



**REGIONAL DISTRICT of NANAIMO**  
**Operational and Efficiency Review**

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## Introduction

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

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

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

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

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

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

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

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

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

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

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

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

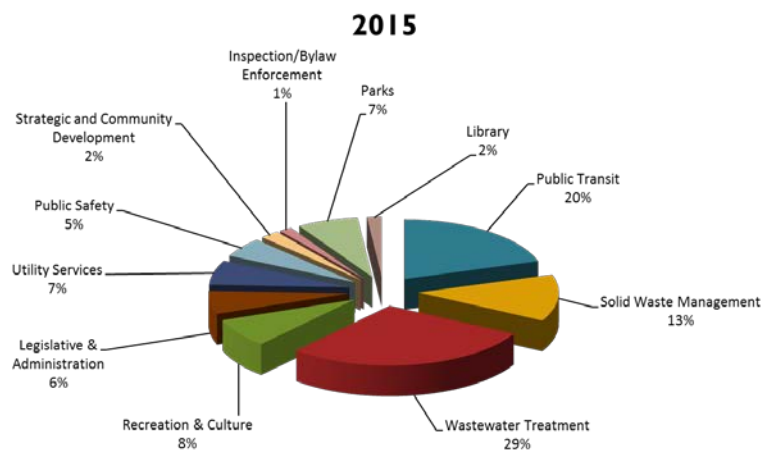
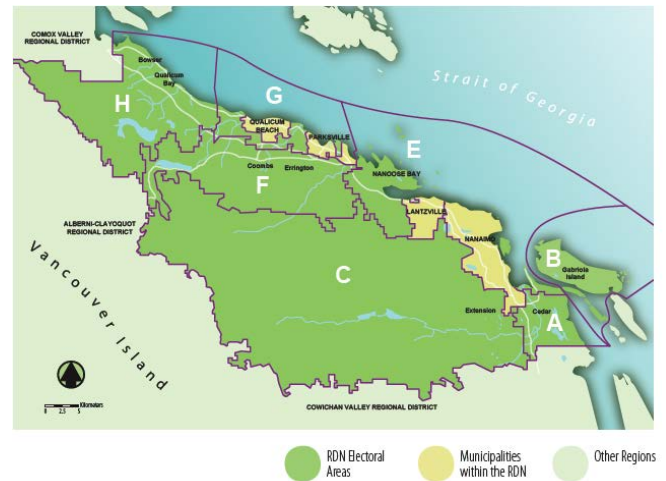
It is also noteworthy that the priority recommendations highlight a large number of potential changes that are aimed at improvements to the efficiency and effectiveness of approval processes at the RDN. While providing indirect savings to the RDN organization in terms of resource efficiency, these recommendations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

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

## The RDN Organization

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

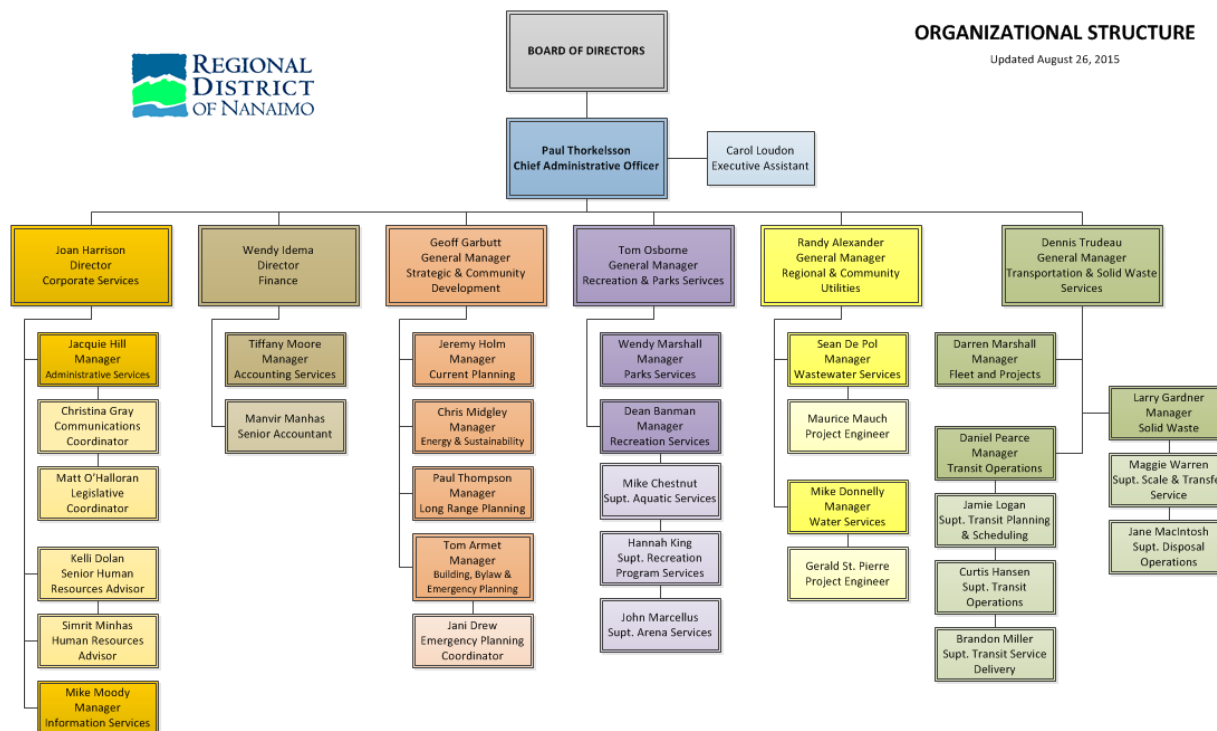
The RDN is governed by a Board consisting of 17 members, both directly elected (Electoral Area Directors) and appointed from member municipal councils, responsible for annual expenditures of approximately \$120 million including both operational and capital budgets.



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



**ORGANIZATIONAL STRUCTURE**  
Updated August 26, 2015

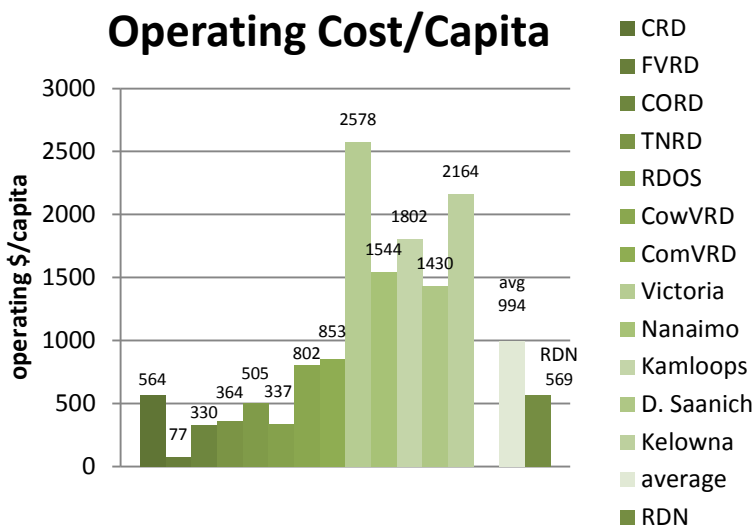


The Operational and Efficiency Review directed by the RDN Board has an internal, “bottom-up” focus that is aimed, as described previously, at reviewing the internal operations and service delivery of the organization. As such this review does not have as a focus the comparison of the RDN with other organizations.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

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

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

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





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

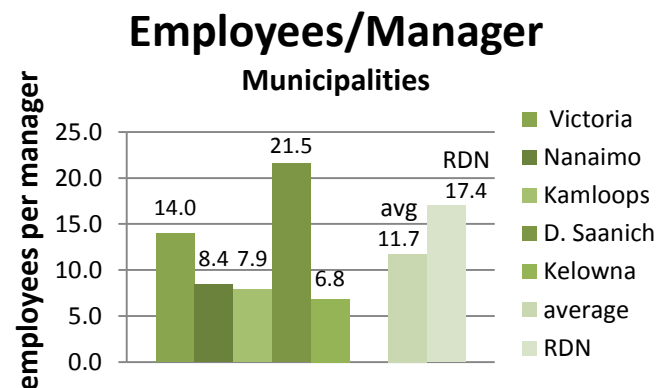
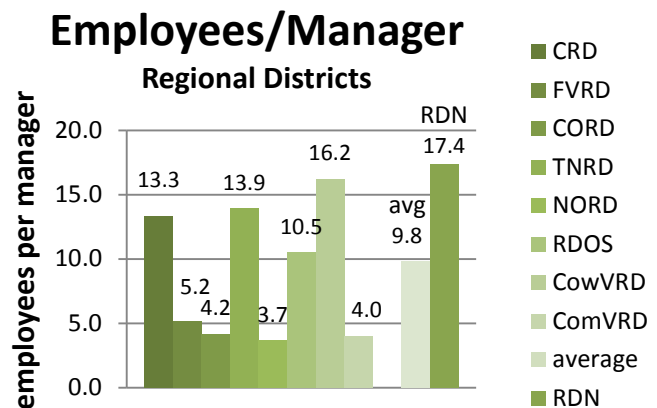
In any case, the scale, scope and costs of services provided by the RDN against those of other regional districts and municipalities indicate that the services of the RDN are provided to the community in a comparatively cost effective manner.

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

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

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

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



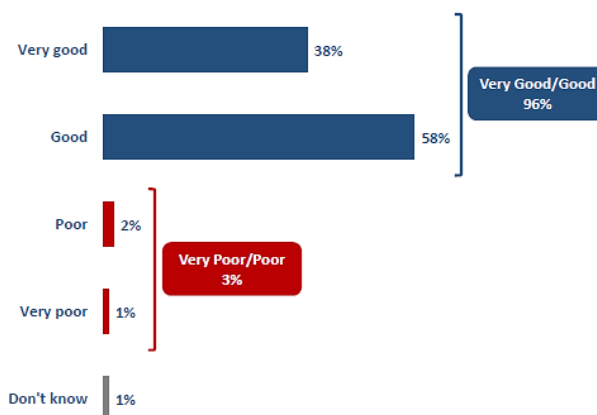
## Community Survey

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

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

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

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



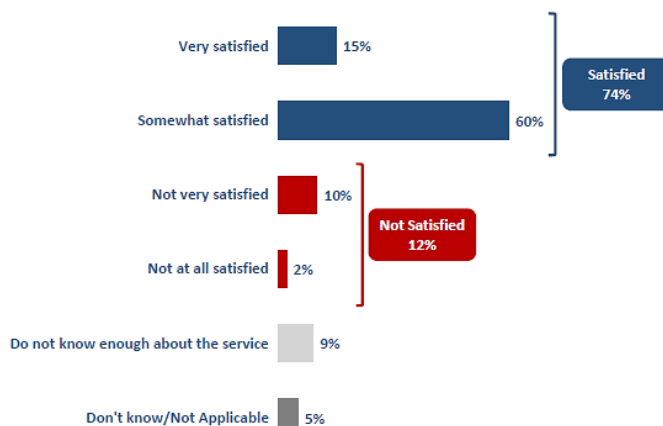
Base: All respondents (n=1325)  
 Q2. How would you rate the overall quality of life in the Regional District of Nanaimo today?

## Citizen Satisfaction – Services

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

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

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



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

The majority of residents are also satisfied with:

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

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

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

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

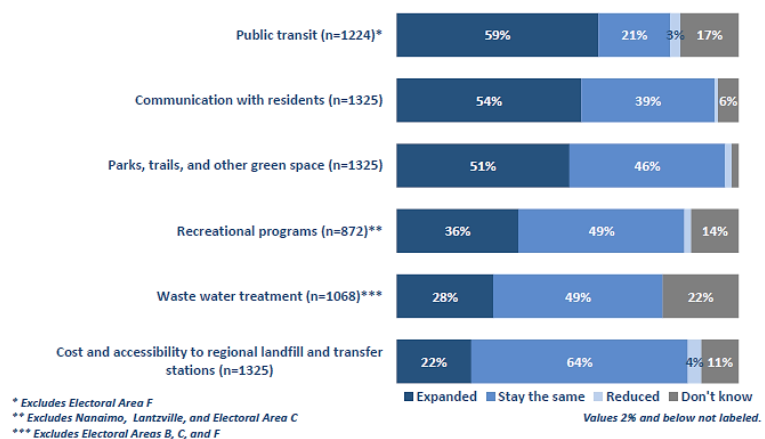
Less than one-half are satisfied with:

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

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

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

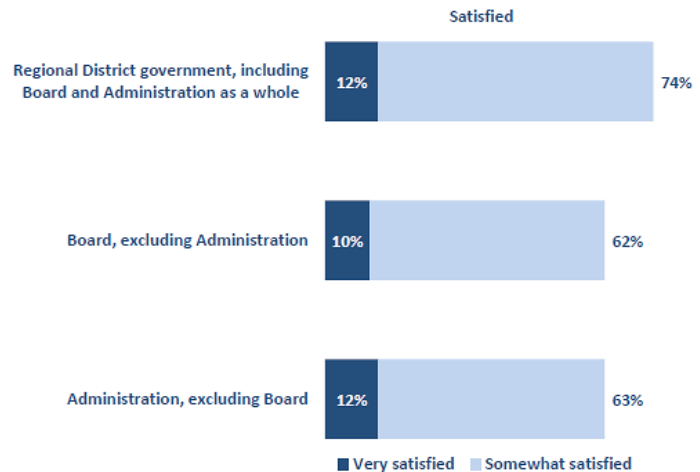
Interestingly, 51% would like to see expanded “parks, trails, and other greenspace” despite other survey findings showing that residents are already highly satisfied with this service.



### Citizen Satisfaction – RDN Board and Administration

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

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

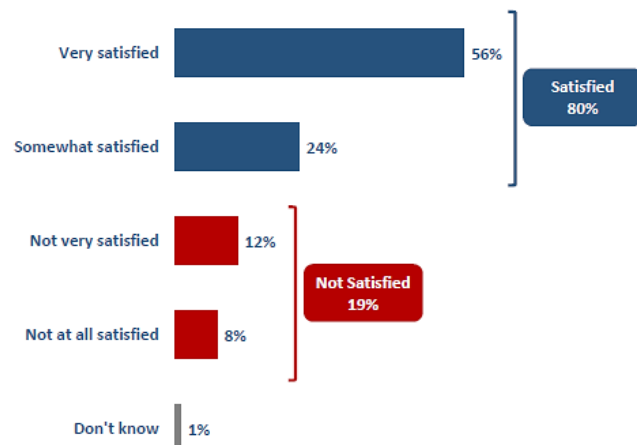


When residents were asked about the Board and Administration separately, satisfaction ratings proved slightly lower (Board, excluding Administration, 72% are ‘Satisfied’, including 10% ‘Very Satisfied’; Administration, excluding the Board, 75% are ‘Satisfied’, including 12% ‘Very Satisfied’).

### Customer Service

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

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



Citizens are also satisfied with:

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

### Communication

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

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

### Financial Planning

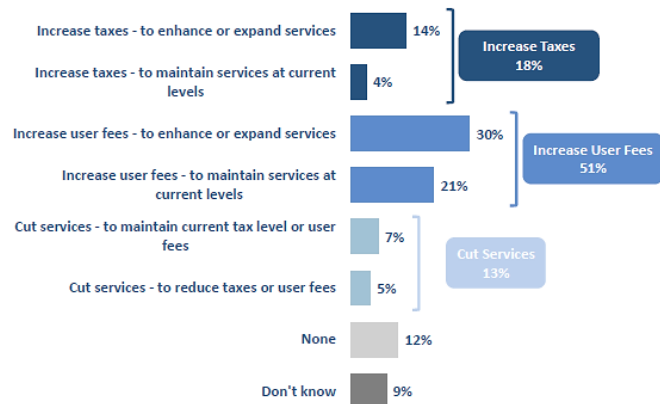
Three-quarters (74%) of citizens think they receive good value for the taxes they pay to the RDN, including 11% who say they receive very good value.

