|---|---|---|---------------------------|---|---|---|------------------|
| | Recommended Timeframe | Timeframe Rationale | Capital (Estimated 2017 \$'s) | Operating (\$'s Annual) | Project Based (Estimated "One-Time" \$) | Staff | | | | |
| 8. It is recommended that RDN Recreation Services develop and implement a more specific engagement framework | Immediate Term (1 – 3 years) | <ul style="list-style-type: none"> Required to ensure that engagement conducted for future initiatives/projects is consistent and based on leading practice standards | | | \$15,000 | Y (existing staff levels) | <ul style="list-style-type: none"> Staff time required to develop and implement the framework One-time project based funds may be required for external expertise (e.g. engagement expert to review framework), hosting of staff training, etc. | <ul style="list-style-type: none"> RDN Other grant opportunities as available | <ul style="list-style-type: none"> RDN staff RDN Board of Directors (approval) District 69 Recreation Commission | |
| 9. RDN Recreation Services should continue to strategically utilize project/initiative focused groups such as steering committees and "task forces" on an ad-hoc basis | Ongoing | <ul style="list-style-type: none"> To occur on an ongoing basis | | | | Y (existing staff levels) | <ul style="list-style-type: none"> Staff time required to support these groups | <ul style="list-style-type: none"> RDN | <ul style="list-style-type: none"> RDN staff RDN Board of Directors District 69 Recreation Commission | |
| 10. RDN Recreation Services should continue to prioritize diversity and balance in its program offerings | Ongoing | <ul style="list-style-type: none"> To occur on an ongoing basis | | Varies depending on service function as per 5 year Financial Plan | | Y (existing staff levels) | | <ul style="list-style-type: none"> RDN | <ul style="list-style-type: none"> RDN staff Community partners District 69 Recreation Commission | |
| 11. Recommendation identifies programming focus areas (Nature interaction and outdoor skill development for children, youth and teens; Activity camps for children, youth and teens; and Fitness and wellness programming for adults and seniors) | Ongoing | <ul style="list-style-type: none"> To occur on an ongoing basis (RDN staff to continue monitoring trends and data, update program focus areas as required) | | TBD as per fees and charges bylaw | | Y (existing staff levels) | <ul style="list-style-type: none"> Staff time required to monitor trends, data and use decision making tools (Program Rationale Checklist) | <ul style="list-style-type: none"> RDN Other grant opportunities as available | <ul style="list-style-type: none"> RDN staff Community partners | |

| Recommendation | Timing | | Financial Requirements (Incremental to Current) | | | | | Assumption | Funding Sources (Anticipated or Required) | Parties Involved |
|--|--|--|---|-----------------------------------|---|---|---|---|---|------------------|
| | Recommended Timeframe | Timeframe Rationale | Capital (Estimated 2017 \$'s) | Operating (\$'s Annual) | Project Based (Estimated "One-Time" \$) | Staff | | | | |
| 12. RDN Recreation Services should continue to offer arts and cultural opportunities as part of its programming mix. Arts and cultural programming offered by the RDN should be primarily introductory level and focused on skill development and building arts and cultural capacity in Oceanside | Ongoing | <ul style="list-style-type: none"> Ongoing focus area | | TBD as per fees and charges bylaw | | Y (existing staff levels) | <ul style="list-style-type: none"> Staff time required to monitor trends, data and use decision making tools (Program Rationale Checklist) | <ul style="list-style-type: none"> RDN Other grant opportunities as available | <ul style="list-style-type: none"> RDN staff Community partners | |
| 13. Leverage the expertise of existing arts and cultural resources in the community and create alignment between RDN programming and community organization programming Engage with the Town of Qualicum Beach and City of Parksville to gain a further understanding of the previous planning that both municipalities have undertaken related to arts and culture | Immediate Term (1 – 3 years)/ Ongoing | <ul style="list-style-type: none"> Collaboration between RDN and community arts and cultural groups should continue to be an ongoing priority The RDN should engage with the Town and City in the immediate term to clarify previous arts and culture planning and associated initiatives/projects | | | \$15,000 | Y (existing staff levels depending on prioritization) | <ul style="list-style-type: none"> Staff time to increase collaborations and monitor program trends, needs and successes | <ul style="list-style-type: none"> RDN Local governments Grants | <ul style="list-style-type: none"> RDN staff Local governments | |

| Recommendation | Timing | | Financial Requirements (Incremental to Current) | | | | | Assumption | Funding Sources (Anticipated or Required) | Parties Involved |
|---|------------------------------|--|---|-------------------------|---|---|---|--|--|------------------|
| | Recommended Timeframe | Timeframe Rationale | Capital (Estimated 2017 \$'s) | Operating (\$'s Annual) | Project Based (Estimated "One-Time" \$) | Staff | | | | |
| 14. Sustain the Financial Assistance Program and Inclusion Support Program and engage with community partners and other organizations to increase the awareness of these support programs | Ongoing | <ul style="list-style-type: none"> To occur on an ongoing basis. | | \$23,000 | | Y (existing staff levels) | | <ul style="list-style-type: none"> RDN Grants from senior levels of government Other grant opportunities as available | <ul style="list-style-type: none"> Local community organizations and partners | |
| 15. Consider supporting the start-up of a local KidSport chapter | Immediate Term (1 – 3 years) | <ul style="list-style-type: none"> Assumed to be an initiative that can be started in the immediate term. | | TBD | \$10,000 | Y (existing staff levels depending on prioritization) | <ul style="list-style-type: none"> Seed funding will likely be required from the RDN The RDN's ongoing contribution could be support staff to assist with processing applications, organizing meetings, events support. | <ul style="list-style-type: none"> RDN Grants from senior levels of government Other grant opportunities as available | <ul style="list-style-type: none"> RDN staff Community partners Sport organizations | |
| 16. Continue to place a priority on the marketing of recreation programs and opportunities in District 69 | Ongoing | <ul style="list-style-type: none"> To occur on an ongoing basis. | | | | Y (existing staff levels) | <ul style="list-style-type: none"> Assumes current p/t staff position sustained. | <ul style="list-style-type: none"> RDN | <ul style="list-style-type: none"> RDN staff | |