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

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

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

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



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

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

## Departmental Reviews

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

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

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

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

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

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

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# CORPORATE SERVICES



## Corporate Services

### General Findings from the Review:

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

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

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

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

### Methodology

#### *Corporate Services Team:*

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

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

### *Subject Matter Experts:*

Subject Matter Experts for each of the departmental functions:

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

### *Review Consultation:*

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

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

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

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

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

## Corporate Services - Overview

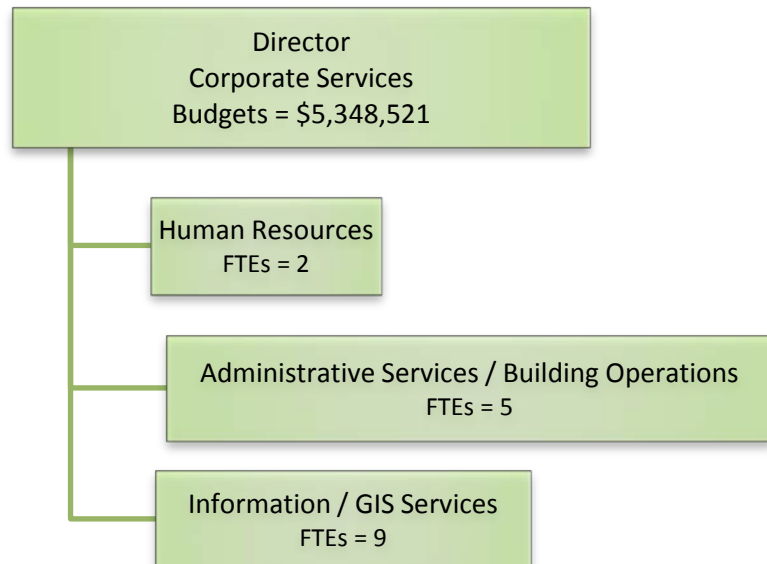
The Corporate Services Department liaises with citizens, external agencies, staff of the member municipalities and other Regional District staff to strengthen and support the regional federation. This department is often the first point of contact for citizens seeking information and assistance from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

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

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

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

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



### Administrative Services

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

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

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

### **Corporate Communications**

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

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

### **Human Resources**

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

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

### **Information Technology & GIS Services**

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

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

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

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

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

## Corporate Services – Priority Recommendations

### Issues and Opportunities

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

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

### Graphic Design

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

### Relationship with First Nations

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

### Paper-Based Processes

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

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

### Website

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

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

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

### Information Services

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

### Board Meetings

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



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

### HR Support

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

### Board Communication

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

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Summary Table: RDN Expenditures 2010-2011

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



# FINANCIAL SERVICES and FIRE PROTECTION

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## Financial Services

### General Findings from Review

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

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

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

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

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

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

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

## **Methodology**

### *Finance Department Team:*

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

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

### *Subject Matter Experts:*

Subject Matter Expert for the Finance Department:

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

### *Review Consultation:*

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

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

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

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

## Financial Services - Overview

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

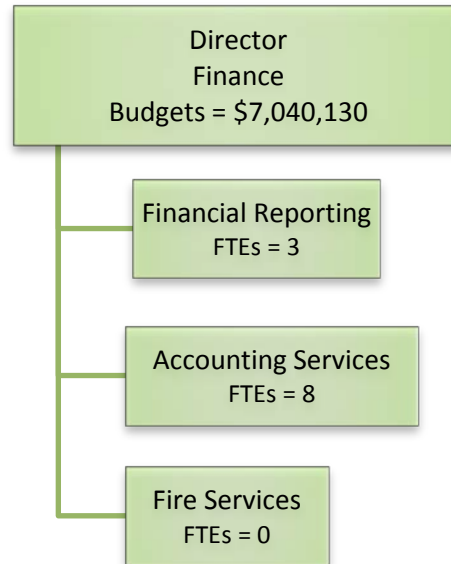
There is an extensive level of customer service related to the work including provision of property billing information to lawyers/notaries and the public, building permit issuance, dog license processing, utility bill and accounts receivable payment processing.

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

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

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

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



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

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

### Finance Department – Priority Recommendations

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

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



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



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

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

## Fire Protection Services

### General Findings from the Review:

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

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

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

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

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

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

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

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

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

## **Methodology**

### *Fire Protection Services Review Team:*

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

### *Subject Matter Expert:*

Subject Matter Expert for Fire Protection Services:

- Brian Carruthers, CAO – Cowichan Valley Regional District

### *Review Consultation:*

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

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

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

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

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

## **Fire Protection Services – Overview**

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

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

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

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

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

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

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

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

## Fire Protection Services – Priority Recommendations

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



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

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

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

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# STRATEGIC and COMMUNITY DEVELOPMENT



## Strategic and Community Development

### General Findings from Review

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

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

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

### Methodology

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

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

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



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

*Strategic and Community Development (SCD) Core Team:*

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

*SCD Priorities Team:*

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

Secretarial support to teams: Nicole Hewitt, Senior Secretary

*Subject Matter Experts:*

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

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

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

### *Internal Stakeholders:*

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

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

### *External Stakeholders:*

External stakeholders were engaged through three mechanisms:

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

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

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

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

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

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

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

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

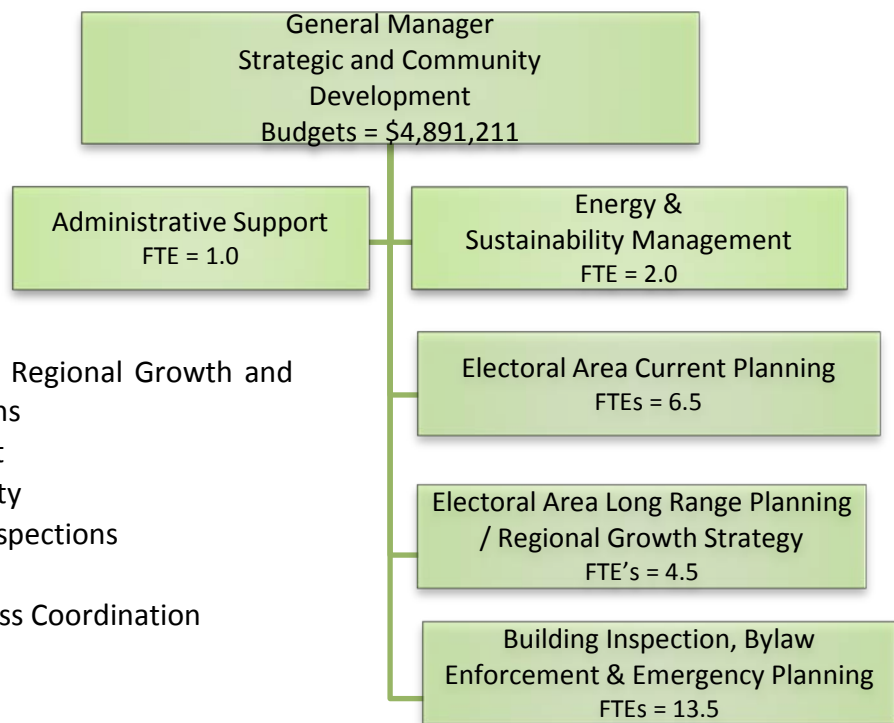
In the area of building inspection, the following points were raised:

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

### Strategic and Community Development - Overview

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

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



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

### **Current Planning**

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

### **Long Range Planning**

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

### **Economic Development**

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

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

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

### **Energy and Sustainability**

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

### **Building Inspection**

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

### **Bylaw Enforcement**

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

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

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

### **Emergency Management Program**

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



## Strategic and Community Development – Priority Recommendations

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

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

### Communication and Information

#### Issues and Opportunities:

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

#### External Outreach

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

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

### **Board Reporting and Accountability**

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

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

## Tools and Training

### Issues and Opportunities:

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

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

### Tools and Technology

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

### Peer to Peer Training and Internal Capacity Building

<b>Issue</b>	Lack of transfer of knowledge within/between departments limits professional development, reduces capacity and eliminates redundancy when key project management and project delivery staff are unavailable.
<b>Recommendation</b>	Cross-train staff. Build integrated, interdepartmental teams to deliver projects effectively.
<b>Desired Outcome</b>	Increased capacity of organization as staff can fulfill multiple roles. Improved staff learning, motivation and morale. Potential efficiencies from combining resources across departments and a streamlined review process.
	Cost Neutral

<b>Issue</b>	Limited opportunities for staff to develop knowledge and skills in related service areas.
<b>Recommendation</b>	Provide cross-training and opportunities for job shadowing and job rotations within and across departments.
<b>Desired Outcome</b>	Increased staff capacity to deliver broader range of services resulting in greater organizational flexibility. Improved staff engagement and increased capability to take on new challenges or additional work with existing resources.
	Cost Neutral

### Formal Training and Professional Development

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

### Process and Procedures

#### Issues and Opportunities:

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

## Documentation

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

## Streamline and Improve the Application Process

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

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

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

### **Maximize the Impact and Effectiveness of Staff Time and Effort**

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



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

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

## Staff Roles

### Issues and Opportunities:

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

## Roles and Responsibilities

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

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

## Organizational Structure

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

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

## Office Layout and Workspace Configuration

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





# RECREATION and PARKS



## Recreation and Parks

### General Findings from Review

#### *Department as a whole*

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

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

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

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

#### *Arena Services - Oceanside Place*

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

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

#### *Aquatic Services - Ravensong Aquatic Centre*

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



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

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

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

#### *Recreation Services*

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

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

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

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

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

### *Parks Services*

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

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

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

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

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

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

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

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

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

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

### **Methodology:**

#### *Recreation and Parks Team:*

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

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

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

#### *Recreation Programs and Facility Operations:*

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

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

#### *Subject Matter Expert:*

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

#### *Review Consultation:*

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

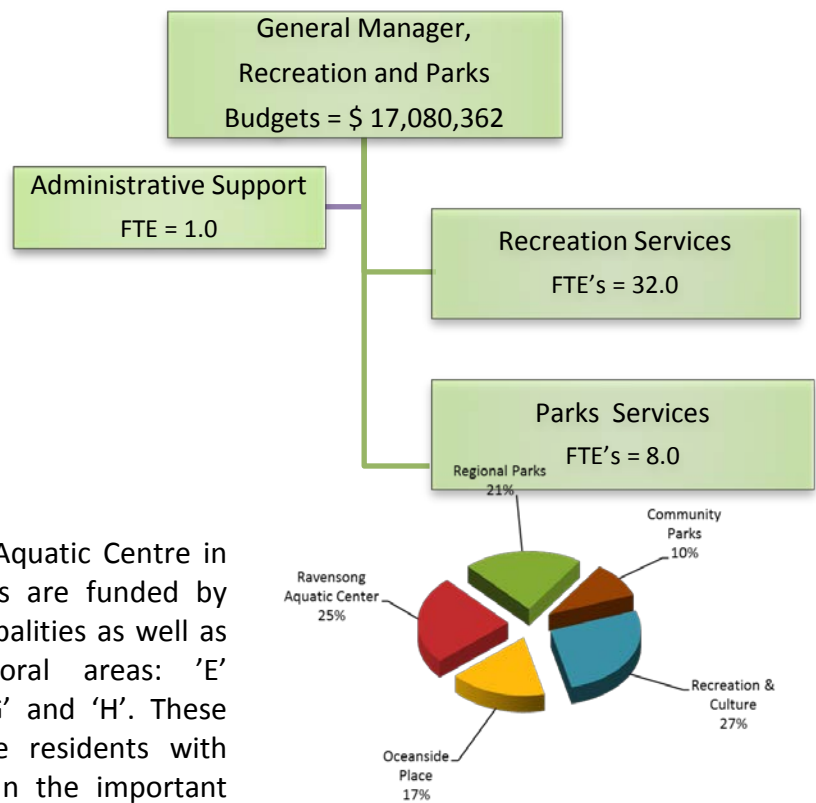
permission of the staff member, their notes were collected. The themes noted later in this report were drawn in large part from this data.

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

## Recreation and Parks Services - Overview

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

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



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

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

**Oceanside Place Arena (Parksville)**

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

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

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

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

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

### **District 69 Arena (Parksville)**

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

### **Ravensong Aquatic Centre (Qualicum Beach)**

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

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

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

### **Northern Recreation Services (District 69)**

Programming -

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



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

#### District 69 Field Bookings -

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

#### Financial Access -

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

#### Inclusion Support -

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

#### **Southern Recreation Services (District 68)**

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

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

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

#### **Regional and Community Parks and Trails**

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

### Community Parks & Trails -

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

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

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

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

### Regional Parks & Trails -

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

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

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

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

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

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

## **Recreation and Parks Department – Priority Recommendations**

### **Organization Structure and Resources**

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

## Parks Division Staff Resourcing

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

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

### Aquatic Division Resourcing

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

### Recreation Division Resourcing

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

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

### Work Program and Changes

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

### Process and Program Improvements

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

#### Arena

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



## Aquatics

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

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

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

## Parks

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

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

### **Workplace Improvement**

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

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### All Areas in Recreation and Parks Dept

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





# REGIONAL and COMMUNITY UTILITIES

## Regional and Community Utilities

### General Findings from Review

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

Overall, the findings reflect the following themes:

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

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

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

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

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

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

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

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

### **Customer Service and Service Levels**

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

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

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

### **Water Services**

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

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

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

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



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

### **Wastewater Services**

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

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

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

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

### **Subject Matter Expert**

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

Specific comments from Mr. Kalynchuk include:

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

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

**Methodology**

*Regional and Community Services Team:*

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

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

Wastewater Services	Water Services	Admin
Sean De Pol	Mike Donnelly	Rebecca Graves
Chris Brown	Heather Dorken	Shelleen Schultz
Ian Lundman	Greg Roberts	Randy Alexander
Jessica Dorzinski	Julie Pisani	
Larry Parks	Gerald St. Pierre	
Shelley Norum	Deb Churko	

*Subject Matter Expert:*

The Regional and Community Utilities Division consulted Dwayne Kalynchuk, Director of Engineering for the City of Victoria as a Subject Matter Expert to: assist in the development of the review; verify the methodology used; and provide objective independent comment on the findings and recommendations.

*Review Consultation:*

For the review, information was gathered from:

- Regional and Community Utilities staff
- Staff From other RDN Divisions
- External Stakeholders (clients, customers, partners)
- External Subject Matter Expert

*Input from RDN Staff:*

Input was obtained from **all** Regional and Community Utilities staff through the following activities:

- Confidential on-line survey  
The primary objectives of the online survey were to provide a “snapshot” of employee satisfaction/engagement (where are we doing well, where do we need to focus on

improving); and to help identify focus topics for the interview process. Subject areas included: Teamwork; Physical Environment and Tools; Respectful Environment; Recognition; Professional Development; Management and Direction; Empowerment; Stress and Workload; Learning and Continuous Improvement.

- Individual employee interviews

The primary objective of the individual interviews was to obtain opinions and ideas from all Regional and Community Utilities staff on how we can improve our service delivery. Subject areas included: Organizational Structure; Process Improvements/Efficiencies; Alignment; Financial; and Staff Engagement.

RCU team members met with representatives of other RDN divisions to identify areas for improvement.

*Input from External Stakeholders:*

External stakeholders were engaged through three mechanisms:

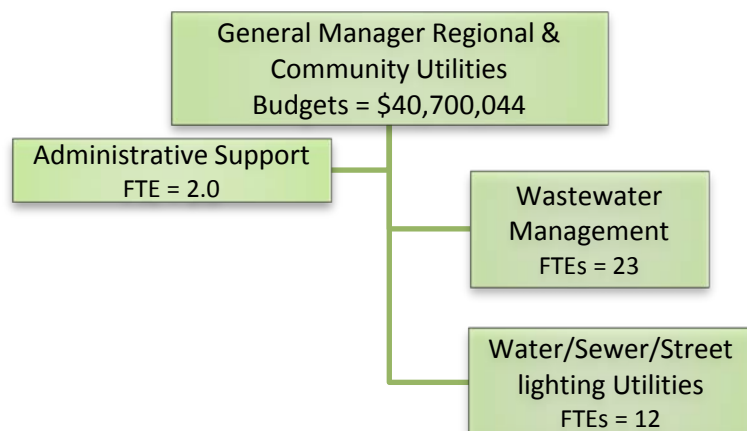
- Input from Member Municipality Staff - Individual meetings and written communications were held with staff from member municipalities to obtain input on strengths and gaps in service levels. The discussions were informal and free flowing, and guided by a series of questions.
- Survey of Community Stakeholder Groups - An email survey was provided to over 60 community stakeholder groups, seeking input on stakeholder satisfaction with service levels.
- Citizen Survey by Ipsos Reid - The results of the Ipsos Reid citizen surveys were reviewed to inform and supplement the RCU process, results, and recommendations.

### Regional and Community Utilities – Overview

Regional & Community Utilities is responsible for services and programs critical to maintaining quality of life in the Region including wastewater collection, treatment and disposal and water supply, treatment, and protection.

Regional and Community Utilities provides the following services

- Regional wastewater treatment and liquid waste management planning
- Wastewater collection in electoral areas
- Drinking water treatment and distribution in electoral areas
- Drinking Water and Watershed Protection program

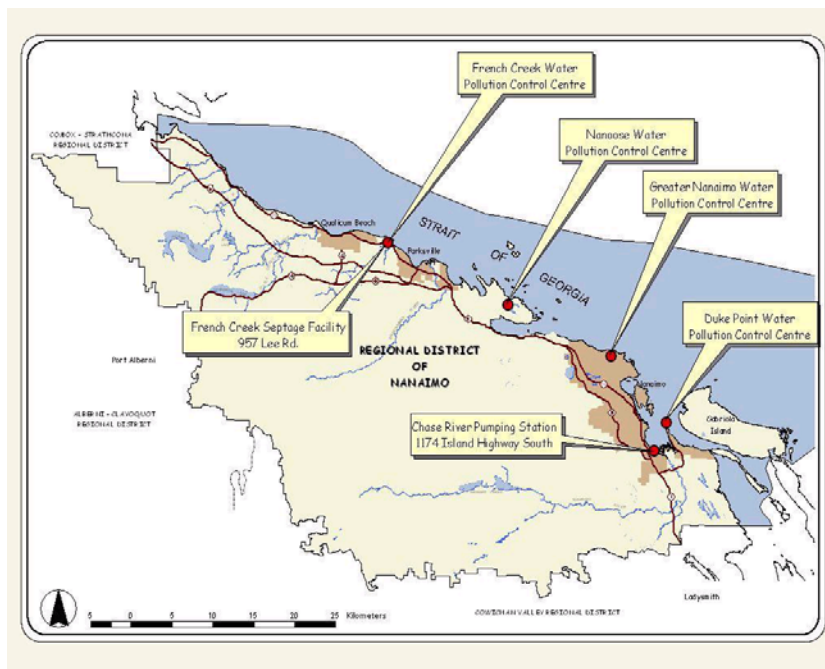




- Capital project engineering management

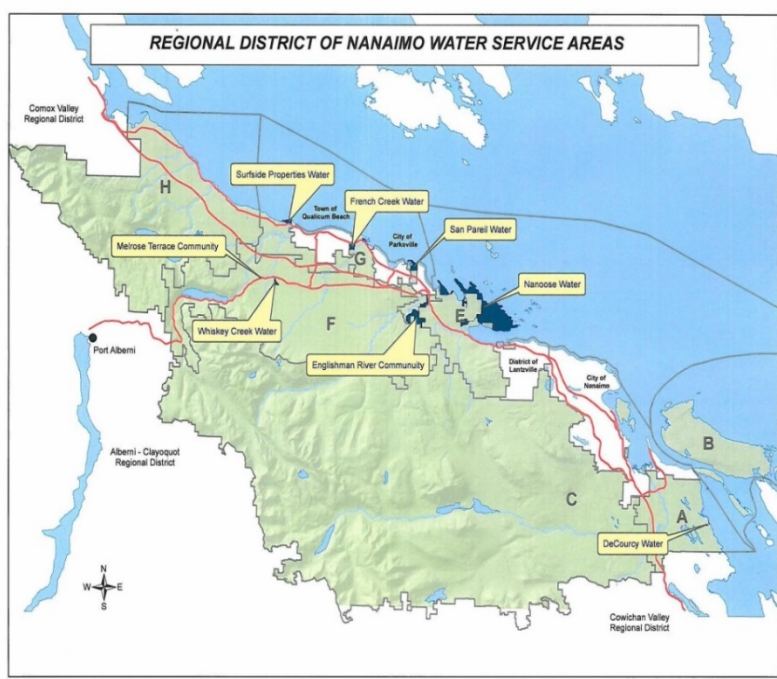
### Wastewater

The Wastewater Services department operates four wastewater treatment facilities, two septage receiving sites, sewage mains, and 22 pump stations between Qualicum Beach and Duke Point. These facilities serve approximately 120,000 RDN residents in performing the essential process of transporting and treating wastewater from homes and businesses within the RDN. The Wastewater Services department manager, a project manager, two wastewater coordinators, and an engineering technologist are located at the RDN main office on Hammond Bay Road. There are eighteen treatment facility staff; eight located at the French Creek Pollution Control Centre and ten at the Greater Nanaimo Pollution Control Centre.



### Water

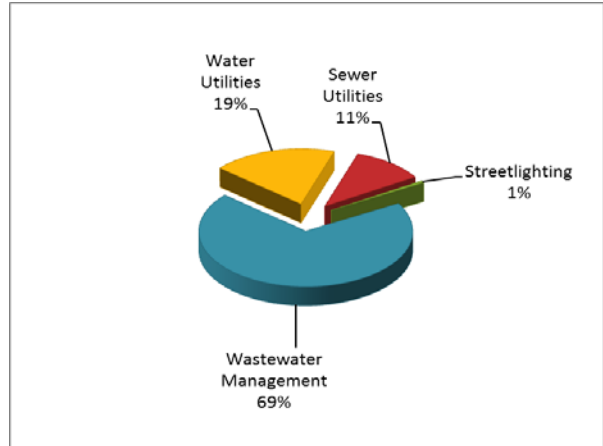
The Water Services department manages water, sewer collection and street lighting systems in the region. Water services are provided to approximately 3150 properties (in eight water service areas), and sewer services are provided to approximately 2750 properties. Approximately 14,000 customers are served with water and/or sewer. A department manager, technologist, project engineer, and the Drinking Water Watershed Protection Coordinator are located at the RDN main office. There are eight field technicians that carry out maintenance and service



delivery for all water and sewer systems from the Utilities office located in the Parksville industrial park.

**Budgets**

The 2015 budget for Regional and Community Services totals \$40.7 million. Over 40% of the 2015 budget is allocated to capital improvements related primarily to replacement of aging capital infrastructure.



The current five year capital plan includes capital expenditures of over \$130 million, for replacement, expansion, and regulatory upgrades of facilities. Funding for these projects will be through a combination of reserves, development cost charges, and borrowing.

Borrowing costs will be recovered through taxation. There is a potential for some financial assistance through senior government grant programs, although grant programs are expected to be limited, and over-subscribed, during this period.

Upcoming major capital projects over the next ten years include: \$62 million upgrade of Greater Nanaimo Pollution Control Centre to meet new treatment standards established by senior governments; \$16 million replacement of failing marine outfall at GNPCC; \$10 million for Nanoose water treatment upgrades required to meet new Island Health requirements; \$35 million capacity expansion for French Creek Pollution Control Centre.

Operating costs for the four wastewater treatment facilities pump stations and 60 km of force-main are budgeted at \$8 million in 2015. The Liquid Waste Management Plan program budget is \$600,000, including \$350,000 in Gas Tax grants to undertake sewer servicing studies in Bowser (Electoral Area ‘H’) and Cedar (Electoral Area ‘A’).

The 2015 budget for operating water, sewer and street lighting utilities totals approximately \$4 million. The 2015 budget for Drinking Water and Watershed Protection programs is \$550,000.

**Regional and Community Utilities – Priority Recommendations**

The following key recommendations were identified in support of achieving the following goals:

- Improving employee engagement and team effectiveness.
- Improving operational efficiency and effectiveness.
- Improving cost effectiveness and efficiency.
- Improving customer service.
- Improving organizational effectiveness.
- Better aligning limited resources.

Key recommendations are grouped into the following themes:

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

### First Nations

<b>Issue</b>	Building effective working relationships with First Nations and ensuring First Nations considerations are integrated into work planning and activities.
<b>Recommendation</b>	Establish a dedicated First Nations liaison function within the RDN.
<b>Desired Outcome</b>	<p>Improved relationships with First Nations, improved consistency and effectiveness in working with First Nations across the organization.</p> <p>Cost Savings (Cost Avoidance): Improved relationships with First Nations will ensure engagement with projects in a timely manner, and at the earliest stages. Improved project outcomes result with reduced potential for costly delays and rework. Examples include regulatory approvals of wastewater projects.</p> <p>Effective involvement of First Nations on our outfall project has allowed us to mitigate potential delays and reduce potential impacts to First Nations interests. While the cost savings cannot be quantified the avoidance of significant delays and costs associated are significant and in the \$10,000's annually.</p>

## Administrative Burdens and Non-Core Workloads

<b>Issue</b>	<p>Out of date procurement policies increase administrative workloads associated with obtaining goods and services.</p> <p>(This issue (gap) was identified within the departmental review processes of multiple RDN departments)</p>
<b>Recommendation</b>	<p>Update procurement/purchasing policies to improve efficiency and effectiveness of procurement activities. Provide training to staff.</p>
<b>Desired Outcome</b>	<p>More efficient use of resources and improved effectiveness.</p> <p>Cost Neutral/Cost Savings: Cost neutral, no new resources required, however, updates have potential to provide significant cost savings in the future in terms of more effective and efficient procurement processes and reduced costs in procurement.</p>
<b>Issue</b>	<p>Limited resources support for carrying out non-core specialized activities, including project management, bidding processes for goods and services, administering fire hall services.</p>
<b>Recommendation</b>	<p>Review ability to share/supplement specialized skills and resources across divisions.</p>
<b>Desired Outcome</b>	<p>More efficient use of staff and financial resources and improved effectiveness.</p> <p>Cost Savings (Cost Avoidance): Staffing levels in Wastewater Services have been static over the last ten years, despite increased operational requirements associated with new process units and service levels.</p> <p>Increases in administrative workloads for front line staff, related to environmental management systems, maintenance administrative systems, safety program administration, and financial/purchasing policies have significantly challenged operational capabilities.</p> <p>Initiatives implemented as part of the OER process are expected to free up one FTE of operational capacity – avoiding additional costs of est. \$100,000. This savings will be realized as staff is brought on for the Greater Nanaimo Secondary Treatment project. Reduced administrative workloads in Utilities will also allow us to address planned increases in service levels more efficiently.</p>

## Communication

<b>Issue</b>	Opportunities to partner and leverage resources with other agencies and stakeholders are not fully explored.
<b>Recommendation</b>	Review opportunities to share resources with other organizations, establish and maintain effective partnerships with other organizations and stakeholders.
<b>Desired Outcome</b>	<p>Improved ability to leverage limited resources to achieve common goals, efficient use of taxpayer funds. More effective and efficient use of existing resources.</p> <p>Cost Savings: Improved communication initiatives implemented as part of the Operational and Efficiency Review have resulted in improved staff engagement, productivity and efficiency, improving project implementation, and our ability to improve processes and reduce costs.</p> <p>Improved involvement of operations staff in the Greater Nanaimo secondary treatment project have identified a number of innovations that will reduce capital cost and long term operating costs. For example, staff level review eliminated the need to install a 4<sup>th</sup> digester planned for 2030, through process changes and refurbishment of existing digester – cost of refurbishment was \$1,350,000. This work avoided the planned cost of new digester at \$10,000,000.</p> <p>Improved communication with external partners (including municipalities) is resulting in cost savings for RDN and partners, as we are able to reduce duplication of effort (ie, joint conservation initiatives, septic maintenance, source control, wastewater inflow and infiltration reduction), and improve planning for capital improvement projects (Hammond Bay Road and Morningside Drive, and Morningside Park improvements – coordination between projects allowed City of Nanaimo to reduce costs associated with utilities replacements).</p>

## Process Improvements and Cost Efficiencies

<b>Issue</b>	Revenue generation opportunities could improve cost effectiveness in delivering services.
<b>Recommendation</b>	Identify and explore practical and realistic revenue generating opportunities. Examples include, lab services, resource recovery (effluent reuse; process heat recovery; biogas for heat and power generation).
<b>Desired Outcome</b>	Net generation of funds to offset operational costs.

<b>Issue</b>	Several potential operational improvements and cost saving ideas were identified during the review process.
<b>Recommendation</b>	Evaluate, prioritize, and implement operational improvements identified. Examples include: chemical use; FC septage receiving; ATAD temperature control; GN head-works; GN return line; co-gen reliability; odour control.
<b>Desired Outcome</b>	<p>More efficient use of staff and financial resources and improved effectiveness.</p> <p>Cost Savings: Improvements in process and efficiency identified as part of the Operational and Efficiency review are targeted to result in increased efficiency of roughly 5% (est. \$500,000 annually) in operational costs over time.</p> <p>The review has identified specific revenue generating opportunities (effluent reuse heat recovery, expanded cogeneration, lab services - \$10,000 annual savings), and put in place processes to identify opportunities for process efficiencies.</p> <p>Examples of cost savings projects implemented include:</p> <ul style="list-style-type: none"> <li>-Use of reclaimed water for pump seals, deferral of purchase of new effluent pumps for French Creek pollution control centre - \$150,000;</li> <li>-Process changes to allow deferral of new digester install - \$170,000;</li> <li>-Operational efficiencies identified include reduced chemical use \$30,000 annually;</li> <li>-Opportunities to partner with other departments and organizations have been identified to partner on purchase of equipment (examples include rolling stock, welders, instruments), operating spares, training and supplies – target \$100,000 purchase savings); and,</li> <li>-Recommendations coming out of the review identified opportunities to improve operational efficiency and reduce costs through restructuring operational roles (potential to avoid one new FTE requirement associated with secondary treatment).</li> </ul>



<b>Issue</b>	It is inefficient and cost prohibitive for individual departments to purchase expensive equipment and operational spares.
<b>Recommendation</b>	Share equipment more effectively between RDN departments and other organizations. Examples include: expensive long lead spare parts; specialty equipment (i.e. vac truck, welders, instruments).
<b>Desired Outcome</b>	<p>More efficient overall use of taxpayer resources and improved effectiveness.</p> <p>Cost Savings: Sharing specialized staffing resources across departments (i.e. mechanical and electrical specialists) presents opportunity for cost savings – currently expend \$250k+ per year on instrument, controls, electrical in RCU alone – could be reduced by up to 50% with in-house service.</p>

### **Teamwork, Trust, Accountability**

<b>Issue</b>	The need to build and foster a culture of trust, accountability, and teamwork across the organization and within work units.
<b>Recommendations</b>	<ul style="list-style-type: none"> <li>• Take specific steps to create an open environment of mutual respect, where all employees are able to express their opinions, and are open to new ideas and opinions. Management and all employees share the responsibility.</li> <li>• Provide employees meaningful recognition, management support, and opportunity for input into decision making.</li> <li>• Establish career/work planning and performance management.</li> <li>• Create an environment where co-workers are accountable to each other for their performance.</li> </ul>
<b>Desired Outcome</b>	<p>A respectful workplace culture of continual improvement focused on efficiency and effectiveness.</p> <p>Cost Neutral: Requires no additional resources, however, improvements in these areas can be expected to result in long term savings to the RDN in terms of increased efficiency and effectiveness of the organization. The OER project has in itself been a catalyst already and set the stage for continuous improvement.</p>

## Partnerships and Collaboration

<b>Issue</b>	The benefits of leveraging limited resources across organizations to ensure the most effective overall use of taxpayer dollars and meet common goals.
<b>Recommendations</b>	<ul style="list-style-type: none"> <li>• Improve teamwork across RDN departments. Examples include the Cross Department Coordinators meeting, and regular meetings between operations departments.</li> <li>• Partner with other government and stakeholder organizations to achieve common goals. Examples include a number of DWWP initiatives.</li> <li>• Partnerships with First Nations.</li> </ul>
<b>Desired Outcome</b>	<p>More effective use of overall taxpayer dollars. Focus increased resources to achieve service goals.</p> <p>Cost Neutral: No additional resources required, however, focus on developing partnership approaches off significant opportunities for reduced costs in the future as well as additional outside funding and projects that the RDN benefits from directly. For example:</p> <p>-In this year alone in-kind partner contributions to Water and Wastewater Services initiatives have been on the order of \$50,000 (partners include DFO, Province, VIU, private industry and municipalities. Projects include Haslam Creek monitoring station, Mt. Arrowsmith climate station, SepticSmart initiatives).</p> <p>- Since 2009, RDN partners have contributed over \$3 million to regional initiatives (examples include, groundwater monitoring system expansion, Geological Survey of Canada groundwater characterization, stream monitoring network).</p> <p>Increased focus on leveraging partnerships is expected to enhance level of financial support moving forward.</p>

## Customer Service

<b>Issue</b>	The need to focus on customer needs to ensure services and costs are aligned with those needs.
<b>Recommendations</b>	<ul style="list-style-type: none"> <li>• Implement formal processes to coordinate with municipalities on planning and implementation of capital projects.</li> <li>• Strengthen wastewater service delivery coordination through the W3C (Municipal Coordinating Committee).</li> <li>• Municipalities rely on services provided through DWWP programs and partnerships. Review deliverables regularly to ensure services align with areas of greatest need.</li> <li>• Coordinate development of regional strategy for long term water sustainability and governance.</li> </ul>
<b>Desired Outcome</b>	Customer Municipalities, Electoral Areas, Taxpayers confidence that resources allocated to the RDN are applied fairly and efficiently, and are aligned with customer priorities.

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# TRANSPORTATION and SOLID WASTE



## Transportation and Solid Waste

### General Findings from Review

This interview process provided the Transportation & Solid Waste Services Department valuable recommendations from staff, stakeholders and the community. These departments are comprised of various service functions that provide service to a variety of residential and commercial customers throughout the Regional District. The two teams summarized the review to five main responses per department, three from staff and two from stakeholders and the community.

#### Transit Department

- It was suggested through the process that a Transit management position be converted to an On-Road Supervisor position that supports staff and covers the offsetting hours of management.
- It was asked that management organize 3-4 general assemblies with staff annually. These meetings would encourage open dialogue to review efficiencies and operations of the RDN Transit System.
- There was also an interest in reviewing the current Casual Call-Out system and looking at alternatives, i.e., spare board. A desired outcome is to work with the Union further to review the current Casual Call-out Policy.

#### Transit Stakeholder and Community

- Feedback from our interviews noted that the department should keep working to improve scheduling, e.g., reduce layover times to increase service, implement inter-regional service (service to Ladysmith and Comox/Courtenay).
- The department work with BC Transit to evaluate full size vs small buses and implement small buses where possible. The desired outcome of this type of review is to give an impartial analysis as to what is more suited for a smaller community or what is more beneficial to the Regional District Transit System as a whole.
- As a subject matter expert and a stakeholder, BC Transit has recommended that the conventional transit fleet be upgraded to include 100% CNG buses.
- BC Transit has indicated that wherever possible premiums should be eliminated so the RDN costs for transit service are reduced.

#### Solid Waste Department

Staff responses were categorized by the following values: appreciation for work done, being informed, job security, compensation and work/life balance, interest in delivering quality, growth opportunities and working conditions. A summary of the top three staff recommendations include:

- To expand job responsibilities to utilize staff expertise and provide job diversity; reduce contracted services to ensure job security.
- To strengthen work relationships through improved communications (personal and corporate).



- There is a concern by program staff due to uncertainties of future service delivery by the program. The Solid Waste Management Plan review that is currently underway is expected to address these concerns.

#### Solid Waste Stakeholder and Community

The stakeholder and community interview responses were categorized as follows: solid waste management planning, programs, solid waste facilities and communication. The top two stakeholder and community responses are:

- To implement a solid waste flow management policy.
- Improve landfill site amenities, e.g., on-site wait times.