| Recommendation | Timing | | Financial Requirements (Incremental to Current) | | | | Assumption | Funding Sources (Anticipated or Required) | Parties Involved |
|--|------------------------------------|--|---|--|---|---|---|---|--|
| | Recommended Timeframe | Timeframe Rationale | Capital (Estimated 2017 \$) | Operating (\$ Annual) | Project Based (Estimated "One-Time" \$) | Staff | | | |
| 17. Undertake the following strategic planning initiatives in the next three to five years: Community Events Support Strategy, Older Adults/Age Friendly Strategy and update of the Youth Recreation Strategic Plan. | Short term (3 – 5 Years) | <ul style="list-style-type: none"> ~1 – 3 years required to conduct pre-requisite work before proceeding with these planning studies (i.e. complete new engagement framework, budget, receive approval) | | | \$75,000 | Y (existing staff levels depending on prioritization) | <ul style="list-style-type: none"> Assumes \$25,000 required per study for external expertise <i>*Could be less if some or all aspects of these projects are completed internally</i> Staff resources required to support these planning initiatives | <ul style="list-style-type: none"> RDN Grants from senior levels of government Other grant opportunities as available | <ul style="list-style-type: none"> RDN staff Community partners Stakeholders in each study area District 69 Recreation Commission RDB Board of Directors (approval) |
| Infrastructure Recommendations | | | | | | | | | |
| 18. Should the RDN move forward with a major expansion of the Ravensong Aquatics Centre, the recommended approach is Option 1: Addition of a Leisure Aquatics Tank and Wellness Centre (to the existing Ravensong Aquatics Centre) | Short term (3 – 5 Years) | <ul style="list-style-type: none"> Required time frame before funding can be procured and construction initiated. | \$8,676,752 | TBD (dependent on option selected) <i>*Per 2013 Study and Staff Report the potential annual increase is estimated at ~\$350,000</i> | | Y (TBD) | <ul style="list-style-type: none"> Estimated capital cost for Option 1 May require an additional tax requisition to operate the expanded facility | <ul style="list-style-type: none"> RDN (additional tax requisition) Grants from seniors levels of government Fees and charges Capital sponsorships User group fundraising/ contributions | <ul style="list-style-type: none"> RDN Board of Directors (approval) District 69 Recreation Commission |
| 19. Maintain the provision level of one indoor aquatics facility in District 69 | Medium to Long Term (5 – 10 years) | <ul style="list-style-type: none"> One aquatic facility deemed appropriate for the next decade. Facility expansion will result in facility better meeting resident and user group needs | | As per the 5 Year Financial Plan | | Y (existing staff levels) | | <ul style="list-style-type: none"> RDN (additional tax requisition) Grants from seniors levels of government Fees and charges Capital sponsorships User group fundraising/ contributions | |

| Recommendation | Timing | | Financial Requirements (Incremental to Current) | | | | Assumption | Funding Sources (Anticipated or Required) | Parties Involved |
|---|---|---|---|-------------------------|---|--|---|---|---|
| | Recommended Timeframe | Timeframe Rationale | Capital (Estimated 2017 \$'s) | Operating (\$'s Annual) | Project Based (Estimated "One-Time" \$) | Staff | | | |
| 20. It is recommended that District 69 Arena continue to operate as a curling facility | Ongoing | <ul style="list-style-type: none"> Best use for the facility is deemed to be curling (current use). | \$450,000 | | | Y (existing staff levels) | <ul style="list-style-type: none"> Capital upgrades assumed to be the responsibility of the Curling Club Curling Club (assumes Club responsibility for capital upgrades) RDN (if demolition is required) Other grant opportunities as available | <ul style="list-style-type: none"> Parkville Curling Club City of Parkville (owner of land) RDN Board, staff and District 69 Recreation Commission (continued monitoring of the situation) | |
| 21. Work collaboratively with the City of Parkville and Town of Qualicum to determine the best long term course of action for curling infrastructure in District 69 | <p>Immediate Term (1 – 3 years) / Short Term (3 – 5 years) / Medium to Long Term (5 – 10 years)</p> | <ul style="list-style-type: none"> The lease for the land between the RDN and City ends in March, 2018 All involved groups and stakeholders will need to work together to determine the best course of action for curling infrastructure in District 69 | | \$30,000 | Y | <ul style="list-style-type: none"> Will require some RDN staff time to participate in and/or facilitate these discussions Retain external professionals for review | <ul style="list-style-type: none"> Grants from senior levels of government (continue to work with stakeholders to identify opportunities to leverage capital grants) Capital sponsorships User group fundraising/contributions | <ul style="list-style-type: none"> Parkville Curling Club City of Parkville Town of Qualicum Beach Qualicum Beach Curling Club RDN Board, staff and District 69 Recreation Commission Other regional curling stakeholders | |
| 22. Work with partners in District 69 (City of Parkville, Town of Qualicum Beach, School District 69, and community sport organizations) to make better use of underutilized field spaces | Ongoing | <ul style="list-style-type: none"> To occur on an ongoing basis | | | \$30,000 | Y | <ul style="list-style-type: none"> Will require some RDN staff time to identify opportunities and work with partners May require external expertise to assist with assessment and identification of enhancement opportunities | <ul style="list-style-type: none"> RDN User groups and stakeholders | <ul style="list-style-type: none"> RDN staff Town of Qualicum Beach City of Parkville School District 69 Sport field user groups |

| Recommendation | Timing | | Financial Requirements (Incremental to Current) | | | | | Assumption | Funding Sources (Anticipated or Required) | Parties Involved |
|---|--|---|---|-------------------------------|---|-------------------------------------|---|--|---|------------------|
| | Recommended Timeframe | Timeframe Rationale | Capital (Estimated 2017 \$s) | Operating (\$s Annual) | Project Based (Estimated "One-Time" \$) | Staff | | | | |
| 23. Defer the development of a full scale outdoor multi-use sport complex for at least five years | Medium to Long Term (5 – 10 years)/ Undetermined | <ul style="list-style-type: none"> Research and engagement inputs and identification of priorities suggests that a project of this scale is best deferred at least 5 years | \$3,000,000 – \$6,000,000 | \$200,000 – \$400,000 | | Y (TBD depending on prioritization) | <ul style="list-style-type: none"> Estimated capital cost range (in 2017 dollars) | <ul style="list-style-type: none"> RDN (additional tax requisition) Grants from seniors levels of government Capital sponsorships User group fundraising/ contributions/fees | <ul style="list-style-type: none"> RDN Board of Directors District 69 Recreation Commission Local government Sport field stakeholder groups | |
| 24. Continue to monitor sport field utilization and local trends over the next 3 – 5 years and consider retrofitting an existing natural surface field into artificial turf (only after further analysis of the factors outlined in the full recommendation text) | Short Term (3 – 5 years) | <ul style="list-style-type: none"> Opportunities to make better use of existing sports fields should be explored first. Further investigation into the viable of artificial turf should also occur before a project proceeds | \$1,000,000 – \$3,000,000 | \$75,000 – \$200,000 | \$25,000 | Y (TBD) | <ul style="list-style-type: none"> Estimated capital cost range (in 2017 dollars) \$25,000 allocated for future feasibility analysis | <ul style="list-style-type: none"> RDN (additional tax requisition) Grants from seniors levels of government Capital sponsorships User group fundraising/ contributions/fees | <ul style="list-style-type: none"> RDN Board of Directors District 69 Recreation Commission Local government Sport field stakeholder groups | |
| 25. Identify opportunities to integrate a dedicated medium scale (3,000 ft2 to 5,000 ft2) fitness and wellness space into an existing facility | Short Term (3 – 5 Years) | <ul style="list-style-type: none"> Timing dependent on other potential projects and initiatives (e.g. Ravensong Aquatic Centre expansion) | Dependent upon approach taken | Dependent upon approach taken | \$30,000 | Y (TBD) | <ul style="list-style-type: none"> Included in the estimated cost for the Ravensong Aquatic Centre expansion Other opportunities that require further exploration are the retrofit of the leisure ice area at Oceanside Place and future new facility development | <ul style="list-style-type: none"> RDN (additional tax requisition) Grants from seniors levels of government Capital sponsorships | <ul style="list-style-type: none"> RDN Board of Directors District 69 Recreation Commission RDN staff Stakeholders | |