#### Methodology

##### *Transportation and Solid Waste Team:*

Two panels, comprised of Management and Union staff, conducted the interviews and participated in interdepartmental review meetings for Transportation and Solid Waste Services.

##### Transportation Services, Maintenance, Conventional & Custom Operations:

- Dennis Trudeau, General Manager, Transportation and Solid Waste Services
- Daniel Pearce, Manager of Transit Operations
- Darren Marshall, A/Manager of Fleet Operations
- Kelvin George, Serviceperson/Driver/Union Rep.
- David Sakai, Conventional Transit Dispatcher

##### Solid Waste Services:

- Dennis Trudeau, General Manager, Transportation and Solid Waste Services
- Larry Gardner, Manager, Solid Waste Services
- Maggie Warren, Superintendent, Scale & Transfer Service
- Susan Katzka, Landfill Gas Maintenance
- Jenny Giles, CRTS Scale Attendant, limited participation due to sick leave

##### *Subject Matter Expert:*

The Subject Matter Expert that participated in the review of the RDN Transit System was Peter Rantucci, General Manager of Regional Services, BC Transit.

Solid Waste consulted with external stakeholders who are considered subject matter experts in the Solid Waste industry.

##### *Review Consultation:*

Members of the two teams met with permanent and casual department staff over a nine month period. Staff were provided with a set of questions in advance. Their responses were recorded and, with permission of the staff member, their notes were collected. The values noted later in this report, under general themes from the review, were drawn in large part from this data.

The review, while undertaken with an internal focus, recognized the value of assessing community, citizen and stakeholder satisfaction with current service levels. Feedback from these specific user groups, i.e., the City of Nanaimo, Vancouver Island University (VIU), BC Transit, Transit Select Committee, several Waste Stream Management Licensed Facility operators, and community members, was collected by in-person interviews. This external input was specific to both Department services and noted later in this report.

Department staff identified opportunities to make the Transportation & Solid Waste Services Departments more effective and/or more efficient.

Effective service delivery means the Department is:

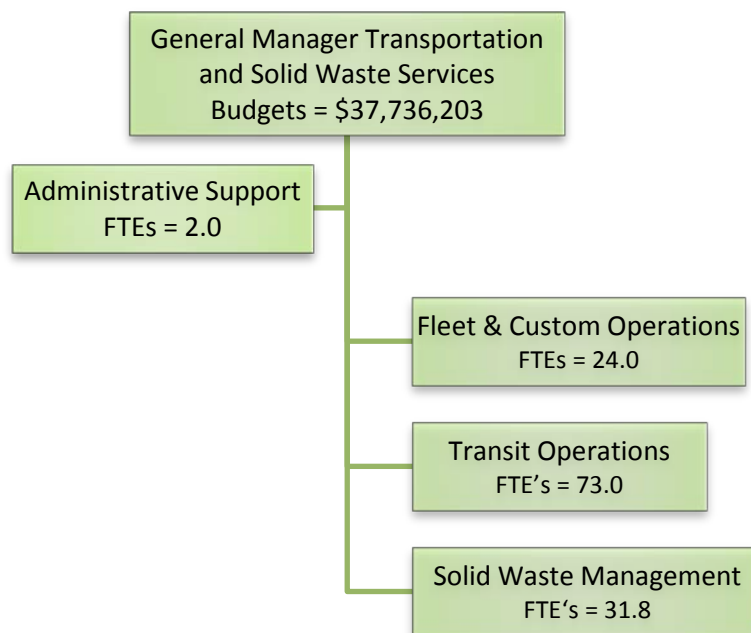
- delivering on commitments and obligations made;
- meeting public expectations; and,
- following Board direction.

Efficient service delivery means the Department is:

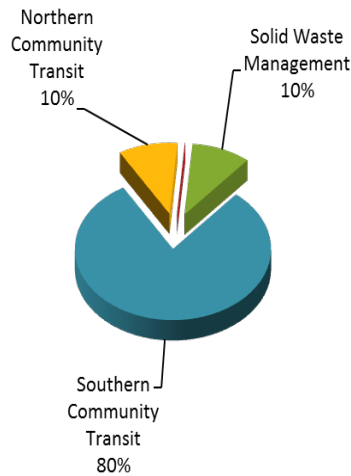
- providing services in a timely and cost effective manner and complying with regulatory requirements.

### Transportation and Solid Waste Services – Overview

The Transportation & Solid Waste Services Departments provide service throughout the RDN. The RDN Transit System provides both regular transit (Conventional) and HandyDART (Custom) transit service in the four (4) municipalities and five (5) electoral areas: City of Nanaimo, Lantzville, City of Parksville and Town of Qualicum Beach and Electoral Areas ‘A’, ‘C’, ‘E’, ‘G’ and ‘H’. The areas served range from Cedar in the south of the RDN to Deep Bay in the north of the RDN. In addition agreements have been made to provide service to the Nanoose First Nation. This is a service that provides service in urban centres and rural areas, and dedicated connections to shopping, educational and recreational facilities.



The Solid Waste department includes solid waste planning, residential curbside collection, the Church Road Transfer Station and the regional landfill.



Key focus areas for solid waste planning include disposal bans, the Waste Stream Management Licensing program, illegal dumping prevention and enforcement, and the Solid Waste Management Plan process.

Curbside collection of residential food waste, recycling and garbage is a contracted service provided to over 27,700 single family homes in the region. The coverage includes all seven electoral areas and three municipalities (Lantzville, Parksville and Qualicum Beach).

The Church Road Transfer Station is a facility that accepts municipal solid waste from the northern area of the RDN including the Town of Qualicum Beach, City of Parksville and the surrounding electoral areas.

The Regional Landfill, situated in south Nanaimo, receives municipal solid waste from all of the RDN and has remaining capacity for approximately 25 years.

**Transit Administration**

There are five office-based staff positions which are responsible for operations and fleet maintenance of the Transit system. The main challenges with the Transit Department is adherence to a transit schedule that covers a majority of the Regional District of Nanaimo and maintenance of the fleet for both Conventional and HandyDART operations. The department is also responsible for scheduling transit runs, maintaining transit exchanges and bus stops, liaising with the public, BC Transit and reporting to the Board.

**Transit Services (District 68 & 69)**

The Northern and Southern Communities receive both Conventional, fixed routing service, and Custom, on-call door-to-door service. Throughout the RDN, Conventional Transit services are offered to the general public seven days per week. The routes run from the Cedar area in the southern part of the RDN to the Northern Bowser/Deep Bay area. Through an application process, Custom Transit is also offered to the Northern and Southern Communities during weekdays; weekends are currently available to Nanaimo only. Transit services are funded in partnership through BC Transit who pays 46.69% for Conventional and 66.69% for Custom Transit Services.

### **Solid Waste Planning**

Three office-based staff positions, including the Solid Waste Services Manager, are responsible for the Planning and Diversion programs of the Department. Key focus areas include disposal bans, the Waste Stream Management Licensing program, illegal dumping prevention and enforcement, and the Solid Waste Management Plan process.

### **Residential Curbside Collection**

Curbside collection of residential food waste, recycling and garbage is a contracted service provided to over 27,700 single family homes in the region. The coverage includes all seven electoral areas and three municipalities (Lantzville, Parksville and Qualicum Beach). The program is the responsibility of one permanent staff person who currently has temporary assistance. This is a utility fee funded program (no property taxes) with an annual budget in the range of \$4.5 million (2015). The temporary assistant position is a consequence of changes to the curbside program with the introduction of Multi-Material BC; Multi-Material BC funds the position.

### **Church Road Transfer Station**

The Church Road Transfer Station is a facility that accepts municipal solid waste from the northern area of the RDN including the Town of Qualicum Beach, City of Parksville and the surrounding electoral areas. After the 2010 expansion and redevelopment, the facility achieved LEED gold status. The site includes: staff operations building with a meeting room available for bookings, two truck scales, a self-haul transfer building that receives yard waste and garbage, commercial transfer building for commercial and curbside trucks that deliver organic waste and garbage, grade separated recycling area, rainwater harvesting tank and waste water treatment plant that allows wash down water to be reclaimed.

### **Regional Landfill**

The Regional Landfill, situated in south Nanaimo, has a total site area of approximately 38 hectares. The landfill receives municipal solid waste, hazardous asbestos waste and some recyclable materials. Site facilities include: a maintenance shop, staff operations buildings, two truck scales, a self-haul drop off area for recycling and garbage, landfill gas flare station and the disposal area for receiving commercial loads of municipal solid waste. The landfill is divided into two sections, the old unlined portion of the landfill referred to as cell one and the engineered eastern portion, which is referred to as cell two. Cell two's engineered systems include a composite liner with a leachate collection system below the waste, landfill gas collection system, a privately operated gas utilization facility, surface water collection system and a network of groundwater monitoring wells that surround the site. In 2014 the total waste landfill exceeded 47,000 tonnes.

## **Transportation and Solid Waste – Priority Recommendations**

In addition to the priority recommendations outlined below, during the Operational Efficiency and Service Review, management and staff recognized immediate opportunities for

improvement. Over the course of 2014-15 a number of changes to Transportation and Solid Waste Operations were made:

### **Transit**

It was noted that a reduction of split shifts would offer a better work-life balance. By reducing a number of split shifts this allowed staff to be off earlier or, if starting later, gave more quality home time with families.

The Department identified that BC Transit used different scheduling software that was not compatible with that used by the RDN Transit System. After consultation with BC Transit, it was agreed that there would be significant benefits to switch and train our staff to use their software. Once trained, RDN staff have been able to realize the benefits and support that the BC Transit Scheduling Department offered. Since then the RDN scheduler has re-blocked runs that increased efficiencies, with a reduction in overtime and premiums.

Efficiency resulted with the new *Collective Agreement* that provides for a reduction in Sunday premiums and consequently, greater scheduling flexibility and netting an improved work/life balance for staff.

Staff met with BC Transit regarding inter-regional transit and there is currently an inter-regional study taking place for both Northern and Southern RDN connections.

### **Solid Waste**

Improvements regarding staff recommendations in the area of job diversity include:

- Equipment operators rotating the use of equipment
- Staff development through 'Acting' opportunities
- Assigning greater responsibility within a job description (e.g., scale data interpretation)
- The introduction of a blended maintenance worker and equipment operator position
- A reduction in contracted services include limiting the bird control contractor on site to four days per week with staff performing bird control three days per week
- In-house oversight for the installation of landfill gas wells and in-house installation and fusing of LFG pipes
- Improved communications are achieved through more frequent presence of the Solid Waste Manager at work locations
- Office staff present at monthly facilities operations meetings
- The acquisition of the portable landfill operators trailer where morning operations meetings are held to set out daily tasks.

Improvements regarding stakeholder recommendations include:

- The acceptance of clean soil and aggregate from the City of Nanaimo Public Works Department
- Improvements to the asbestos disposal area
- Improvements to on-site haul roads

- Waste flow management to be considered through the solid waste plan review.

Since the review, a number of other efficiencies outside the top five categories have been implemented. The following three are significant and are worthy of mention:

- Purchase of panels for alternate daily cover that reduces the cost of cover material
- Reduction in staffing including 10-hour shifts for CRTS equipment operators (requested by operators and resulting in less overall hours).
- Illegal Dumping Program previously had one dedicated permanent employee handling illegal dumping investigations and site cleanups. Staff have worked closely with Bylaw Enforcement staff on a pilot to determine if this work could be carried out with their staff instead of having an enforcement function in two different departments. Based upon the success of the pilot, the permanent position has not been filled in Solid Waste and the responsibility for investigations now has been transferred to Bylaw staff without an increase to their staffing. Cleanups of illegal dumping are being covered by existing Solid Waste Planning staff.

**Transit and Solid Waste Operations  
Issues and Opportunities**

Due to the operational and service nature of Transit and Solid Waste the most specific recommendations for these departments centered on improving operational efficiency and our administrative procedures. The departments have gone through significant change over the last decade and already function at a high level but through the review process additional opportunities for improvements have been found and recommended for implementation. Where there was seen an opportunity for immediate improvement without negatively affecting the budget those improvements have already been implemented.

**Job Responsibilities and Growth Opportunities**

<b>Issue</b>	Contracting services that staff can perform.
<b>Recommendation</b>	Review contracted services and proceed with the most cost effective option based on business case support.
<b>Desired Outcome</b>	Greater operational efficiency and increased job interest. More effective and efficient use of existing resources.  Cost Savings: \$20,000 Annually. Reviews will confirm potential savings. Dependent upon contracted service and staff resources available. For example, current review of contracted monitoring testing and reporting work at the Landfill estimates that annual cost can be reduced \$20,000 annually by moving some aspects of the contract in-house.



<b>Issue</b>	Career Growth and Cross-Training
<b>Recommendation</b>	Send staff for training opportunities such as OH&S for JHS members. Consider funding professional development initiatives. Dedicated HR staff for staff development/training.
<b>Desired Outcome</b>	Improve capacity of RDN staff. More effective and efficient use of existing resources.  Cost Neutral

<b>Issue</b>	Assistance from other RDN departments
<b>Recommendation</b>	Utilize expertise from other departments. Site tours for other department staff. GIS staff assist at Landfill.
<b>Desired Outcome</b>	Utilize internal RDN resources to improve capacity of SW Department. More effective and efficient use of existing resources, avoid additional cost of externally procured support.  Cost Neutral: While neutral in terms of requiring resources to implement opportunity for savings to the organization and budgets depending upon support needed and available. Too variable to quantify at this time.

### Regional Facilities

<b>Issue</b>	Bird Control
<b>Recommendation</b>	Review approach to Bird Control on site to maximize use of own resources. Investigate other bird control methods (i.e. bird distress calls, drones).
<b>Desired Outcome</b>	Continue to reduce nuisances on site, maximize efficiency and effectiveness of existing resources and reduce costs of operations.  Cost Savings: \$100,000 - Staff review of bird control operations has resulted in significant reduction in the cost of contracted services.

<b>Issue</b>	Site Amenities
<b>Recommendation</b>	Dedicated commercial scale. Improve truck wash down facility. Improve site conditions to address mud, tire damage and towing impacts.
<b>Desired Outcome</b>	Continue to provide a high level of service to Regional Facility customers, ensure service levels continue to meet community and industry expectations, reduce costs.  Additional Costs/Cost Neutral

<b>Issue</b>	Tipping Fees
<b>Recommendation</b>	Review tipping fee and curbside collection fee structures.
<b>Desired Outcome</b>	<p>Ensure fee structure aligns with community and industry expectations while providing adequate and long term sustainable revenue to support operations.</p> <p>Revenue Increase: Opportunity for the RDN Board to consider restructured tipping fee program to increase revenue with a focus on “cost-for-service” approach.</p>

<b>Issue</b>	Make employee positions more flexible.
<b>Recommendation</b>	Make a new blended maintenance equipment operator position.
<b>Desired Outcome</b>	<p>Maximize effectiveness of staff onsite to reduce costs.</p> <p>Cost Savings: \$58,000 – Staff have implemented changes in the approach to the work in Landfill Operations that have resulted in direct savings to the SW Budgets and contributed to a positive financial position for the service. Additional opportunities will be examined.</p>

### **Solid Waste Management Planning**

<b>Issue</b>	Knowledge Sharing – Best Practices
<b>Recommendation</b>	Benchmarking participation helps CoN with comparison to other communities. RDN Solid Waste Department staff share knowledge with community recyclers and CoN staff, ongoing involvement in island-wide initiatives through AVICC.
<b>Desired Outcome</b>	<p>Ensure SW management system contemplates best practices and opportunities to streamline operations, reduce costs, increase revenue and improve effectiveness and efficiency of operations and service to the community.</p> <p>Cost Neutral/Cost Savings: No additional costs are associated with the benchmarking activities – can be undertaken with existing resources. Opportunity for future savings accruing from comparisons to other systems/operations. In addition, Island-wide discussion regarding SW Management through the AVICC may result in additional opportunities for savings and efficiency over the long term.</p>

<b>Issue</b>	Efficient delivery of Solid Waste Bylaw Enforcement and Illegal Dumping Prevention
<b>Recommendation</b>	Address duplication of enforcement/investigations staff resources by eliminating the Solid Waste Bylaw Enforcement Officer position and transfer responsibility for enforcement/investigations to existing Strategic and Community Development Bylaw Enforcement staff.
<b>Desired Outcome</b>	Eliminate the duplication of staff resources, provide effective service delivery and decrease the cost to deliver the service to the Solid Waste function.  Cost Savings: (also noted in SCD Recommendations) \$50,000 annual – savings resulting from review of SW Enforcement services and consolidating Bylaw Enforcement in one department.

### Transit

<b>Issue</b>	Insufficient service and connections to other communities and locations, e.g., Ladysmith, Comox, Ferries, etc.
<b>Recommendation</b>	Work with BC Transit, Provincial government, neighbouring municipalities, BC Ferries and the Transit Select Committee to plan and implement increased levels of service.
<b>Desired Outcome</b>	Improved inter-regional service and connections to important transportation nodes in the RDN.  Additional Costs: Review for new routes and servicing of more areas underway. Additional costs would apply based on service expansion funding and cost sharing by BC Transit.

<b>Issue</b>	Insufficient on-road assistance for operators.
<b>Recommendation</b>	Introduce an On-Road Supervisor position to assist operators by shifting an existing Superintendent position to support Operations staff.
<b>Desired Outcome</b>	Additional coverage and assistance will be provided for Transit operations. More effective and efficient service to the community.  Cost Neutral: Restructuring of department resources to ensure On Road support is in place – will provide more effective and efficient service to the community over time.