| Recommendation | Timing | | Financial Requirements (Incremental to Current) | | | | Assumption | Funding Sources (Anticipated or Required) | Parties Involved |
|--|--|---|---|----------------------------------|---|---|---|---|--|
| | Recommended Timeframe | Timeframe Rationale | Capital (Estimated 2017 \$'s) | Operating (\$'s Annual) | Project Based (Estimated "One-Time" \$) | Staff | | | |
| 26. The development of a larger scale fitness and wellness space (>5,000 ft2) should be revisited and further analyzed in 10 years (as part of a larger multi-purpose facility project). | Medium to Long term (5 – 10 years)/ Undetermined | <ul style="list-style-type: none"> Immediate and short term focus on using existing spaces or smaller scale addition to existing facility. | Dependent upon approach taken | Dependent upon approach taken | TBD | Y (TBD) | <ul style="list-style-type: none"> To be re-visited as part of a potential multi-purpose recreation facility in the future | <ul style="list-style-type: none"> RDN (additional tax requisition) Grants from seniors levels of government Capital sponsorships | <ul style="list-style-type: none"> RDN Board of Directors District 69 Recreation Commission RDN staff Stakeholders |
| 27. Continue to place a priority on maximizing the use of current facilities and spaces and ensuring that recreational opportunities are geographically well balanced | Ongoing | <ul style="list-style-type: none"> To occur on an ongoing basis | | As per the 5 Year Financial Plan | | Y (existing staff levels) | <ul style="list-style-type: none"> RDN staff time required to assess current state and identify opportunities on a regular basis | <ul style="list-style-type: none"> RDN | <ul style="list-style-type: none"> RDN staff |
| 28. Should expansion or the re-purposing of spaces occur at the Ravensong Aquatic Centre and/or Oceanside Place, opportunities to increase the programming capability and capacity of these facilities should be pursued | Short term (3 – 5 Years)/ Medium to Long Term (5 – 10 Years) | <ul style="list-style-type: none"> As required based on projects that occur | TBD | TBD | \$25,000 | Y (existing staff levels depending on prioritization) | <ul style="list-style-type: none"> RDN staff time to assess current state and identify opportunities on an ongoing basis | <ul style="list-style-type: none"> RDN (additional tax requisition) Grants from seniors levels of government Capital sponsorships User group fundraising / contributions / fees | <ul style="list-style-type: none"> RDN staff Community partners User groups and stakeholders |

| Recommendation | Timing | | Financial Requirements (Incremental to Current) | | | | Assumption | Funding Sources (Anticipated or Required) | Parties Involved |
|---|--|--|---|----------------------------------|---|-----------------------------------|---|---|--|
| | Recommended Timeframe | Timeframe Rationale | Capital (Estimated 2017 \$'s) | Operating (\$'s Annual) | Project Based (Estimated "One-Time" \$) | Staff | | | |
| 29. The development of a new indoor multi-purpose recreation facility for recreation programming should be revisited in 5 years | Medium to Long Term (5 – 10 years)/ Undetermined | <ul style="list-style-type: none"> Major capital project that will require further exploration Required components/ amenities also dependent upon preceding projects | \$10,000,000 – \$20,000,000 | \$500,000 – \$1,000,000 | \$25,000 | Y (TBD based on delivery options) | <ul style="list-style-type: none"> Estimated capital and operating cost range (dependent upon factors such as: preceding project, facility components/ amenities, programming approach, management approach) \$25,000 allocated for future feasibility analysis | <ul style="list-style-type: none"> RDN (additional tax requisition) Grants from seniors levels of government Capital sponsorships User group fundraising/ contributions | <ul style="list-style-type: none"> RDN Board of Directors District 69 Recreation Commission Regional and local stakeholders (municipalities, user groups, etc.) |
| 30. Place a priority on maximizing the use of the leisure ice surface space based on highest and best use considerations (Attempt to increase utilization as a leisure ice space. Consider re-purposing if leisure ice utilization cannot be increased) | Immediate Term (1 – 3 Years)/ Short Term (3 – 5 years) | <ul style="list-style-type: none"> Immediate term focus on increasing use as a leisure ice space Consider retrofit if utilization cannot be increased | \$250,000 – \$1,000,000 | TBD based on repurposing options | | Y (existing staff levels) | <ul style="list-style-type: none"> Capital cost identifies range of potential retrofit cost Net operations assumed to be the same or better for all potential options (use as leisure ice or retrofit) | <ul style="list-style-type: none"> RDN Potential user groups (depending on type of retrofit if pursued) | <ul style="list-style-type: none"> RDN staff RDN Board of Directors District 69 Recreation Commission Oceanside Place facility users |
| 31. RDN Recreation Services should be involved as a key stakeholder in future parks, trails and open space planning. | Ongoing | <ul style="list-style-type: none"> To occur on an ongoing basis | | | | Y (existing staff levels) | <ul style="list-style-type: none"> N/A | | |

| Recommendation | Timing | | Financial Requirements (Incremental to Current) | | | | | Assumption | Funding Sources (Anticipated or Required) | Parties Involved |
|--|------------------------------------|--|---|-------------------------|---|---------------------------|---|--|---|------------------|
| | Recommended Timeframe | Timeframe Rationale | Capital (Estimated 2017 \$'s) | Operating (\$'s Annual) | Project Based (Estimated "One-Time" \$) | Staff | | | | |
| 32. Develop a sponsorship and naming policy and strategy | Immediate Term (1 – 3 years) | <ul style="list-style-type: none"> Conducting this project in the immediate term can help clarify potential revenue sources for future capital projects | | | \$25,000 | Y (existing staff levels) | <ul style="list-style-type: none"> \$25,000 allocated for external review | <ul style="list-style-type: none"> RDN staff District 69 Recreation Commission Stakeholders | | |
| 33. Conduct a Recreation Facility Needs Assessment every 5 years and use the information collected to update the Recreation Services Master Plan and other pertinent strategic documentation | Medium to Long Term (5 – 10 years) | <ul style="list-style-type: none"> Assumed to occur at the mid point between Master Plans (in five years from completion of the 2017 Recreation Services Master Plan) | | | \$25,000 | Y (existing staff levels) | <ul style="list-style-type: none"> \$25,000 allocated to complete the Needs Assessment and Master Plan update | <ul style="list-style-type: none"> RDN staff RDN Board of Directors District 69 Recreation Commission Stakeholders | | |
| 34. Develop and implement a Facility Project Development Framework to outline a transparent and standardized process for evaluating major facility projects and initiatives | Ongoing | <ul style="list-style-type: none"> Process to be used on an ongoing basis to inform decision making and next steps | | | \$10,000 | Y | <ul style="list-style-type: none"> Staff time required to communicate process requirements internally and externally and to assist with required research and analysis | <ul style="list-style-type: none"> RDN staff RDN Board of Directors District 69 Recreation Commission Stakeholders | | |