<b>Issue</b>	Bus Cleanliness
<b>Recommendation</b>	Consult with BC Transit and if required, review and update RDN procedures and guidelines for bus cleanliness and ensure resources are adequate.
<b>Desired Outcome</b>	Fleet maintained to standards recommended by BC Transit.  Cost Neutral

<b>Issue</b>	Size of Buses
<b>Recommendation</b>	Work with BC Transit on a cost benefit study on the effectiveness of a transit operation that utilizes different sizes of buses.
<b>Desired Outcome</b>	A report with recommendations will be brought forward to the TSC. Maximize effectiveness and efficiency of service to the community.  Additional Costs: Future additions/changes to fleet complement yet to be determined. Will be associated with service expansion and cost sharing with BC Transit.
<b>Issue</b>	Public Consultation
<b>Recommendation</b>	Increase public consultations with stakeholders throughout the RDN and four (4) municipalities.
<b>Desired Outcome</b>	Improved communications and ideas generated from consultation with stakeholders and community.  Cost Neutral
<b>Issue</b>	Replace aging bus fleet.
<b>Recommendation</b>	Replace fleet with CNG buses.
<b>Desired Outcome</b>	Fuel and maintenance costs will be decreased providing overall savings to the transit service.  Cost Savings: \$300,000 – annual reduction in fuel costs. \$100,000 – annual reduction in maintenance costs.
<b>Issue</b>	High premiums increase cost for transit service.
<b>Recommendation</b>	Reduce Sunday premiums.
<b>Desired Outcome</b>	Reduced cost for transit service on Sundays and greater service flexibility.  Cost Savings: \$70,000 – annual reduction from contract language changes regarding the Sunday premium. Renewed CUPE contract in place.

**Corporate Services  
Recommendation Worksheet**

No.	Area	Item	Recommendation	Desired Outcome	Item Identified By				Expectations - Category				Corporate Services Theme				Recommendation Category			Completed X = Completed WIP = work in progress	
					Staff	Stakeholders	Community	Board	Alignment	Financial / Budgeting	Process Improvements / Efficiencies	Organizational Structure	Staff Morale	Communication	Workflow / Processes	Perception	Business Planning - Integration	Business Continuity	Department		CAO
1	Corporate	Better communication between departments	Research return on investment (ROI) for Project Management Software	Better distribution of workload; reduced resource conflict between departments, relationship building; enhanced communication between depts	X	X					X							X			
2	Corporate		Create employee portal on SharePoint, to include corporate resources and information	Ensures that staff have easy access to required information. Reduces inquiries made to departments	X	X						X	X						X		
3	Corporate		New employee info on SharePoint	Helps staff to be aware of new employees, good general information	X	X						X	X	X				X			
4	Corporate		Annual Meeting with the CAO (Admin Building)	Opportunity for all staff to feel included and to hear direct from the CAO about what's happening in the RDN	X							X	X	X					X		
5	Corporate	Wellness	Promote corporate RDN Transit pass (ProPASS) on SharePoint	May assist with employee recruitment and retention	X							X			X				X		WIP
6	Corporate		Organize reciprocal recreation pass with City of Nanaimo	RDN is currently perceived as good employer, but would be enhanced by this	X							X			X						WIP
7	Corporate		Establish Wellness Committee	Potential to reduce sick time and improve morale	X	X						X	X						X		X
8	Corporate	Board communication	Require use of RDN email addresses for all electoral area directors	Would assist with FOI concerns currently existing with use of directors' personal emails for RDN business. Allows use of Outlook for all meetings	X			X				X	X						X		
9	Corporate		Use Outlook invites for all meetings	Ensures consistent process for informing directors about RDN meetings.	X			X				X	X						X		
10	Corporate	Records management	Integrate and/or coordinate records management systems where possible	Ensure consistent application of the RDN's records management system. Will allow steps to be taken toward electronic records management.	X	X						X	X		X	X			X		
11	Corporate	Website	Add contact information for staff - Departmental info including job titles, direct phone numbers and email addresses	Provides a benefit to the public when they are seeking to contact a specific staff person. Reduces bottleneck at main reception.	X	X						X			X	X			X		
12	Corporate		Allocate funds to the IT Reserve Fund to provide for a complete re-design of the RDN website within 5 years	Provides an opportunity to ensure that the website is kept modern and easily navigated by the public. Ensures that superfluous pages and content are removed.	X							X	X	X	X	X	X	X	X	X	X
13	Corporate	Social Media	Increase presence and ensure appropriate staffing levels for social media during emergencies.	Events in other locations have shown that the use of social media (particularly Twitter) has served a valuable purpose in getting information to the public. RDN's involvement in the Twitter feeds ensures that false information is corrected in a timely manner.	X	X	X					X		X					X		X
14	Corporate		Continue with current 2 per day limit on facebook posts and tweets but allow extra posts and tweets when the RDN has a presence at special events in the community.	Meets the needs for information sharing through social media. Allows for re-tweets where appropriate.	X	X						X		X					X		
15	Corporate		Create policy on social media	Clarifies use of social media by staff on behalf of the RDN; sets parameters for personal use of social media; defines emergency program application of social media.	X	X						X	X		X				X		WIP
16	Corporate	Graphic Design	Develop centralized graphic design strategy	Achieve cost savings; ensure quality and consistency of look and feel.	X	X			X	X	X			X					X		
17	Corporate		Establish Web Tech/Designer position by grouping graphic design and website content responsibilities currently decentralized or contracted out	Achieve cost savings; ensure quality and consistency of look and feel. Recognizes that graphic design is crucial to the RDN interaction with the public.	X	X			X	X	X			X					X	X	

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18	Corporate	Board Meetings	Schedule Board/Committee meetings on Tuesdays (including select & advisory) where possible.	Provides directors certainty that Tuesdays should be kept available for meetings. Brings additional meetings into the daytime to allow staff attendance without overtime.	X			X					X					X		
19	Corporate	CityView	Establish CityView working group	Provides an opportunity for sharing of concerns or expertise with regard to the use of CityView.	X	X					X		X	X		X	X		X	
20	Corporate		Ensure training provided for new users - create departmental expert	Prevents loss of knowledge over time with changes to staff.	X	X					X		X	X		X	X			
21	Corporate	Grants-in-Aid	Coordinate all Grants through a single position (still have multiple committees). Create consistency between various programs where possible.	Prevents duplicate applications from organizations. Less confusing for applicants. Provides historical documentation.	X				X		X		X	X	X			X		
22	Corporate		Coordinate timing of grant processes	Simplifies process and provides certainty for organizations. Less chance of missing a deadline or being mis-informed re deadline	X				X		X		X	X				X		
23	Corporate		Create Grants Coordinator position to research and apply for grants	Ensures that opportunities are not missed when grants become available. Expert in writing grants increases chance of success.	X				X	X	X		X		X			X	X	
24	Corporate	Relationship with First Nations	Create First Nation protocol resource document	Ensures that directors and staff are aware of appropriate protocols when working with First Nations. Avoids embarrassment or confusion.	X	X	X	X			X		X	X				X	X	
25	Corporate		Create a position (or centre of knowledge) for Aboriginal Initiatives	Recognizes current work being done and ongoing need for support in this area.	X	X			X		X		X	X	X		X		X	
26	Corp Serv	Corporate Training	Promote training available - include on SharePoint	Ensures that staff are aware of training opportunities.	X						X		X				X			
27	Corp Serv		Establish in-house training (FOI/Communications, etc)	Takes advantage of knowledge of staff. Provides good experience for staff assigned to the teaching role. Ensures that training is relevant to this organization.	X	X					X		X	X	X			X		
28	Corp Serv	Promotion of Corporate Services	Set up Corporate Services wikis	Provides assistance to staff within the department and throughout the organization as appropriate	X						X		X	X	X			X		
29	Corp Serv		Publish weekly hint for staff - link back to wiki pages	Provides a reminder to staff that wiki pages are available to assist.	X						X		X					X		
30	Corp Serv		Provide examples of positive outcomes through use of Corporate Services assistance	Builds respect for expertise	X						X		X					X		
31	Corp Serv	Internal communication	Ensure regular Division staff meetings are held	Promotes improved exchange of ideas. Meets safety meeting requirements.	X						X		X	X				X		
32	Corp Serv	Cross Training	Promote cross training within and between Corporate Services functions	Expands knowledge base, ensure coverage, succession planning	X				X		X		X	X				X	X	
33	Corp Serv	Corporate Services structure	Rename Manager of Information Services to Manager of Information Technology and Geographic Information Systems (IT/GIS).	Provides greater clarity of Manager's role.	X	X					X		X	X				X		
34	Admin	Keeping the front desk informed, reduce use of email for informal communication	Implement Instant Communicator or similar application	Assists with FOI concerns re email records. Makes it easier to know who is available or not.	X						X		X	X				X		
35	Admin		Set policy on deletion of Instant Communicator messages by IT	Ensure formal process in place.	X						X		X					X		
36	Admin	Paper based processes	Implement electronic and centralized review, signatures for reports & submission for agenda	Streamlines current process. First steps toward meeting management software implementation.	X				X		X		X	X				X		
37	Admin		Discontinue production of paper agendas	Provides cost savings through reduction of paper and fits with promotion of zero waste	X				X	X			X	X	X	X	X	X	X	
38	Admin		Develop fillable delegation request form that can be submitted through the website	Simplifies process for the public and for staff	X						X		X	X				X		



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Recommendation Worksheet**

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39	Admin	Records management	Investigate options and timeline for implementing Electronic Document and Records Management Systems	Assists with compliance with RDN Records Management System. Reduces electronic records by deleting those past destruction date. Potential cost savings in staff time for searching and disposition of records.	X					X	X				X	X				
40	Admin	Website	Define roles and responsibilities re website	Ensures that roles are clear and that the website is kept as current and useful to the public as possible.	X	X			X		X				X	X				
41	Admin		Add expiry dates to certain types of documents	Ensures that staledated information is removed from website.	X					X					X	X				
42	Admin		Identify pages to be updated with current content each year (assign pages to other departments to be updated) - top 20 pages	Ensures steps are taken each year to keep website more up to date.	X	X				X		X			X	X				
43	Admin		Find options for reducing text and adding more graphics.	Makes website more user friendly	X					X			X		X	X				
44	Admin		Create mobile friendly option for the website	Allows easier viewing of website of mobile devices	X					X					X	X			WIP	
45	Admin		Ensure consistency, branding	Provides a uniform look and feel to the website.	X	X				X		X		X	X	X				
46	Admin		Bring content management of website in house (to Web Tech/Designer position). Continue to host externally (no cost savings to host in-house)	Cost neutral but provides greater control, certainty and consistency with RDN branding. May be some ability for cost savings over time.	X	X			X	X	X		X		X	X		X		
47	Admin		Add new features in 2017 - to celebrate 50 year anniversary of RDN	Recognizes milestone for the RDN. Opportunity to provide historical information that may be of interest to the public.	X							X	X		X	X		X	X	
48	Admin		Develop an open data strategy for release of data to the public - building permit information, land use permits, budget	Reduces number of requests for data from the public as already available. Allows opportunities for the public to create reports and analyses that may be useful to the RDN.	X	X	X		X		X			X				X		
49	Admin		Provide correspondence from the Chair on RDN Website as appropriate.	Provides greater transparency	X				X		X				X			X		
50	Admin	Social Media	Assign responsibility for responding to Facebook messages to Communications Coordinator. This position will forward questions to appropriate department as required.	Ensures that responses to Facebook inquiries are done.	X						X		X	X				X		
51	Admin	Graphic Design	Create corporate account for stock photos (ie iStock or Shutterstock)	Provides access for Web Tech/Designer to photos and graphics to enhance presentations and publications.	X	X					X			X	X			X		
52	Admin	Board Policies	Review and update Board policies for consideration and adoption by the Board	Ensures that Board policies will be updated and will remain relevant in the future.	X	X				X			X	X					X	
53	Admin		Include Policy Type - Board / CAO in SharePoint	Clarifies the process for amending policies. Board needs to be aware of Board policies.	X					X			X	X				X		
54	Admin	Board Meetings	Implement web-streaming of Board meetings	Provides access to Board meeting debate and decision-making processes to those unable to attend at the RDN office.	X	X		X	X				X					X	X	
55	Admin		Implement meeting management software - including digital voting, etc.	Streamlines agenda preparation, minute taking and Board follow-up processes.	X				X		X			X				X		
56	Admin		Include electronic meetings attendance provisions in the new procedure bylaw	Provides options for Board members unable to attend in person.	X				X		X			X					X	
57	Admin	Standardized processes & formats between Admin Services and other departments	Continue with Senior Secretary meetings - agendas/minutes processes & formats	Ensures consistency with processes related to agenda, minutes, correspondence, reports, etc. Provides inter-departmental support for senior secretaries.	X	X				X		X	X	X				X		

**Corporate Services  
Recommendation Worksheet**

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58	Admin		Update Preparation of Reports Policy	Ensures that best format is being used for reports. Clarifies which meeting the report is going to. Ensures no confusion between internal memo and Board/Committee report.	X						X			X	X			X			X	
59	Admin	Building Maintenance	Transfer responsibility to Energy and Sustainability Manager	Provides role to staff with knowledge of sustainable products, energy efficiency, irrigation / water conservation, green roof, lighting (incentives & rebates), water temperature for hot water tanks and trees.	X				X		X				X				X			
60	Admin	Customer Service	Improve way finding signage	Helps solve confusion created by main reception being located on the second floor. Reduces staff time spent providing direction.	X	X					X				X				X			X
61	Admin	Relationship with First Nations	Work with First Nations on art installations for front of admin building	Recognizes the significance of the traditional territories of the Snunemuxw, the Snaw-Naw-As and the Qualicum First Nations. Provides an opportunity to work together on a meaningful project.	X				X				X	X		X					X	WIP
62	GIS	GIS standardization	Develop standard practices for GIS	Ensures that all staff are using same symbology, etc.	X				X		X			X	X				X			WIP
63	GIS		Establish GIS records system	Reduces search time, ensures no need to re-create a map if previously done.	X	X			X		X				X			X	X			
64	GIS	WebMap	Create WebMap Tips & Tricks - for SharePoint and website (video)	Provides assistance to staff and to the public with regard to use of WebMap	X	X					X			X	X				X			
65	GIS		Investigate other options for WebMap - is OnPoint the right product?	Ensures that if there is a better product, consideration is made to change.	X					X	X				X				X			
66	GIS		Provide staff training on WebMap	Ensures that non-GIS staff have the skills needed when accessing WebMap and know when the use of WebMap is appropriate.	X						X			X	X				X			
67	GIS	Mapping	Produce specific map for newspaper ads	Ensures that maps used in newspaper advertising are readable at the scale required.	X						X			X	X				X			X
68	HR	Corporate Training	Review budget & ensure appropriate level	Recognizes the importance of corporate training and the need for a centralized budget for certain types of training (such as Arete)	X					X			X		X			X		X		X
69	HR	Employee Performance and Development Plan	Research and make recommendation on implementation of an employee performance and development plan.	To determine best process for meaningful feedback to staff and for investigating appropriate employee development planning.	X						X		X	X	X	X	X	X	X	X		
70	HR		Improve processes related to recruitment and selection and grievance management	Processes are simplified/streamlined; duplication of work is eliminated; and errors are minimized	X						X		X	X	X	X	X	X	X	X		
71	HR	Better communication between departments	Provide information re HR role and support for specific departments	Ensures that staff are aware of services	X	X					X	X	X	X	X	X	X	X	X	X		X
72	HR		Identify methods for addressing the expectation of immediate response to a request or inquiry while maintaining a high level of service	Follow-up emails, voicemail messages, drop-in visits are reduced which, in turn, reduces daily interruptions	X	X					X		X	X					X			
73	HR		Look for possibilities for positive interaction between HR and staff - site visits, etc.	Improve communications and build positive relationships with staff	X	X							X	X		X			X			
74	HR		Create Human Resources library on SharePoint with separate libraries on Recruitment and Selection, Health & Safety, benefits, etc.	Provides easy access to information for employees	X	X					X			X	X	X	X	X	X			
75	HR	HR Records management	Investigate HR records database options (HR/IT)	Easier searching and creating of reports (completed - Using existing Vadim payroll system at no added cost)	X				X	X	X				X				X			X