Capital Projects Summary

| Project | Capital Costs (2017, \$M) | | | | Description/Notes |
|--|---------------------------|-------------------------------|------------------------------------|-------------------------------|---|
| | Immediate (1 – 3 Years) | Short Term (3 – 5 Years) | Medium to Long Term (5 – 10 years) | Undetermined | |
| Ravensong Aquatic Centre Expansion (Recommendation #19) | | \$8,676,752 | | | <ul style="list-style-type: none"> Reflects Option 1 as presented |
| Curling Facility (Recommendations #20,#21) | | | | \$1,000,000 – \$9,000,000 | <ul style="list-style-type: none"> Capital costs ranging from upgrades to exist or demolition (\$1M) to new facility build (\$4 – \$9M) |
| Multi-use sport complex (Recommendation #23) | | | | \$3,000,000 - \$6,000,000 | <ul style="list-style-type: none"> Deferred for at least five years |
| Replace natural grass surface of existing field with artificial turf (Recommendation #24) | | \$1,000,000 – \$3,000,000 | | | <ul style="list-style-type: none"> Opportunities to make better use of existing sports fields should be explored first. Further investigation into the viable of artificial turf should also occur before a project proceeds |
| Integration of a dedicated medium scale (3,000 ft2 to 5,000 ft2) fitness and wellness space into an existing facility (Recommendation #25) | | Dependent upon approach taken | | | <ul style="list-style-type: none"> Included in the estimated cost for the Ravensong Aquatic Centre expansion Other opportunities that require further exploration are the retrofit of the leisure ice area at Oceanside Place and future new facility development |
| Larger scale fitness and wellness space (>5,000 ft2) (Recommendation #26) | | | | Dependent upon approach taken | <ul style="list-style-type: none"> Likely to be part of a multi-purpose recreation facility project if developed in the future |
| Multi-Purpose Recreation Facility (Recommendation #29) | | | | \$10,000,000 – \$20,000,000 | <ul style="list-style-type: none"> To be revisited in 5 – 10 years |
| Leisure ice repurposing at Oceanside Place | | \$250,000 – \$1,000,000 | | | <ul style="list-style-type: none"> Only if utilization cannot be increased |

INFRASTRUCTURE PRIORITIZATION FRAMEWORK

The following Infrastructure Prioritization Framework has been developed to help rank potential projects and inform the implementation time frames and approaches outlined in the first part of this section. As outlined in the following chart, the Framework provides a scoring metric that takes into account a number of factors, considerations and realities that will need to be measured when determining priorities.

| Criteria | 3 Points | 2 Points | 1 Point | 0 Points | Weighting |
|--|---|---|---|---|-----------|
| Resident Demand^A | The type of facility/amenity was a top 2 priority as identified in the resident survey. | The type of facility/amenity was a 3 – 4 priority as identified in the resident survey. | The type of facility/amenity was a 5 – 7 priority as identified in the resident survey. | N/A | 1 |
| Group and Stakeholder Demand^B | The type of facility/amenity was identified as a high priority during the stakeholder consultation. | The type of facility/amenity was identified as a moderate priority during the stakeholder consultation. | The type of facility/amenity was identified as a low priority during the stakeholder consultation. | N/A | 1 |
| Current Provision | The facility/amenity project would add a completely new recreation opportunity in District 69. | The facility/amenity project would significantly improve existing provision. | N/A | The facility/amenity is already adequately provided (the project would not improve existing provision). | 1 |
| Capital Cost Impacts^C | The facility/amenity project has an estimated capital cost of <\$1M. | The facility/amenity project has an estimated capital cost of \$1M – \$2M | The facility/amenity project has an estimated capital cost of \$3M – \$5M | The facility/amenity project has an estimated capital cost of >\$5M. | 1 |
| Operating Cost Impacts | The facility/amenity project is not projected to require an incremental operating subsidy (above current) | The facility/amenity project is projected to require a small incremental subsidy (<\$100,000) (above current). | The facility/amenity project is projected to require a moderate incremental subsidy (\$100,000 – \$200,000) (above current). | The facility/amenity project is projected to require a incremental subsidy (>\$200,000) (above current). | 1 |
| Economic Impact | The facility/amenity will draw significant non-local spending to District 69 (e.g. event and competition hosting, regional attraction). | The facility/amenity will draw moderate non-local spending to District 69 (e.g. event and competition hosting, regional attraction). | N/A | The facility/amenity has no or limited potential to draw non-local spending to District (primarily a localized facility/amenity). | 1 |
| Cost Savings Through Partnerships or Grants | Partnership and/or grant opportunities exist in development and/or operating that equate to 50% or more of the overall facility cost. | Partnership and/or grant opportunities exist in development and/or operating that equate to 25% – 49% or more of the overall facility cost. | Partnership and/or grant opportunities exist in development and/or operating that equate to 10% – 24% or more of the overall facility cost. | No potential partnership or grant opportunities exist at this point in time. | 1 |
| Age and Ability Level | The facility/amenity project would provide opportunities for all ages and ability levels. | N/A | The facility/amenity may be somewhat accessible to all ages and abilities but is primarily focused on a specific age group or level of competition. | The facility/amenity would not provide opportunities for all ages and abilities. | 1 |

A See ranking on page 34 of the MP (also in the Executive Summary of the State of Recreation in District 69 Research Report).

B **High Priority:** Identified as a priority for new development or enhancement by over 40% of Community Group Questionnaire respondents and/or a prevalent need identified during the stakeholder interviews.

Moderate Priority: Identified as a priority for new development or enhancement by 20 - 39% of Community Group Questionnaire respondents and/or a moderate need identified during the stakeholder interviews.

Low Priority: Identified as a priority for new development or enhancement by <20% of group survey respondents and/or identified as a low need during the stakeholder interviews.

C See the appendices for estimated capital costs for each potential project.

FACILITY PROJECTS SCORING

Based on the scoring metrics outlined in the Infrastructure Prioritization Framework presented on the previous page, the potential facility/amenity projects have been scored and ranked. However it is important to reiterate that this ranking is preliminary and solely intended to inform Master Plan implementation discussions and resource identification. Decision making related to any of these potential facility/amenity projects is the responsibility of the RDN Board of Directors.

Note: The projects ranked in this Framework are based on the list of facility/amenity types identified in the Resident Survey and Community Group Questionnaire. The scoring charts and estimated capital costs associated with each facility/amenity type are provided in the appendices.

| INDOOR Facility/Amenity Project | Rank |
|--|------|
| Ravensong Aquatic Centre Expansion ^D | 1 |
| Health/Wellness Centre (e.g. addition to existing facility or new facility) | 2 |
| Performing Arts Centre | 3 |
| Multi-purpose Recreation Facility (e.g. addition to existing facility or new facility) | 3 |
| Teen/Youth Centre | 4 |
| Seniors Centre | 4 |
| Ice Arena (development of new ice sheets) | 4 |

D As defined in Recommendation #18.

| OUTDOOR Facility/Amenity Project | Rank |
|--|------|
| Walking/Hiking Trails | 1 |
| Natural Parks and Protected Areas | 2 |
| Picnic Areas and Passive Parks | 2 |
| Bicycle/Roller Blade Paths | 3 |
| Playgrounds | 4 |
| Synthetic Turf Field (retrofit of natural surface field to synthetic turf) | 4 |
| Multi-sport Complex (including synthetic turf, track and field, field house building) ^E | 5 |

E As defined in Recommendation #23.