**Corporate Services  
Recommendation Worksheet**

No.	Area	Item	Recommendation	Desired Outcome	Item Identified By				Expectations - Category					Corporate Services Theme				Recommendation Category			Completed X = Completed WIP = work in progress			
					Staff	Stakeholders	Community	Board	Alignment	Financial / Budgeting	Process Improvements / Efficiencies	Organizational Structure	Staff Morale	Communication	Workflow / Processes	Perception	Business Planning - Integration	Business Continuity	Department	CAO		Board		
76	HR	HR Support	Increase resources to meet the needs for Health & Safety support and general HR advice (temp or permanent HR Advisor)	Addresses workload issues of current HR staff and provides a higher level of support to the organization as requested by all departments	X	X			X	X	X	X	X		X		X	X	X				WIP	
77	HR		Provide additional Health and Safety support - looking through risk assessments, preparing safe work procedures and policies - advisory role	Ensures that health and safety requirements are met by all departments	X	X			X		X	X	X		X		X	X	X				WIP	
78	HR	Recruitment	Investigate electronic applications for job postings (include status of posting)	Some streamlining of process for HR. Provides the applicants with more information with regard to the status of the posting	X	X			X		X				X	X	X	X			X			
79	IT	Better communication between departments	Create new SharePoint portal as the homepage	Makes SharePoint more user friendly, ensures that general information that staff may be looking for is readily accessible		X					X				X	X					X			
80	IT		Force SharePoint to be part of startup for all	Encourages staff to access information of general interest to all staff	X						X				X	X					X			
81	IT	Paper based processes	Implement electronic timesheets	Streamlines process	X				X		X				X		X				X			
82	IT		Create strategy for routing forms electronically wherever possible	Reduces paper, streamlines processes, creates efficiencies, reduces errors	X				X	X	X				X	X		X			X			
83	IT	Information Services	Purchase additional Dell Storage Area Network (SAN) equipment in 2015 within existing budget.	In addition to alleviating lack of disk storage, increases network information access speed, allows for an incremental and more cost effective approach to adding disk space to the SAN in future (savings up to \$40,000 over the next five years), allows for quicker recovery time in the event of a system failure, avoids approximately \$68,000 in network communications increases in 2016/2017 due to more efficient data transfer, avoids increased staffing resources of approximately \$75,000 by staying with single vendor solution (Dell).		X					X												WIP	
84	IT	Board communication	Expand Directors SharePoint site to include Board correspondence and UBCM Compass	Provides a site for Directors to view various items of interest at their convenience. Reduces number of routine emails received by Directors					X		X				X		X				X	X	X	WIP
85	IT	IT Test Environment	Establish comprehensive test environment to test with full data set before going live - SharePoint, CityView, GIS, etc.	Allows GIS to update core data more efficiently (no down time). Ensures that major changes do not cause disruption to data or users. Allows a more comprehensive testing of network security in advance of implementation.		X					X					X						X		
86	IT	CityView	set up CityView wiki	Provides access for CityView users to hints. Helps ensure that staff are using CityView appropriately	X	X					X				X	X					X			
87	IT	Software Selection / Standards	Update Purchases of Computers, Computer Related Equipment and Software Policy (CAO policy)	Provides current direction to staff re purchases	X					X	X				X		X				X	X		
88	IT		Establish project specific working groups for IT related initiatives to define the needs of the RDN and recommend optimal solutions.	Assists departments in selecting the most appropriate software to meet the departments' needs within the corporate IT structure.	X						X				X	X	X				X	X		

**Finance Services  
Recommendation Worksheet**

No.	Area	Item	Recommendation	Desired Outcome	Item Identified By				Expectations - Category				Finance Theme				Recommendation Category			Completed X = Completed WIP = work in progress
					Staff	Stakeholders	Community	Board	Alignment	Financial / Budgeting	Process Improvements / Efficiencies	Organizational Structure	Staff Morale	Communication	Workflow / Processes	Perception	Business Planning - Integration	Business Continuity	Department	
1	Accounting Services	Ability to reach full potential/opportunities for career development, Finance doesn't have best structure for stepping through levels, too much space between the accountant vs clerk positions	Departmental review to look at alternative structures including different levels of accounting clerk allowing for movement to senior positions in Finance or other departments and look at senior accounting clerk position. Also, review structure for financial reporting area to have fin analyst & accountant report to Sr Accountant	Better able to develop skills and prepare for senior level positions in department or organization as a whole	X							X	X			X	X	X	X	
2	Accounting Services	Improved cross training and succession planning within Finance Department, software upgrades and process changes make it difficult to ensure coverage to all areas for absences.	More planning for retirements with inclusion of staff feedback for training process, and additional cross training programs/processes scheduled.	Cross training will ensure more staff able to cover all aspects of department work and able to be current with changes in each area, cash receipting, utility billing, payables, receivables, payroll. Inclusion of impacted staff in succession planning allows for staff to participate in the process and provide alternative plans to ensure adequate coverage.	X					X	X	X	X	X	X	X	X	X		
3	Accounting Services	Lack of performance management program for staff that will facilitate employee skill development and training	To develop a performance management program review that is supported by employees.	Annual review to look at development opportunities and link work to departmental goals and organization strategic plan. Useful tool to facilitate skill development and training	X						X		X	X	X	X	X	X		
4	Accounting Services	Colleague & Manager Feedback	More opportunities for direct recognition of staff vs general directed at all staff.	Staff feel respected and appreciated for their contributions as part of team and as individuals	X							X	X	X				X		
5	Accounting Services	Work/life balance	Expand flex hours program & job sharing opportunities	Improved staff morale and potential cost savings to organization through reduced absenteeism, and opportunity to reduce overtime. Pilot project is under development following provisions of the Collective Agreement.	X							X	X	X				X	X	X
6	Accounting Services	Lack of consistent information sharing between departments, and process lacking for keeping up to date on changes	Corporate newsletter or some other method of update, tours of other sites, video of what they do, possible electronic noticeboard or staff only Facebook page	Reduce silo effects starting to happen because of growth in size of organization. Staff feel informed and have better understanding of their role in RDN.	X						X	X	X	X				X	X	
7	Accounting Services	New staff orientation lacking, new staff/ managers not aware of processes/policies, eg, purchasing, payroll	Develop a manual or an orientation package or a video for new staff. Provide regular training sessions for budget, payroll, purchasing, risk management and accounts payable coding	New staff have resources available to carry out common tasks and have a clear understanding of responsibilities.	X	X				X	X	X	X	X	X	X	X	X	X	
8	Accounting Services	Ongoing processes to ensure accuracy and reliability of source documents and information received from other departments.	Provide regular training sessions for budget, payroll, purchasing, risk management and accounts payable coding. Ensure information / processes are readily available on SharePoint.	Staff able to easily access resources to ensure accuracy and reliability of data in the organization. Staff confident in processes and their knowledge of policy/process. Improved accountability for decisions by management staff.	X	X			X	X	X		X	X	X	X	X	X	X	
9	Accounting Services	Improve internal Finance department communications	Regular staff meetings for department. Workshops to communicate strategic plan to all areas and allow staff to understand their role in strategic plan goals. Link the plan directly to work of departments.	Ensures all staff are provided same information and results in a better understanding of their role in the overall organization. Better able to contribute to the process.	X							X	X	X				X	X	

**Finance Services  
Recommendation Worksheet**

No.	Area	Item	Recommendation	Desired Outcome	Item Identified By				Expectations - Category					Finance Theme					Recommendation Category			Completed X = Completed WIP = work in progress	
					Staff	Stakeholders	Community	Board	Alignment	Financial / Budgeting	Process Improvements / Efficiencies	Organizational Structure	Staff Morale	Communication	Workflow / Processes	Perception	Business Planning - Integration	Business Continuity	Department	CAO	Board		
10	Accounting Services	Dog licensing process. Customers have to wait a long time and not very efficient. Difficult because not all areas license dogs and customer expect to be able to get a license.	Ability for customers to purchase on-line (would require cost/benefit analysis as software is expensive) or improve Cityview process to make faster. Review service as a whole for efficiencies. Improve information on RDN website and be able to provide electronic reminders to customer of when license is due for renewal. Investigate By-law processing & sending up with payment (like permits).	Improved customer convenience, decrease time required for processing	X				X	X					X	X			X				
11	Accounting Services	Process for approval of HandyDart customers and subsequent sale of tickets to customers is not very efficient. Customers have to go back and forth between admin building and transit and are often elderly or have challenges making this more difficult.	Review process with Transit staff, possible to have Transit directly sell HandyDart tickets when they approve a customer? Investigate having a POS machine at Transit.	Improved customer relations, simplification of process.	X		X		X	X	X				X				X				
12	Accounting Services	Improve efficiency for Geoware (Solid Waste data) cash receipting JV's done by Finance, involves great deal of checking/reconciling	Upload direct from Geoware to GL and check only done at Finance	Faster processing of revenue to GL, reconciled at time of entry vs. month later	X	X			X	X					X			X	X				X
13	Accounting Services	Development of additional digital timesheeting processes	Continue to pursue on-line timesheet capabilities through existing software or new software resources	Significant reduction in manual data entry of timesheets, reduced errors, payroll staff better able to focus on accuracy and reporting vs entry	X	X			X	X	X		X		X	X	X	X	X				X
14	Accounting Services	Additional ability for electronic payments to RDN, eg, accounts receivable. Currently can accept utility billing payments, but not general receivables.	Review availability for electronic payments of receivables through banking services provider and what is cost vs. benefit.	Improved customer convenience and additional options for payment	X		X		X	X	X				X				X				X
15	Accounting Services	Request for more efficient methods to submit expense claims and purchasing cards	Improved electronic forms for submitting expense claims and purchasing cards, eg, drop downs	Less manual intervention, easy to obtain coding through departmental specific dropdowns		X					X		X		X	X							
16	Accounting Services	Courier frequency between Ravensong/Oceanside Place/Parks could be improved. The current schedule has the courier coming from D69 on a Wednesday morning which leaves a limited processing time (depending on volume of invoices or payroll information in courier package) for the Accounts Payable Thursday morning cheque run or the payroll file submission (if a pay week)	Change the schedule or increase the courier frequency between Ravensong/Oceanside Place/Parks that would allow for increased efficiency. Also look at alternative/electronic means of transmission of data, eg payroll uploads	Reduced transaction processing delays for payments and reduced data entry errors due to rushing payments through.	X	X					X			X	X				X				
17	Budgeting & Financial Reporting	Multiple requests for additional resources from all departments, impact of increased demand from public and politicians for more services and capital projects as well as impact of additional regulations from higher levels of government.	Corporate and/or Board review of position requests/ temporary positions to prioritize need and look for areas of overlap and potential to share resources. Identify staff complement needed to maintain operations and complete projects. Possible as an outcome of strategic planning process. Look at areas where largest risk to organization.	Board informed of resource shortages as well as increased operational requirements related to capital projects which are directly impacting ability to provide service, complete projects.	X	X			X	X	X	X	X						X	X	X		

**Finance Services  
Recommendation Worksheet**

No.	Area	Item	Recommendation	Desired Outcome	Item Identified By				Expectations - Category				Finance Theme				Recommendation Category			Completed X = Completed WIP = work in progress	
					Staff	Stakeholders	Community	Board	Alignment	Financial / Budgeting	Process Improvements / Efficiencies	Organizational Structure	Staff Morale	Communication	Workflow / Processes	Perception	Business Planning - Integration	Business Continuity	Department		CAO
18	Budgeting & Financial Reporting	Improved financial reporting, easy to access and easy to understand information to the transaction level.	Continue implementation of FMW financial reporting for actuals as well as budget, hold workshops with departmental staff to see what works	Departmental staff are able to easily access financial information and able to feel more ownership over their budgets and related purchasing.	X	X			X	X	X		X					X			WIP
19	Budgeting & Financial Reporting	Financial policies/procedures are out of date	Review and update purchasing, training & development, employee expense, contract management, fees & charges and all related policies	Updated policies and procedures that reflect current best practices, eg, as recommended by AGLG and that allow other departments to carry out their business more effectively. Standardized contract and RFP templates.	X	X			X	X	X	X	X					X	X	X	
20	Budgeting & Financial Reporting	Improved performance reporting process in relation to strategic plan goals and financial measures	Ensure strategic plan and departmental business plans allow for performance measurement and linkages to strategic plan. Allocate resources to develop reporting structure	Ability to directly link work to plans and to report out on workplans. Provide effective and usable information on outcomes to Board and community.	X				X	X	X	X	X					X	X	X	
21	Budgeting & Financial Reporting	Lack of a cohesive organization wide asset management plan	Continue implementation of an integrated asset management process at RDN that includes all departments and will allow for better asset tracking and improved long-term planning as well as identification of risk areas for asset replacement and insurance purposes. Identify resource/staffing complement necessary to implement.	High level of information which can easily be converted to asset plans to inform staff, management and Board on current status of assets, risk areas, and long-term infrastructure replacement plans. Successful implementation results in long-term savings for RDN.	X	X			X	X	X	X						X	X	X	WIP
22	Budgeting & Financial Reporting	Purchasing process/commitment tracking, departments don't have information on outstanding commitments and feel a need for specialized/knowledgeable support to ensure best practices are being utilized	As a result of growth in RDN size, would be useful to have a centralized purchasing department and to have a commitment tracking process integrated into the financial reporting	Assistance to departments to ensure effective purchasing processes are used and compliance with best practices, opportunities for joint purchasing creating efficiencies and savings. Use of a electronic PO's will provide current financial reporting for both actual spending & committed spending.	X	X			X	X	X	X		X			X	X	X	X	
23	Budgeting & Financial Reporting	Allocation of staff time to capital and other projects to obtain better understanding of cost. Difficulty is that staffing is funded through general requisitions not project specific. Requires significant changes to payroll and budget processes.	Ability to allocate staff time to capital and other major projects to provide full cost accounting.	Full cost accounting for capital and major projects while maintaining general requisition requirements to fund salaries.	X	X			X	X	X		X			X	X	X			
24	Budgeting & Financial Reporting	Public input for budget process	Review other RDs processes for communicating budget information to the public. Look for success stories for participation. Improve quality of information posted to website to make it more intuitive/graphic in nature.	Members of public easily able to obtain understandable budget information for service area they are interested in as well as summary information by electoral area. Alternative means of providing input to budget process.	X				X	X	X		X	X		X		X			
25	Other	Fire Services support provided through Finance Dept not an effective means of providing support to Fire Departments, seems like poor allocation of resources given specialized knowledge/experience required for fire services administration	Addition of personnel or contract resources with appropriate qualifications to support regional fire services model at RDN. Possible redirection of the work to an alternate department	Finance staff able to focus and expand efforts on financial and risk management issues as well as procurement for RDN. Expert knowledge applied to fire services to ensure risk reduction and effective long-term plans in that area.	X	X	X		X	X	X	X						X	X	X	WIP



**Fire Protection Services  
Recommendation Worksheet**

No.	Area	Item	Recommendation	Desired Outcome	Item Identified By				Expectations - Category					Fire Services Theme					Recommendation Category			Completed
					Staff	Stakeholders	Community	Board	Alignment	Financial / Budgeting	Process Improvements / Efficiencies	Organizational Structure	Staff Morale	Communication	Workflow / Processes	Perception	Business Planning - Integration	Business Continuity	Department	CAO	Board	
1		Training (time) requirements are making it difficult to obtain and retain volunteers and to ensure adequately trained firefighters are available for response and to ensure firefighter safety	Look for efficiencies/shared training opportunities, share staffing more generally as well as through mutual & automatic aid agreements	Appropriately trained volunteers available as needed for response.	X	X		X	X	X	X	X						X	X	X		
2			Review opportunities for merging departments or portions of the services somehow	Elimination of duplication of work by various departments														X	X	X		
3		Volunteer retention as a result of training requirements, conflict with regular jobs, demographics	Review alternatives for improving volunteer retention, eg, pay or other incentive programs, possibly linked to regular jobs in the community to ensure support from regular employers for response attendance.	Less volunteer turnover = lower costs for training new recruits and a fully trained force to respond to emergencies	X	X	X	X	X	X	X							X	X	X		
4			Possible benefit programs for volunteers through RDN, eg, OHS, health plans & Employee Family Assistance Program																			
5			Discounted access to RDN facilities as a perk of volunteering																			
6			Lobby province & federal government for improved tax structure for volunteers																			
7		Lack of well paying jobs in community is driving volunteers away	Perhaps mix of paid & volunteer personnel to ensure enough staffing for response																			
8		Methods to improve volunteer recruitment	Review best practices and success stories from other rural areas in North America	Improved response to volunteer recruitment drives with qualified candidates responding	X	X		X	X	X	X	X						X	X	X		
9			See also volunteer retention strategies noted above																			
10		Improve community engagement - Strong fire departments are a result of strong diverse communities, (people helping people) support communities and the community will support the fire department	Review current community engagement activities, look for success stories, support fire department presence at community events	Community understanding of the value of fire services particularly in relation to cost of service.		X		X	X	X	X	X								X		
11		Community & fire department staff not aware of relationship with RDN	Implement regular engagement process with fire department boards & volunteers. Regularize schedule for Fire Services Advisory Committee. RDN presence at Fire Department open houses, etc.	More opportunities for information sharing, opportunities to have Fire Services recognized at other RDN events + opportunity for RDN to have presence at Fire Department events, eg, WaterSmart	X						X	X						X				
12		Administrative burden in relation to WorkSafe and records requirements for training is very cumbersome especially for Fire Chiefs who are not experts in this area	Look for opportunities to share resources for this reporting both software and human resources	Full compliance with regulatory requirements, safe work procedures	X	X	X	X	X	X	X	X						X	X	X		
13		Increased regulatory environment, eg, OFC & WorkSafe create need for better human resources management for volunteers to reduce likelihood of both physical & mental health claims	Possible overlap with RDN processes to ensure compliance	Full compliance with regulatory requirements, safe work procedures, reduce potential costs for Worksafe coverage		X		X	X	X	X	X						X	X	X		
14		Regulatory environment becoming more complex and related impact on Fire Underwriters rating	Look for opportunities to improve ratings across the RDN, eg, superior tanker shuttle service ratings	Improved insurance ratings for communities	X	X	X	X	X	X	X									X		

**Fire Protection Services  
Recommendation Worksheet**

No.	Area	Item	Recommendation	Desired Outcome	Item Identified By				Expectations - Category				Fire Services Theme				Recommendation Category			Completed X - Completed W/P - work in progress
					Staff	Stakeholders	Community	Board	Alignment	Financial / Budgeting	Process Improvements / Efficiencies	Organizational Structure	Staff Morale	Communication	Workflow / Processes	Perception	Business Planning - Integration	Business Continuity	Department	
15		Liability insurance coverage related to fire services structure, in particular for Board members. Increased need for liability protection as a result of societal changes/expectations, eg, volunteers doing other work at fire halls not covered through regular MIA liability protection results in increased costs	Review fire service agreements and structure for reduced risk opportunities. Review coverage with MIA for improvements/ alternatives	Reduced risk exposure and reduced costs for liability coverage	X	X				X	X						X		X	
16		Development of operational guidelines and policies processes is cumbersome and each fire department is doing it	Shared resources for areas like operational guidelines and training plans, etc.	Improved efficiencies, allows for similar processes in each service area and shared training		X				X	X	X	X	X			X	X	X	
17		Use of common standards throughout all departments	Training & equipment standardization where possible	Improved efficiencies, allows for similar processes in each service area and shared training																
18		Long term capital planning for halls and trucks needs improvement to ensure adequate funding. Realistic and affordable upgrades to fire halls	Engage fire departments and communities in long term capital planning. Look at alternatives to new halls and geographic distribution of halls for best coverage	Best possible geographic coverage with post disaster facilities in place that will service areas of growth. Fire Service equipment that meets Fire Underwriters standards for improved insurance ratings. Incorporation of Fire Services into integrated asset management process of RDN	X	X	X	X	X	X	X	X	X						X	
19			Facilities review for operational savings related to energy use & conservation																	
20		RDN provide more support for truck & building maintenance	Review whether processes/ staffing already in place at RDN could also support fire departments, eg, transit mechanics.	Potential for shared resources, reduced costs		X		X	X	X	X	X					X			
21			Group purchasing for common items to obtain better rates	Potential for shared resources, reduced costs																
22		OFC Playbook standards requirement for RDN as authority having jurisdiction to ensure compliance and set standards	Use of contracted resources to review Playbook impacts and make recommendations on how to implement for RDN Fire Services	Volunteer firefighter safety is supported and ensures compliance with legislation. Consistent and clear definition of standards can reduce long term costs and some financial risk associated with Fire Protection.	X	X		X	X	X	X	X					X	X	X	WIP
23			Contracts with various departments and other communities to be updated particularly in relation to current regulatory environment and in relation to liability insurance/risk management																	
24		Limited support from RDN for fire department staffing, purchasing and operational issues and long delays in responding to requests for assistance.	That RDN develop a new support structure for fire services including allocation of budget towards either contracted or staff resources with experience in fire services administration.	Timely, knowledgeable and experienced support for fire departments. Ability to ensure best resource allocation across all departments.													X	X	X	
25		Gravel road at end of Corcan to Whiskey Creek area has been closed for a year and should be fixed because this is only alternative for access or exit from this area in case of disaster response.	Continue project through parks services to make bridge usable for emergency access.	Improved community safety, project is underway currently		X	X			X							X			



**Regional and Community Utilities  
Recommendation Worksheet**

No.	Area	Item	Recommendation	Desired Outcome	Identified By					Expectations Category					Theme					Recommendation Category			Completed	
					Staff	Municipal Partners	Stakeholders	Community	Board	Alignment	Financial / Budgeting	Process Improvements / Efficiencies	Organizational Structure	Staff Morale	Communication	Workflow / Processes	Perception	Business Planning - Integration	Business Continuity	Department	CAO	Board		X - Completed
1	RCU Mgmt	Communication - Team effectiveness	RCU management staff increase presence and communication with operations	More efficient operations and employee morale	X							X		X						X				X
2	Operations	Operations team effectiveness	Weekly operations meetings to discuss workplanning, safety, improvements, new ideas, morale, procedures, continuous improvement, respectful workplace	More efficient and effective communications and operations	X							X		X						X				X
3	Operations	Better communications between ops and lab	Ops communicate process changes affecting lab, lab post results	More efficient operations, better communications and morale	X							X		X						X				X
4	Operations	Clarify operator duties	Document "operator of the day" duties	More efficient, consistent distribution of duties	X							X				X				X				X
5	Operations	Equipment and supplies	Update safety supplies, tools, sampler enclosures, mtce shops	Safer, more efficient operations	X							X			X					X				X
6	Ops-Transit	Clarify vehicle maintenance	Clarify scheduling and administrative requirements for vehicle maintenance by transit	More efficient, cost effective maintenance.	X							X			X					X				X
7	Operations	Operations team effectiveness	Address interpersonal issues at team level prior to engaging HR.	Improved team effectiveness and morale.	X									X						X				X
8	RCU Mgmt	Process Improvements/Efficiency	Evaluate in house biosolids trucking	Reduce operating costs	X							X								X				2015-6
9	RCU Mgmt	Process Improvements/Efficiency	Install effluent return line at GNPCC	More stable, efficient operation	X							X								X				WIP
10	RCU Mgmt	Process Improvements/Efficiency	Improve cover on thickener	Operator safety and more efficient operation	X							X								X				WIP
11	RCU Mgmt & Ops	Process Improvements/Efficiency	Improve co-gen operating reliability (cost-benefit analysis)	More stable, efficient operation, improved revenues	X							X								X				WIP
12	Operations	Process Improvements/Efficiency	Equipment and site cleanup at GNPCC	More stable, efficient operation	X							X								X				WIP
13	RCU-Finance	Training	Provide training to Ops on Financial systems and procedures	More efficient administrative functions	X							X								X				2015
14	RCU Mgmt	Org Structure/Alignment	Improve administrative support at ops facilities	More efficient operations, transfer some admin burden from operators to admin staff.	X					X										X				2015
15	RCU Mgmt & Ops	Org Structure/Alignment	Develop staffing plan for WWS Operations in advance of Secondary Treatment: consider: expansion, specialized maintenance and electrical, dedicated pump station staffing.	More effective and efficient operations staffing	X					X										X				2015
16	RCU Mgmt & Ops	Org Structure/Alignment	Review lab budget to reflect increased workloads and planned expansion	More effective operations	X					X										X				2015
17	RCU Mgmt & Ops	Org Structure/Alignment	Upgrade lab facilities as part of planned expansion	More effective operations	X					X										X				2018
18	RCU Mgmt	Org Structure/Alignment	Involve operations staff early on in project scoping	Better decisions, more effective operations	X					X										X				X
19	Mgmt - Ops	Org Structure/Alignment	Provide cross training (GNPCC-FCPCC) and opportunities to take on new duties.	More effective use of resources, improved employee morale	X					X										X				WIP
20	RCU Mgmt & Ops	Org Structure/Alignment	Operator training and staffing in advance of expansion startups	More efficient operations, employee morale	X					X										X				2015
21	RCU Mgmt	Org Structure/Alignment	Evaluate dedicated SCADA/Electrical staff	More cost effective and efficient operations	X					X										X				2015-6
22	RCU Mgmt	Org Structure/Alignment	Evaluate contracted maintenance to free up operators for operations duties.	More cost effective and efficient operations	X					X										X				2015-6
23	RCU Mgmt	Process Improvements/Efficiency	Include needed facility upgrades in GNPCC expansion: mtce workshop; automated digester mixing	More cost effective and efficient operations	X							X								X				GNPCC upgrade project
24	Mgmt - Operations	Process Improvements/Efficiency	Improve oversight of septage haulers discharge	More cost effective and efficient operations	X							X								X				2015

**Regional and Community Utilities  
Recommendation Worksheet**

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					Staff	Municipal Partners	Stakeholders	Community	Board	Alignment	Financial / Budgeting	Process Improvements / Efficiencies	Organizational Structure	Staff Morale	Communication	Workflow / Processes	Perception	Business Planning - Integration	Business Continuity	Department		CAO
25	Finance	Financial	Increase limit on sole sourcing and 3 written bids	Better decisions, more effective operations	X						X								X			2015
26	RCU Mgmt & Exec	Process Improvements/Efficiency	Review and update budget needs for increasing facilities and plant complexity	More cost effective and efficient operations	X						X								X			GNPCC upgrade project
27	RCU Mgmt	Process Improvements/Efficiency	Odour control needs to be a priority for expansion	Better decisions, more effective operations	X							X							X			GNPCC upgrade project
28	Mgmt & Ops	Process Improvements/Efficiency	Standardize SCADA measurement units (ie metric/imperial)	More cost effective and efficient operations	X							X							X			GNPCC upgrade project
29	Mgmt	Opportunities to Improve Services	Undertake public awareness - education initiative - "sewersmart", promotion of operator profession (promote at job fairs, open houses), potential for VIU Operator training program restart, importance RCU as a valued public asset.	More cost effective and efficient operations	X					X			X						X			2015/16
30	Mgmt & Finance	Process Improvements/Efficiency	Bidding criteria should identify best value overall, not just lowest bidder.	Better decisions, more effective operations	X						X								X			X
31	Operations	Process Improvements/Efficiency	Evaluate Golf Cart/ATV for GNPCC	More cost effective and efficient operations	X							X							X			2015
32	Mgmt & Staff	Process Improvements/Efficiency	Review ISO14000 program relative to administrative workloads - cost/benefit?	Better decisions, more effective operations	X							X							X			2015/16
33		Process Improvements/Efficiency	Can WWS Lab provide services for revenue generation?	More cost effective and efficient operations	X						X								X			2015/16
34		Opportunities to Improve Services	Need environmental services for receiving environment monitoring and spill management.	More cost effective and efficient operations	X							X							X			GNPCC upgrade project
35	Mgmt & Ops	Process Improvements/Efficiency	Evaluate other revenue options for biosolids	More cost effective and efficient operations	X						X								X			2016
36	RCU Management Corp.	Opportunities to Improve Services	Establish incentive program for contributing new ideas or improvements and cost savings.	More cost effective and efficient operations	X								X						X			2015
37	Mgmt & Ops	Opportunities to Improve Services	Improve respectful workplace, make sure everyone is included as part of the team, able to speak their mind, be open to ideas from all staff.	More cost effective and efficient operations	X								X						X			WIP
38	Corporate	Opportunities to Improve Services	long service recognition should include something like a free ticket to the Christmas party!	More cost effective and efficient operations	X									X						X		2015
39	Mgmt	Opportunities to Improve Services	Regular follow-up to measure progress on Review recommendations	More cost effective and efficient operations	X						X	X	X	X					X			WIP
40	Mgmt & staff	Opportunities to Improve Services	Encourage staff comradery (ie family BBQ day)	More cost effective and efficient operations	X									X					X			WIP
41	Exec	Opportunities to Improve Services	Establish job planning & performance reviews	More cost effective and efficient operations	X									X					X			2015-2016
42	Corporate	Opportunities to Improve Services	Wages for Operators should be comparable with other local governments - competition for trained operators	Better decisions, more effective operations	X						X								X			ongoing
43	Mgmt & Ops	Opportunities to Improve Services	Improve training plans	More cost effective and efficient operations	X							X	X						X			WIP

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44	Mgmt & Ops	Process Improvements/Efficiency	Share equipment and spares between departments and local governments (vac truck, welder, etc)	More cost effective and efficient operations	X							X								X			WIP
45	Mgmt & Ops	Opportunities to Improve Services	Improve coordination and communication between RDN departments to streamline work (Water Services, Wastewater Services, Solid Waste, Building Inspection.	More effective and efficient operations	X							X		X						X			WIP
46	Mgmt & Ops	Opportunities to Improve Services	Improve relationships and communication between Engineering, contractors, operators, management	More effective and efficient operations	X							X								X			WIP
47	RCU and Corporate	Opportunities to Improve Services	Encourage atmosphere, and public perception of continuous improvement at RDN as a whole	More effective and efficient operations	X							X									X		2015
48	Corporate	Opportunities to Improve Services	Create a corporate Safety Coordinator/Resource	More effective and efficient operations	X							X		X							X		2015
49	Operations	Opportunities to Improve Services	Improve work planning and coordination: plan in advance; task/job board; morning tool box meetings; maintenance jobs; structure in assigning jobs	More effective and efficient operations	X							X								X			X
50	Mgmt	Opportunities to Improve Services	Use consistent tried and tru equipment makes in capital projects (ie pumps and valves)	More effective and efficient operations	X							X								X			X
51	Mgmt & Ops	Process Improvements/Efficiency	Reuse or sell surplus equipment	More effective and efficient operations	X						X									X			WIP
52	Mgmt	Opportunities to Improve Services	Install improved septage receiving station at FCPC: key lock, flow metre, septage directly to ATADs	More effective and efficient operations	X							X								X			2015/2016
53	Board	Opportunities to Improve Services	Consider increasing septage fees to \$0.25/gal	More effective and efficient operations	X					X										X			X
54	Mgmt	Opportunities to Improve Services	Priority to replace old failing equipment -	More effective and efficient operations	X							X								X			X
55	Mgmt	Opportunities to Improve Services	Improve trickling filter odour control	More effective and efficient operations	X							X								X			2016
56	Mgmt	Opportunities to Improve Services	Update technology at NBPC	More effective and efficient operations	X							X								X			2016
57	Mgmt	Opportunities to Improve Services	Replace old systems (ducting to air scrubbers); Install compaction & remove solids before screens	More effective and efficient operations	X							X								X			2016
58	Mgmt & Ops	Opportunities to Improve Services	Update discharge permit, evaluate methods to achieve better discharge quality	More effective and efficient operations	X							X								X			2016
59	Mgmt	Better aligning resources	Should sewer system maintenance be part of WS or WWS?	More effective and efficient operations	X							X	X							X			2016
60	Corporate	Better aligning resources	Review cost recovery approach to chargeback between RDN departments - high tipping fees impact our ability to complete maintenance projects.	More cost effective operations	X							X									X	X	2016
61	Mgmt	Better aligning resources	Encourage properties on septic to hook up to sewer	Review and integrate into education programs	X							X								X			2015
62	Mgmt	Process Improvements/Efficiency	Evaluate cost effectiveness of RDN electrician on staff	Part of staffing plan development with GNPCC upgrade	X						X	X	X							X			2015
63	Mgmt & Ops	Partnering to improve effectiveness	Purchase vac truck	Develop business case	X						X	X								X			2015/2016
64	Mgmt & Ops	Partnering to improve effectiveness	Roll off truck and bins	Develop business case	X						X	X								X			2015/2016
65	Mgmt	Process Improvements/Efficiency	Maintenance specialist, or outsource maintenance (ie pump repairs)	Part of staffing plan development with GNPCC upgrade	X						X	X								X			2015
66	Mgmt & Ops	Partnering to improve effectiveness	Morningstar effluent use	Review feasibility	X							X								X			WIP
67	Mgmt	Partnering to improve effectiveness	Cities should reduce I&I	Part of LWMP process	X						X	X								X			ongoing
68	Mgmt	Opportunities to Improve Services	Initiate education program about what not to flush ("sewersmart") - update bylaws	Integrate into education programs	X							X								X			2015

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69	Mgmt & Ops	Process Improvements/Efficiency	Better communication between ops and office technical staff - understand each others' roles	Implemented increased communication	X							X								X			WIP
70	Mgmt & Ops	Better meet stakeholder needs	Improve odour control at French cReek - centrifuge	Integrate equipment improvements into expansion planning	X							X								X			2015/2016
71	Mgmt	Better meet stakeholder needs	Update website - plant profile and pictures - FCPC	Underway	X							X								X			ongoing
72	Mgmt	Opportunities to Improve Services	Improve internal communication and openness between departments	Underway	X							X								X			WIP
73	Mgmt	Are we doing the right work	Resource recovery in the community - effluent for reuse	In LWMP	X						X	X								X			2015/2016
74	Mgmt	Process Improvements/Efficiency	Combine lab for FC and GN	Review as part of GNPCC expansion	X						X	X								X			2015/2016
75	Mgmt	Process Improvements/Efficiency	Compost and sell sludge	Explore opportunity for revenue generation	X						X	X								X			2015/2016
76	Operations	Process Improvements/Efficiency	Align testing days with sylvia	Operations	X							X								X			2015
77	Mgmt	Process Improvements/Efficiency	Establish training plans for staff	In progress	X									X						X			2015
78	Mgmt & Ops	Process Improvements/Efficiency	Reduce energy use at plant	Integrate into PCC expansion/upgrade projects	X							X								X			ongoing
79	Mgmt & Ops	Process Improvements/Efficiency	One lab, septage improvements, compost sludge and sell, standardize equipment (ie pumps, switchgear) cheaper to stock spares, saves time	Ops identify on an ongoing basis, implement with capital projects	X						X	X								X			2015/2016
80	Mgmt	Process Improvements/Efficiency	Improve access to equipment repair history	More cost effective and efficient operations	X							X		X						X			2015
81	Mgmt & Ops	Process Improvements/Efficiency	Operators should be given the opportunity to identify and try new cheaper chemicals, equipment, processes (not just the way we have always done things)	More cost effective and efficient operations	X							X								X			ongoing
82	Mgmt & Ops	Process Improvements/Efficiency	Bulk purchasing between departments, chemicals, vehicles, radios, cell phones	Better decisions, more effective operations	X						X	X								X			2015/2016
83	Ops	Process Improvements/Efficiency	Improve ATAD temperature control and Rotorks	Ops to identify needs, implement as part of plant expansion planning	X							X								X			2015/2016
84	Corporate	other ideas	Staff subsidies for RDN services (recreation, transit)	To be considered at corporate level	X									X							X		2015/2016
85	All	Workplace Improvements	Strive for continuous improvement, respect, teamwork	Implementing across RCU	X							X		X						X			ongoing
86	Mgmt & Ops	Process Improvements/Efficiency	Equalization tank to balance flows (peak vs night)	Evaluate as part of FCPC expansion planning	X							X								X			2016
87	Mgmt & Ops	Process Improvements/Efficiency	Use heat recovery from ATADs to heat water or buildings	Evaluate as part of FCPC expansion planning	X							X								X			2016
88	Corporate	Opportunities to improve services	RDN should be proactive in sharing positive stories in media	Integrate into education and communication programs	X						X	X		X						X	X		ongoing
89	Mgmt & Ops	Process Improvements/Efficiency	Operators would like to get to know head office staff, and key staff from other departments - communications coordinator	Better decisions, more effective operations	X						X	X		X						X	X		WIP
90	Corporate	Process Improvements/Efficiency	Improve safe work practices and corporate safety coordinator.	Better decisions, more effective operations	X						X	X	X	X							X		2015
91		staffing practices	Give fair shot to internal candidates not just external	Better decisions, more effective operations	X							X		X							X		implemented
92		staffing practices	Make temporary positions permanent	Better decisions, more effective operations	X							X		X							X		2016
93		staffing practices	Adjust classifications to reflect current duties and competitive salaries	Better decisions, more effective operations	X						X	X		X						X			in progress
94		staffing practices	Adjust staffing levels to address workload.	More cost effective and efficient operations	X						X	X								X	X	X	in progress