APPENDICES

| | |
|--|-----------|
| A: Benefits HUB Research Sources | 69 |
| B: Ravensong Aquatics Centre Feasibility Study (2009) —Test Facility Plans. | 71 |
| C: Aquatics Options—Capital Cost Charts | 74 |
| D: Detailed Amenity Scoring | 77 |
| E: Estimated Capital Costs for Amenity Scoring. | 78 |
| F: District 69 Recreation Services—Financial Overview. | 79 |
| G: State of Recreation in District 69 Research Report | 80 |

A

BENEFITS HUB RESEARCH SOURCES

- 2 Moore SC, et al. (2012) Leisure Time Physical Activity of Moderate to Vigorous Intensity and Mortality: A Large Pooled Cohort Analysis. *PLoS Medicine* 9 (11): e1001335. doi:10.1371/journal.pmed.1001335
- 3 Gallegos-Carillo, Katia et al. (2012). Physical Activity and Reduced Risk of Depression: Results of a Longitudinal Study of Mexican Adults. *Health Psychology*. In press. doi: 10.1037/a0029276
- 4 Burton, James P. , Hoobler, Jenny M. and Scheuer, Melinda L. (2012) Supervisor Workplace Stress and Abusive Supervision: The Buffering Effect of Exercise. *Journal of Business and Psychology*.
- 5 Heinze, John. (2011). *Benefits of Green Space – Recent Research*. Chantilly, Virginia: Environmental Health Research Foundation.
- 6 Marten, Karen. (2010). *Brain boost: Sport and physical activity enhance children’s learning*. Crawley, Western Australia: University of Western Australia.
- 7 Catteral, James S. (2012). *The Arts and Achievement in At-Risk Youth: Findings from Four Longitudinal Studies*. Washington, District of Columbia: National Endowment for the Arts.
- 8 Mulligan, M. et al. (2006). *Creating Community: Celebrations, Arts and Wellbeing Within and Across Local Communities*. Melbourne, Australia: Globalism Institute, RMIT University.
- 9 Eime, Rochelle M et al. (2013). A systematic review of the psychological and social benefits of participation in sport for adults: informing development of a conceptual model of health through sport. *International Journal of Behavioral Nutrition and Physical Activity*. 10(35).
- 10 Francis, Jacinta et al. (2012). Creating sense of community: The role of public space. *Journal of Environmental Psychology*. 32(4): 401- 409. <http://dx.doi.org/10.1016/j.jenvp.2012.07.002>
- 11 Henderson, K., Scanlin, M., Whitaker, L., et al. (2005) *Intentionality and Youth Development Through Camp Experiences*. Canadian Congress on Leisure Research. 11th, Nanaimo, British Columbia.
- 12 Henderson, K., Scanlin, M., Whitaker, L., et al. (2005) *Intentionality and Youth Development Through Camp Experiences*. Canadian Congress on Leisure Research. 11th, Nanaimo, British Columbia.
- 13 Totten, M. (2007). *Access to Recreation for Low-Income Families in Ontario: The Health, Social and Economic Benefits of Increasing Access to Recreation for Low-Income Families; Research Summary Report*. Toronto, Ontario: Ministry of Health Promotion.
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- 15 LeRoux, Kelly. (2012). *Interest in Arts Predicts Social Responsibility*. Chicago:University of Illinois at Chicago. Press Release.

- 16 National Endowment for the Arts. (2009). *Art-Goers in Their Communities: Patterns of Civic and Social Engagement*. Nea Research Note #98. Washington, D.C.: Author.
- 17 Hutchinson, Susan L. (2011). *Physical Activity, Recreation, Leisure, and Sport: Essential Pieces of the Mental Health and Well-being Puzzle*.
- 18 Canadian Association for Health, Physical Education, Recreation and Dance (CAHPERD). (2004) *Physical Activity: Health benefits and costs to health care system*. Ottawa, Ontario: Author.
- 19 Witt, Peter A and Cladwell, Linda L. (2010). *The Scientific Evidence Relating to the Impact of Recreation on Youth Development, in The Rationale for Recreation Services for Youth: An Evidenced Based Approach*. Ashburn, Virginia: National Recreation and Parks Association.
- 20 Collingwood, Thomas R. et al. (2000). *Physical Training as a Substance Abuse Prevention Intervention for Youth*. *Journal of Drug Education*. 30 (4): 435-451.
- 21 Momer, Bernard. (2011) *Our City, Ourselves: A Cultural Landscape Assessment of Kelowna, British Columbia*. Kelowna, British Columbia: City of Kelowna Recreation and Cultural Services.
- 22 Gertler, M. (2004). *Creative cities: What are they for, how do they work, and how do we build them?* Ottawa, Ontario: Canadian Policy Research Network.
- 23 Cohen, D. et al. (2007). *Contribution of Public Parks to Physical Activity*. *American Journal of Public Health*, 97(3), 509.
- 24 Groth, P. (2008). *Quantifying the Greenhouse Gas Benefits of Urban Parks*. San Francisco, California: The Trust for Public Land.
- 25 Place, G. (2004). *Youth Recreation Leads to Adult Conservation*. Chicago, Illinois: Chicago State University.

B

RAVENSONG AQUATICS CENTRE FEASIBILITY STUDY (2009)—TEST FACILITY PLANS

0919 RAVENSONG AQUATIC CENTRE EXPANSION – FEASIBILITY REVIEW REPORT 2013 COST UPDATE
November 14, 2013

VI TEST FACILITY PLANS

The following pages describe 2 possible options that can be derived from above components. These plans are illustrative in nature, intended to show two of the possible many configurations of above component options. The 2 distinct plans highlight the 2 site planning approaches; we have kept the actual facility comparable in size and choice of wellness area and pool layout. Both approaches respect existing site constraints, including the current property boundaries defined by lease agreement with the Township of Qualicum.

VI.a Approach #1 – retention of existing entry point, single level facility with leisure pool expansion

This option is comparable to the previous 2006 feasibility study in the location and size of Wellness Centre, Multi-Purpose Room, Entry and Universal Change Room.



Room Legend

- Administration
- Control / Reception
- Corridor
- Entry Lobby

- Mechanical and Storage
- Men's Change Room

- New MP Room
- Staff Area
- Universal (F family) Change Room
- Wellness Centre
- Wellness Support Spaces
- Women's Change Room

SKETCH PLAN OF OVERALL FACILITY APPROACH #1 – NOT TO SCALE

| | |
|--------------------------|------------------|
| EXISTING FACILITY AREA: | 1605M2 / 17270SF |
| NEW ADDITIONAL AREA: | 1285M2 / 13830SF |
| NEW TOTAL FACILITY AREA: | 2890M2 / 31100SF |

0919 RAVENSONG AQUATIC CENTRE EXPANSION – FEASIBILITY REVIEW REPORT 2013 COST UPDATE
November 14, 2013

VI.b Approach #2 – reversal of the entry location

The main difference between this test plan and the previous plan is the reversal of the entry location. The result is an improved overall organization of the facilities relationship between the entry, the pool hall and the MP room. The illustrative perspective sketch below indicates this new entry situation with views to the expanded pool.



SKETCH PLAN OF OVERALL FACILITY APPROACH #2 – NOT TO SCALE



SKETCH PERSPECTIVE OF POSSIBLE EXPANSION

Room Legend

- Administration
- Control / Reception
- Corridor
- Entry Lobby
- Mechanical and Storage
- Men's Change Room
- New MP Room
- Staff Area
- Universal (Family) Change Room
- Wellness Centre
- Wellness Support Spaces
- Women's Change Room



AQUATICS OPTIONS— CAPITAL COST CHARTS

OPTION 1

| Component | | Area (m ²) | Area (f ²) | Cost (per m ²) | Cost (per f ²) | Cost |
|---|------------|------------------------|------------------------|----------------------------|----------------------------|--------------------|
| Hard Constructions Cost | | | | | | |
| Pool including Pool Mechanical | New | 600 | 6,458 | \$6,056.36 | \$562.60 | \$3,633,816 |
| Universal Change Rooms | New | 160 | 1,722 | \$5,619.04 | \$522.00 | \$899,046 |
| Control Area | Renovation | 26 | 280 | \$1,624.00 | \$150.80 | \$42,224 |
| Entry Lobby | New | 22 | 237 | \$2,560.12 | \$237.80 | \$56,323 |
| Staff Area | Renovation | 40 | 431 | \$2,809.52 | \$261.00 | \$112,381 |
| Wellness Centre | New | 420 | 4,521 | \$2,934.80 | \$272.60 | \$1,232,616 |
| Multi Purpose Room | New | 105 | 1,130 | \$3,558.88 | \$330.60 | \$373,682 |
| Sprinkler Upgrade | | | | | | \$232,000 |
| Site Development | | | | | | \$250,000 |
| Total Hard Construction Cost | | | | | | \$6,832,088 |
| Soft Costs | | | | | | |
| Design and Management Fees | | | | | | |
| Loose Furnishings and Equipemt | | | | | | |
| Construction Contingency | | | | | | |
| Development Cost Charges | | | | | | |
| Owner Administration Costs | | | | | | |
| Owner Legal Costs | | | | 27% | | \$1,844,664 |
| Total Soft Costs | | | | | | \$1,844,664 |
| Total Project Cost as of May 2017 (2017, \$) | | | | | | \$8,676,752 |

Note: All construction costs include 7% PST.

OPTION 2

| Component | | Area (m ²) | Area (f ²) | Cost (per m ²) | Cost (per f ²) | Cost |
|---|------------|------------------------|------------------------|----------------------------|----------------------------|---------------------|
| Hard Constructions Cost | | | | | | |
| Pool including Pool Mechanical | New | 600 | 6,458 | \$6,056.36 | \$562.60 | \$3,633,816 |
| 2 Lane Pool Expansion | Renovation | 450 | 4,844 | 2,500.00 | \$232.26 | \$1,125,000 |
| Hot Pool | New | 100 | 1,076 | 6,500.00 | \$603.86 | \$650,000 |
| Universal Change Rooms | New | 160 | 1,722 | \$5,619.04 | \$522.00 | \$899,046 |
| Control Area | Renovation | 26 | 280 | \$1,624.00 | \$150.80 | \$42,224 |
| Entry Lobby | New | 22 | 237 | \$2,560.12 | \$237.80 | \$56,323 |
| Staff Area | Renovation | 40 | 431 | \$2,809.52 | \$261.00 | \$112,381 |
| Wellness Centre | New | 420 | 4,521 | \$2,934.80 | \$272.60 | \$1,232,616 |
| Multi Purpose Room | New | 105 | 1,130 | \$3,558.88 | \$330.60 | \$373,682 |
| Sprinkler Upgrade | | | | | | \$232,000 |
| Site Development | | | | | | \$250,000 |
| Total Hard Construction Cost | | | | | | \$8,607,088 |
| Soft Costs | | | | | | |
| Design and Management Fees | | | | | | |
| Loose Furnishings and Equipemt | | | | | | |
| Construction Contingency | | | | | | |
| Development Cost Charges | | | | | | |
| Owner Administration Costs | | | | | | |
| Owner Legal Costs | | | | 27% | | \$2,323,914 |
| Total Soft Costs | | | | | | \$2,323,914 |
| Total Project Cost as of May 2017 (2017, \$) | | | | | | \$10,931,002 |

Note: All construction costs include 7% PST.

OPTION 3

| Component | | Area (m ²) | Area (f ²) | Cost (per m ²) | Cost (per f ²) | Cost |
|---|-------|------------------------|------------------------|----------------------------|----------------------------|---------------------|
| Hard Constructions Cost | | | | | | |
| New Aquatic Facility | | | | | | |
| <i>New Facility</i> | 2,889 | 31,100 | \$5,200.00 | \$483.09 | \$15,024,099 | |
| <i>Site Development</i> | | | | | \$1,000,000 | |
| Total Hard Construction Cost | | | | | | \$16,024,099 |
| Soft Costs | | | | | | |
| Design and Management Fees | | | | | | |
| Loose Furnishings and Equipemt | | | | | | |
| Construction Contingency | | | | | | |
| Development Cost Charges | | | | | | |
| Owner Administration Costs | | | | | | |
| Owner Legal Costs | | | | 25% | | \$4,006,025 |
| Total Soft Costs | | | | | | \$4,006,025 |
| Total Project Cost as of May 2017 (2017, \$) | | | | | | \$20,030,124 |

Note: All construction costs include 7% PST.

D

DETAILED AMENITY SCORING

| INDOOR Facility/Amenity Project | Resident Demand | Group and Stakeholder Demand | Current Provision | Capital Cost Impacts | Operating Cost Impacts | Economic Impact | Cost Savings Through Partnerships or Grants | Age and Ability Level | Total Score | Rank |
|--|-----------------|------------------------------|-------------------|----------------------|------------------------|-----------------|---|-----------------------|-------------|------|
| Ravensong Aquatic Centre Expansion ^A | 3 | 3 | 2 | 0 | 3 | 2 | Unknown | 3 | 16 | 1 |
| Health/Wellness Centre (e.g. addition to existing facility or new facility) | 3 | 3 | 3 | 1 | 2 | 0 | Unknown | 3 | 15 | 2 |
| Performing Arts Centre | 2 | 2 | 2 | 0 | 0 | 2 | Unknown | 3 | 11 | 3 |
| Multi-purpose Recreation Facility (e.g. addition to existing facility or new facility) | 2 | 3 | 2 | 0 | 1 | 0 | Unknown | 3 | 11 | 3 |
| Teen/Youth Centre | 1 | 2 | 2 | 2 | 1 | 0 | Unknown | 1 | 9 | 4 |
| Seniors Centre | 1 | 3 | 1 | 2 | 1 | 0 | Unknown | 1 | 9 | 4 |
| Ice Arena (development of new ice sheets) | 1 | 2 | 1 | 0 | 0 | 2 | Unknown | 3 | 9 | 4 |

| OUTDOOR Facility/Amenity Project | Resident Demand | Group and Stakeholder Demand | Current Provision | Capital Cost Impacts | Operating Cost Impacts | Economic Impact | Cost Savings Through Partnerships or Grants | Age and Ability Level | Total Score | Rank |
|--|-----------------|------------------------------|-------------------|----------------------|------------------------|-----------------|---|-----------------------|-------------|------|
| Walking/Hiking Trails | 3 | 3 | 2 | 3 | 2 | 0 | Unknown | 3 | 16 | 1 |
| Natural Parks and Protected Areas | 3 | 2 | 2 | 3 | 2 | 0 | Unknown | 3 | 15 | 2 |
| Picnic Areas and Passive Parks | 2 | 3 | 2 | 3 | 2 | 0 | Unknown | 3 | 15 | 2 |
| Bicycle/Roller Blade Paths | 2 | 2 | 2 | 3 | 2 | 0 | Unknown | 3 | 14 | 3 |
| Playgrounds | 1 | 2 | 2 | 3 | 2 | 0 | Unknown | 1 | 11 | 4 |
| Synthetic Turf Field (retrofit of natural surface field to synthetic turf) | 1 | 2 | 3 | 1 | 1 | 2 | Unknown | 1 | 11 | 4 |
| Multi-sport Complex (including synthetic turf, track and field, field house building) ^B | 1 | 2 | 3 | 0 | 1 | 2 | Unknown | 1 | 10 | 5 |

A As defined in Recommendation #18.

B As defined in Recommendation #23.

E

ESTIMATED CAPITAL COSTS FOR AMENITY SCORING

| INDOOR Facility/Amenity Project | Estimated Capital Cost (2017 \$) |
|--|----------------------------------|
| Ravensong Aquatic Centre Expansion ^A | \$8M – \$10M |
| Health/Wellness Centre (e.g. addition to existing facility or new facility) | \$3M – 5M |
| Performing Arts Centre | \$5M – \$7M |
| Multi-purpose Recreation Facility (e.g. addition to existing facility or new facility) | \$8M – \$20M |
| Performing Arts Centre | \$1M – \$2 M |
| Teen/Youth Centre | \$1M – \$2 M |
| Seniors Centre | \$10M – \$20M |
| Ice Arena | \$10M – \$20M |

A As defined in Recommendation #18.

| OUTDOOR Facility/Amenity Project | Estimated Capital Cost (2017 \$) |
|--|----------------------------------|
| Trails (new development of major enhancement) | N/A ^B |
| Natural Parks and Protected Areas | N/A ^B |
| Picnic Areas and Passive Parks | N/A ^B |
| Playgrounds | \$100K – \$200K |
| Synthetic Turf Field (retrofit of natural surface field to synthetic turf) | \$2M – \$4M |
| Multi-sport complex (including synthetic turf, track and field, field house building) ^C | \$5M – \$10 M |

B Project specific; assumed as <\$1M for scoring purposes.

C As defined in Recommendation #23.

F

DISTRICT 69 RECREATION SERVICES— FINANCIAL OVERVIEW

| Service Area | Oceanside Place | Ravensong Aquatic Centre | Northern Community Recreation Program Services | Total |
|----------------------------|-----------------|--------------------------|--|-------------|
| Operating Revenues | \$639,079 | \$667,370 | \$425,381 | \$1,731,830 |
| Operating Expenses | \$2,250,986 | \$2,629,527 | \$1,824,164 | \$6,704,677 |
| Cost Recovery | 28% | 25% | 23% | 26% |
| Required Operating Subsidy | \$1,611,907 | \$1,962,157 | \$1,398,783 | \$4,972,847 |

| Oceanside Place | 2017 | 2018 | 2019 | 2020 | 2021 |
|---|-------------|-------------|-------------|-------------|-------------|
| Taxes and Revenues (property taxes, recreation fees, rentals, concession, etc.) | \$2,572,978 | \$2,630,521 | \$2,688,371 | \$2,747,563 | \$2,808,128 |
| Operating Expenditures | \$2,250,986 | \$2,302,006 | \$2,293,216 | \$2,329,993 | \$2,368,655 |
| Capital Expenditures | \$119,875 | \$109,871 | \$346,825 | \$142,840 | \$145,500 |
| Capital Financing Charges | \$273,052 | \$273,052 | \$273,052 | \$273,052 | \$273,052 |
| Net Surplus/(Deficit) for the Year | \$(69,935) | \$(54,408) | \$(22,722) | \$1,678 | \$20,921 |
| Surplus Applied to Future Years | \$158,572 | \$104,164 | \$81,442 | \$83,120 | \$104,041 |

| Ravensong Aquatic Centre | 2017 | 2018 | 2019 | 2020 | 2021 |
|---|-------------|-------------|-------------|-------------|-------------|
| Taxes and Revenues (property taxes, recreation fees, rentals, concession, etc.) | \$2,637,699 | \$2,676,846 | \$2,736,675 | \$2,777,600 | \$2,819,349 |
| Operating Expenditures | \$2,629,527 | \$2,666,231 | \$2,703,642 | \$2,771,779 | \$2,715,124 |
| Capital Expenditures | \$107,050 | \$620,235 | \$254,325 | \$102,040 | \$207,500 |
| Capital Financing Charges | \$0 | \$0 | \$0 | \$0 | \$0 |
| Net Surplus/(Deficit) for the Year | \$(98,878) | \$(9,620) | \$(21,292) | \$(11,219) | \$(3,275) |
| Surplus Applied to Future Years | \$137,777 | \$128,157 | \$106,865 | \$95,646 | \$92,371 |

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STATE OF RECREATION IN DISTRICT 69 RESEARCH REPORT

<< To be added once finalized. >>





TO: Regional District of Nanaimo Board **MEETING:** October 3, 2017

FROM: Stephen Boogaards
Planner **FILE:** PL2017-015

SUBJECT: **Zoning Amendment Application No. PL2017-015**
2720 Benson View Road – Electoral Area ‘C’
Amendment Bylaw No. 500.409, 2017 – Adoption
Lot 2, Section 9 and 10, Ranges 4 and 5, Mountain District, Plan 35684

RECOMMENDATION

That the Board adopt “Regional District of Nanaimo Land Use and Subdivision Amendment Bylaw No. 500.409, 2017”.

SUMMARY/CONCLUSIONS

The applicant has completed the conditions of approval for proposed “Regional District of Nanaimo Land Use and Subdivision Amendment Bylaw No. 500.409, 2017”, therefore staff recommends that the Board adopt Amendment Bylaw No. 500.409, 2017.

BACKGROUND

The Regional District of Nanaimo has received an application from Johann Van Rensburg to rezone the subject property from Rural 1 Zone (RU1), Subdivision District ‘D’ to RU1 Zone, Subdivision District ‘F’ in order to permit the subdivision of the property into two 1.0 hectare lots. “Regional District of Nanaimo Land Use and Subdivision Amendment Bylaw No. 500.409, 2017” was introduced and given first and second reading on May 23, 2017 (see Attachment 1). The Board also waived the Public Hearing on May 23, 2017 in accordance with Section 464(2) of the *Local Government Act*. The Bylaw received third reading on June 27, 2017.

As a condition of rezoning approval, and prior to the adoption of Bylaw 500.409, the applicant was required to register a Section 219 covenant on the property title to ensure each parcel created is 1.0 hectare; prevent further subdivision of the new parcels; include the Preliminary Hydrological Assessment; and ensure that the wells will be constructed and tested in accordance with “Board Policy B1.21 – Groundwater – Application Requirements for Rezoning of Un-Serviced Lands”. The applicant has satisfied the conditions of approval. As such, Bylaw 500.409 is presented to the Board for consideration of adoption.

ALTERNATIVES

1. To adopt “Regional District of Nanaimo Land Use and Subdivision Amendment Bylaw No. 500.409, 2017”.
2. To not adopt “Regional District of Nanaimo Land Use and Subdivision Amendment Bylaw No. 500.409, 2017”.



Stephen Boogaards
sboogaards@rdn.bc.ca
September 14, 2017

Reviewed by:

- J. Holm, Manager, Current Planning
- G. Garbutt, General Manager, Strategic & Community Development
- P. Carlyle, Chief Administrative Officer

Attachments

1. Proposed Amendment Bylaw No. 500.409, 2017

Attachment 1

Proposed Amendment Bylaw No. 500.409, 2017

**REGIONAL DISTRICT OF NANAIMO
BYLAW NO. 500.409**

**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. 500.409, 2017”.
- B. The “Regional District of Nanaimo Land Use and Subdivision Bylaw No. 500, 1987”, is hereby amended as follows:
 - 1. By rezoning the lands shown on the attached Schedule ‘1’ and legally described as

Lot 2, Sections 9 and 10, Ranges 4 and 5, Mountain District, Plan 35684

from Rural 1 Zone Subdivision District ‘D’ to Rural 1 Zone Subdivision District ‘F’

Introduced and read two times this 23rd day of May, 2017.

Public Hearing waived in accordance with the *Local Government Act* this 23rd day of May, 2017.

Read a third time this 27th day of June 2017.

Adopted this ___ day of _____ 20XX.

Chair

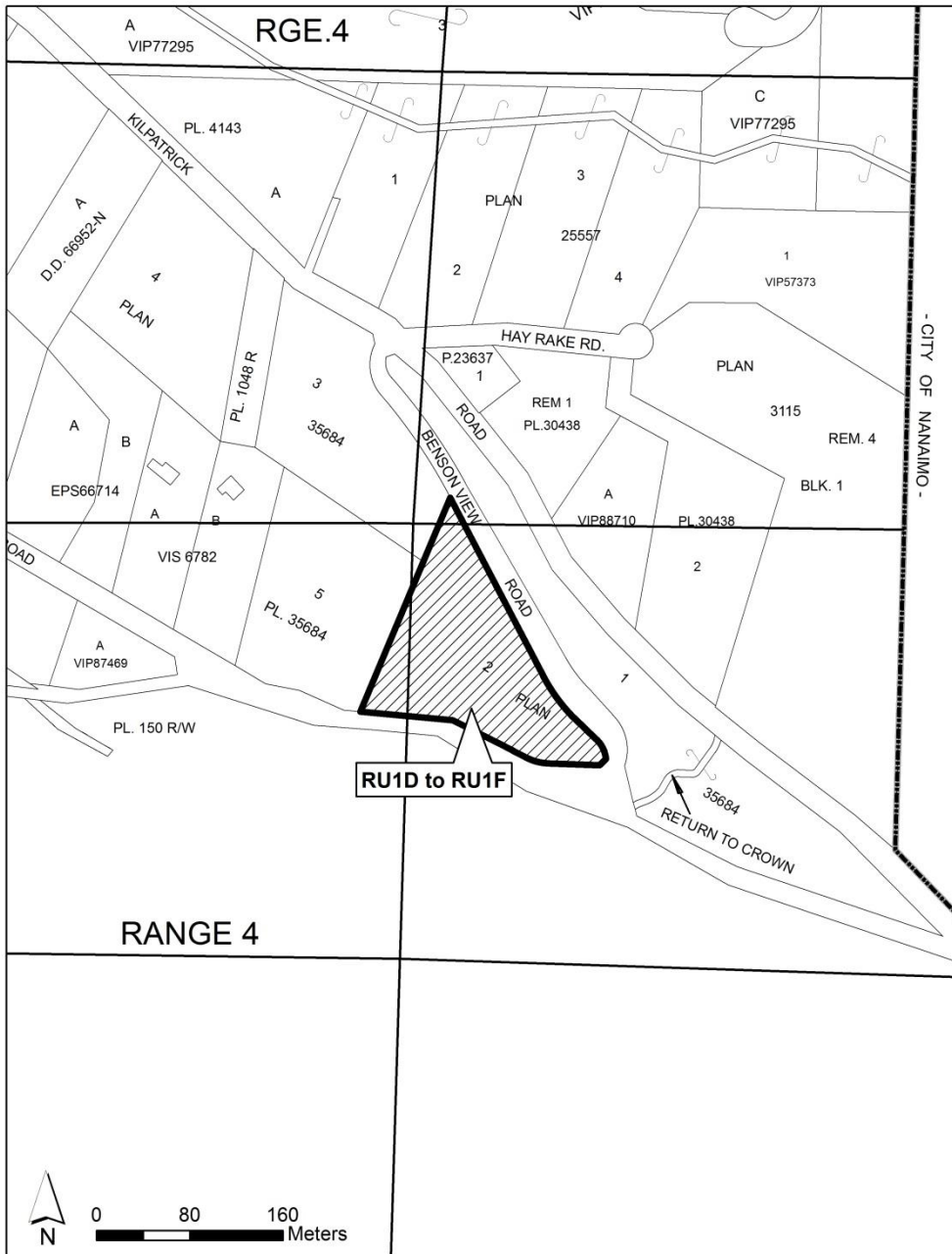
Corporate Officer

Schedule '1' to accompany "Regional District of Nanaimo Land Use and Subdivision Amendment Bylaw No. 500.409, 2017".

Chairperson

Corporate Officer

Schedule '1'



occur until such time that a report from a Professional Engineer (registered in BC) has been completed to the satisfaction of the Regional District of Nanaimo confirming that the wells have been pump tested and certified including well head protection, and that the water meets Canadian Drinking Water Standards.

- Register a Section 219 covenant on the property title prohibiting bare land strata subdivision as per the *Strata Property Act*.

The applicant has satisfied the conditions of approval. As such, the Bylaw is presented to the Board for consideration for adoption.

ALTERNATIVES

1. To adopt “Regional District of Nanaimo Land Use and Subdivision Amendment Bylaw No. 500.407, 2017”.
2. To not adopt “Regional District of Nanaimo Land Use and Subdivision Amendment Bylaw No. 500.407, 2017”.



Kristy Marks
kmarks@rdn.bc.ca
September 14, 2017

Reviewed by:

- J. Holm, Manager, Current Planning
- G. Garbutt, General Manager, Strategic & Community Development
- P. Carlyle, Chief Administrative Officer

Attachments

1. Proposed Amendment Bylaw No. 500.407, 2017

Attachment 1

Proposed Amendment Bylaw No. 500.407, 2017

**REGIONAL DISTRICT OF NANAIMO
BYLAW NO. 500.407**

**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. 500.407, 2017”.
- B. “Regional District of Nanaimo Land Use and Subdivision Bylaw No. 500, 1987”, is hereby amended as follows:

1. Under **PART 3 LAND USE REGULATIONS, Section 3.1 Zones** by adding the following zoning classification and corresponding short title after Rural 1 (RU1) Zone:

Rural 1.1 (RU1.1)

2. By adding Section 3.4.81.1 (RU1.1)

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 13, District Lot 109, Newcastle District, Plan 30254

From Rural 1 Zone (RU1), Subdivision District ‘A’ to Rural 1.1 Zone (RU1.1) Zone, Subdivision District ‘D’

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

Public Hearing held this 30th day of March, 2017.

Read a third time this 25th day of April, 2017.

Adopted this ___ day of _____ 20XX.

Chair

Corporate Officer

Chairperson

Corporate Officer

Schedule '1'

Section 3.4.81.1

RURAL 1.1

RU1.1

Permitted Uses and Minimum Site Area

Required Site Area with:

| Permitted Uses | Community Water & Sewer System | Community Water System | No Community Services |
|------------------------|---|-------------------------------|------------------------------|
| a) Agriculture | n/a | n/a | n/a |
| b) Aquaculture | 5000 m ² | 5000 m ² | 5000 m ² |
| c) Home Based Business | n/a | n/a | n/a |
| d) Produce Stand | n/a | n/a | n/a |
| e) Residential Use | n/a | n/a | n/a |
| f) Silviculture | n/a | n/a | n/a |
| g) Secondary Suite | n/a | n/a | n/a |

Maximum Number and Size of Buildings and Structures

- | | |
|---|--|
| 1) Accessory buildings | combined floor area of 400m ² |
| 2) Dwelling Units/parcel: | |
| a) on a parcel having an area greater than twice the minimum parcel size as established by Schedule '4B Subdivision District – Minimum Parcel Sizes' | 2 |
| b) on a parcel having an area equal to or less than twice the minimum parcel size as established by Schedule '4B Subdivision District – Minimum Parcel Sizes' | 1 |
| 3) Height | 9.0m |
| 4) Parcel Coverage | 25% |

Chairperson

Corporate Officer

Schedule '2'