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95		First Nations	Make first nations relations a priority	More cost effective and efficient operations	X					X									X	X	X	in progress	
96		First Nations	Provide training in FN relationships	Better decisions, more effective operations	X					X										X		2016	
97		First Nations	Assign corporate first nations coordinator	Better decisions, more effective operations	X					X	X									X	X	2016	
98		First Nations	Create FN job opportunities at RDN	Better decisions, more effective operations	X					X	X	X							X	X		in progress	
99		Partnerships and collaboration	Work more closely with Parks, Utilities, and other departments	Better decisions, more effective operations	X							X	X						X	X		ongoing	
100		Partnerships and collaboration	Pool resources with other agencies	Better decisions, more effective operations	X						X	X							X	X		2016	
101		Partnerships and collaboration	Encourage relationship building with others.	Better decisions, more effective operations	X					X		X							X	X		ongoing	
102		Partnerships and collaboration	Hire students	Better decisions, more effective operations	X							X	X						X	X		in progress	
103	Board	Partnerships and collaboration	Board lead by example	Better decisions, more effective operations	X					X		X		X							X	in progress	
104		Operational improvements	Admin support for operations	More cost effective and efficient operations	X							X		X						X		in progress	
105		Operational improvements	Asset management program	Better decisions, more effective operations	X						X	X								X	X	in progress	
106		Operational improvements	Corporate health and safety coordinator	Better decisions, more effective operations	X						X	X		X						X		in progress	
107		Operational improvements	EMS system improvements	More cost effective and efficient operations	X							X		X								2016	
108		Operational improvements	Better training and orientation for staff	More cost effective and efficient operations	X							X										2016	
109		Operational improvements	Improve contracting process and practices	More cost effective and efficient operations	X						X	X		X								2016	
110		Operational improvements	Improve records management	More cost effective and efficient operations	X							X		X								in progress	
111		Communications	Internal RCU meetings and info sharing	More cost effective and efficient operations	X							X		X								implemented	
112		Communications	More communications between ops and admin/tech	More cost effective and efficient operations	X							X		X								implemented	
113		Communications	Improve outreach and education and public communication tools	More cost effective and efficient operations	X					X		X										2016	
114		Communications	Online access to presentations	More cost effective and efficient operations	X							X										2016	
115		Communications	Improve family/youth engagement	More cost effective and efficient operations	X					X		X							X	X		2016	
116		Communications	Consider in-house web support	More cost effective and efficient operations	X						X	X	X									2016	
117		Flexibility and career development	More flexible work hours and arrangements, ability to work remotely, job sharing and part time work,	More cost effective and efficient operations	X						X	X	X	X								in progress	
118		Flexibility and career development	Support for increasing number of women in management	more effective use of resources, improved morale	X							X	X	X								ongoing	
119		Flexibility and career development	Rewrite JDs to allow broader range of candidates to apply (ie engineering	more effective use of resources, improved morale	X							X		X								2016	
120		Flexibility and career development	Mentoring and training for career progression	more effective use of resources, improved morale	X							X		X								2016	
121		Flexibility and career development	Provide acting manager opportunities for staff	more effective use of resources, improved morale	X							X		X								implemented	
122		Flexibility and career development	Improve succession planning	more effective use of resources, improved morale	X							X	X	X								in progress	



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147		Customer service	Regional stakeholder meetings for Wastewater and Watershed coordination are important and valued by municipal partners.	Better decisions, more effective operations		X				X		X							X			2016
148		Customer service	RDN can assist in coordinating FN relationships and activities.	Better decisions, more effective operations		X				X		X							X			2016
149		Customer service	Consider FN job shadowing programs (have been effective at CON)	Better decisions, more effective operations		X				X		X							X			2016

**Recreation and Parks Services  
Recommendation Worksheet**

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					Staff	Stakeholders	Community	Board	Alignment	Financial / Budgeting	Process Improvements / Efficiencies	Organizational Structure	Staff Morale	Communication	Workflow / Processes	Perception	Business Planning - Integration	Business Continuity	Department		CAO
1	Corp	Lack of Performance Reviews for staff that will facilitate employee skill development and training	To develop a professional development program that is supported by employees.	A professional development program in place facilitate employee skill development and training.	X					X		X	X	X	X	X	X	X			
2	Corp	Expand Earned Days Off to provide options for recreation and parks staff that are in line with operating a services that run 24/7/365	Review Earned Days Off Policy	Improvements to a policy that better reflects the operational needs of the recreation and parks department.	X						X		X				X	X	X		
3	Corp	Staff Wellness Program	Implement a Staff Fitness and Wellness Program that provides improved accessibility to programs provided by the RDN and City of Nanaimo and to initiatives developed by the RDN Health and Wellness Committee	Improved health and fitness levels of RDN staff and a decrease in sick time usage.	X						X		X					X	X		WIP
4	Corp	IT Long Range Planning and Implementation	That key staff from IT be more involved with planning, procurement, selection and implementation of Dept. Software (e.g.: Registration System).	Technical staff with the knowledge and expertise of RDN IT more involved with long term planning and selection of significant software programs.	X						X						X				
5	Corp	RDN Website	That the RDN Website be revamped and updated to ensure it provides relevant information to residents, businesses and visitors in a user friendly manner.	That relevant information to residents, businesses and visitors can easily be obtained from the RDN website.	X	X					X		X		X		X	X			
6	Corp	Improved HR resources	That the provision of additional HR resources be considered in order to improve timely assistance to departments on employee safety, training, recruitment, selection, employee performance related matters.	Adequate resources are in place that meet the current needs of the RDN that have improved assistance to departments on employee safety, training, recruitment, selection, employee performance related matters.	X						X	X	X		X			X	X		
7	Corp	SharePoint Training	That all staff who require access to SharePoint are trained to ensure the program is used to it optimum level.	All staff who require access to SharePoint are trained and the program is being used to it optimum level.	X						X		X			X		X			
8	Corp	Digital Filing	That the processing of digital filing be reviewed to ensure all relevant letters, reports and documents are stored and can be accessed on RDN SharePoint.	Staff can access relevant letters, reports and documents stored on RDN SharePoint and storing of such documents on personal file folders and e-mail archive folders is eliminated.	X						X		X		X	X		X			
9	Corp	Interviews	Include union staff in the interview process when applicable for positions that a senior union position may be overseeing.	Experienced union staff have the opportunity have input on the selection of the most senior and qualified individuals for positions that they will oversee.	X						X				X			X	X		
10	Fin	Budget Development	That all staff who require access to budget information in order to ensure accurate budget development need to be trained on the RDN financial software (FMW)	All staff who require access to budget information to ensure accurate budget development are trained on the RDN financial software (FMW)	X					X	X				X			X			X
11	Fin	Budgeting Monitoring	That all staff who require access to budget information in order to ensure expenditures and revenues are in line with the adopted budget need to be trained on the RDN financial software (FMW).	All staff who require access to budget information in order to ensure expenditures and revenues are in line with the adopted budget are trained on the RDN financial software (FMW).	X					X	X			X			X		X		X

**Recreation and Parks Services  
Recommendation Worksheet**

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12	Fin	Capital / Long Range Budgets	That capital project estimates and related budgets in the Five Year Financial Plan are consistent with market rates and CPI adjustments.	Five Year Plan Budgets be updated to better reflect market rate and CPI adjustments on capital projects.	X					X						X			X			
13	Fin	Preferred Vendor List	That an preferred vendor list be secured in order to expedite securing contract services	That a preferred vendors list is secured that will expedite procuring contractors for work	X					X	X				X				X			
14	R&P	Request for increased training opportunities for all staff	Supervisors to ensure all staff are made aware of training opportunities that are available.	Staff are made aware of training opportunities to meet all current and future demands required of their services area.	X						X		X	X					X			
15	R&P	Desktop Software	That the Department undertake a review process with IT to ensure all staff adequate and appropriate desktop software that is required to meet their work duties.	All staff all staff have adequate and appropriate desktop software in place that is meeting the needs to fulfil their work duties.	X					X	X				X			X	X			
16	R&P	Active Reg Training	That all staff that require the usage of Active Reg Software are trained to ensure the program is used to it optimum level.	All staff that require the usage of Active Reg Software are trained and the program is being used to its optimum level.	X						X		X	X			X	X	X			
17	R&P	Secretarial Structure and reporting	That the structure and reporting relations of Program Secretaries and Department Secretaries be reviewed to ensure responsibilities and tasks are meeting demands.	The Department has sufficient secretaries in place that are meeting the specific needs of at the pool, arena, recreation services. The addition of a PFT Departmental Secretary is required for Parks Services.	X				X			X			X		X	X	X	X		
18	R&P	Department Strategic Plan	That the Department developed a strategic plan to guide its development that recognizes the diverse services it provides to a broad range of residents over varied geographic zones.	The Department has a strategic plan in place that is working in synchronization with other key planning documents to ensure the provision of recreation and parks services is being delivered at optimal levels with the resources that are made available.	X				X	X	X	X			X		X	X	X	X	X	
19	R&P	Procedures and Guidelines	That all operational procedures and guidelines developed, amended and stored in consistent and accessible locations for staff.	Operational procedures and guidelines are developed, amended and stored in consistent and accessible locations for staff.	X						X			X	X			X	X			
20	R&P	Customer Service	That secretarial and reception staff continue to provide a high level of customer service to patrons and visitors to the two recreation facilities.	Maintain customer service levels.	X	X	X				X					X			X			
21	OP	Arena Scheduling	Review facility scheduling process to increase customer service and increase revenue generation opportunities from open facilities.	Customers can review arena availability on weekends and evening in addition having access to this information on weekdays. Increased revenue to support operations and more efficient use of facilities.	X	X					X			X	X				X			
22	OP	Arena Secretary Reporting Structure	That the Arena Department Secretary report to Superintendent of Arena Services to improve services delivery and communication with other arena based staff.	Improved direction and workflow in program and bookings of the facilities at Oceanside Place.	X						X	X		X	X				X			

**Recreation and Parks Services  
Recommendation Worksheet**

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23	OP	Arena Advertising	To further review the contracting out of advertising at the arena to ensure the highest return on revenues is being achieved.	The confirmed method of selling and coordinating advertising at the arena is achieving the highest possible return on revenue.	X					X	X					X				X			
24	OP	Dead Ice Usage	Improve the booking process of unused ice times on evenings and weekends. Consider improved on-line software.	Customers can review and book unused ice times on weekends and evening in addition having access to this service on weekdays.	X					X	X					X				X			
25	OP	Skate Sharpening	Verify if skate shop skating hours are meeting demand.	Verification complete and skate shop hours meeting demand.	X					X	X					X				X			
26	OP	Declining dry floor use	Review operational requirements with declining dry floor use	Facility operating at capacity while factoring dry floor opportunities for community and user groups.	X					X	X							X		X			
27	OP	Lunchtime Reception Coverage	Ensure adequate reception coverage in place and scheduled breaks allow for increase in call or registration volume around the noon lunch hour.	Adequate reception coverage is in place around the noon lunch hour.	X						X					X				X			
28	OP	Shoulder Reception Coverage	Ensure adequate reception coverage in place during all peak times of facility use in the prime and shoulder season.	Adequate reception coverage in place during all peak times of facility use in the prime and shoulder season.	X						X					X				X			
29	OP	Facility Operations	Continue with high level of quality in facility operations, ice making and facility maintenance.	Facility operations meeting and exceeding public expectations.	X	X	X				X					X				X			
30	OP	Concession	Ensure operation and appearance of concession is meeting user expectations.	Concession is meeting expectations of users and is professional in appearance.	X	X					X						X			X			
31	OP	Patron and Staff Safety	Continue to ensure staff and user safety remains a priority in facility operations.	Continue with safety program and inspection and make improvements where warranted.	X						X					X				X			
32	OP	Annual Budget	Continue to meet budgetary projections.	Annual budget continually on target .	X					X								X		X			
33	RAC	Aquatic Programmer Duties	Provide assistance to Aquatic Programmer on tasks pertaining to staff training, scheduling, and special events.	Aquatic Programmer primary focus on program development and implementation and working with Team Leaders who will be tasked more with scheduling, training and special events.	X				X		X		X	X						X			
34	RAC	Team Leader Duties	Delegate additional tasks to Team leader position.	Team Leaders tasked more with scheduling, training and special events.	X				X		X		X	X						X	X		
35	RAC	Team Leader Coverage	Ensure adequate coverage in place during prime weekdays and weekends. Replace two ppt Lifeguard / Instructors with one FT team leader to work Tuesday to Saturday daytimes.	FT Team Leader retained to work Tuesday to Saturday daytimes.	X				X		X	X	X	X						X	X	X	
36	RAC	Aquatic Staff In Service Training	Improve in-service training content and consistency and include annually staff from reception and maintenance.	Team Leaders delegated responsibility for in-service training and staff from all service areas of the facility included at a minimum of one in-service annually.	X						X	X	X	X						X			
37	RAC	Lesson Consistency	Provide consistency in lesson instruction both in staff and style for each lesson block.	As practicable as possible within the parameters of the Collective Agreement, schedule the same instructor for the term of each lesson set to ensure patron receives high level of instruction in a consistent manner.	X	X					X					X			X	X			

**Recreation and Parks Services  
Recommendation Worksheet**

No.	Area	Item	Recommendation	Desired Outcome	Identified By				Expectations - Category					Rec and Parks Theme				Recommendation Category			Completed X = Completed WIP = work in progress	
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38	RAC	Special Events Staffing	Ensure special events that are promoted are able to meet the public expectations and adequate staff are scheduled to ensure the event can be delivered as promoted.	Special events are being delivered as promoted and sufficient staff are scheduled in order to meet the events expectations while continuing to ensure public safety.	X						X					X	X		X			
39	RAC	Special Event Provision	Continue to provide special events including theme swims and teen night swims	The pool provides a variety of special event and theme swims to encourage pool use to a broad range of demographic groups.	X	X	X				X					X			X			
40	RAC	Team Building	That interfacility service areas periodically include representatives from other service areas at meetings and annually at in-service training.	The front office reception, programming, maintenance and lifeguard staff work as a singular team in the delivery of aquatic services to the community.	X						X		X	X	X	X			X			
41	RAC	Lifeguard Scheduling Inconsistencies - reduced consistency of programs / services	That lesson and lifeguarding scheduling blocks be established maintained to ensure a consistent order of staff are in place each week.	As practicable as possible within the parameters of the Collective Agreement, schedule the same lifeguard for a block of time to ensure staff have a reliable and consistent schedule on a weekly basis.	X						X		X	X	X				X			
42	RAC	Safety	Continue to ensure staff and user safety remains a priority in facility operations.	Continue with safety program and inspection and make improvements where warranted.	X						X					X			X			
43	RAC	Staff Shortage and Recruitment	Prepare recruitment information material to present and use in school district classroom, job fairs etc. Assign staff to attend events to promote lifeguarding. Expand Jr. Lifeguard program and other recruitment programs.	Facility has sufficient, qualified staff to ensure uninterrupted operation of facility and lessons and programs have a consistent staffing compliment in place.	X	X	X				X					X		X	X			
44	RAC	Peak time scheduling	That scheduling has sufficient staff resources in place to accommodate peak operational times, notably Tuesday Afternoons, Thursday Afternoons and Saturday Mornings.	Programs and lessons have sufficient staffing resources in place to meet community an program expectations.	X	X	X				X					X		X	X			
45	RAC	Reception Shoulder Season / Weekends	Ensure reception hours are open at peak usage times, not just based on prime season and shoulder season. Review and modify schedule accordingly.	Customers have access to reception and registration services at all peak times throughout the year and hours.	X	X	X				X					X		X	X			
46	RAC	Upper level course delivery	Ensure upper level aquatic courses are provided to community that in turn will facilitate training and recruitment of local lifeguard / Instructors.	Community has improved access to upper level aquatic courses and the facility has a larger trained resource pool to draw from to use as lifeguards / instructors.	X						X											
47	RAC	Lifeguard/ Front Desk communications	That the Superintendent of Aquatic Services meet with reception staff, team leaders and the aquatic programmer to review and update communication protocols.	Effective communications between lifeguard staff, the programmer and reception staff is in place to ensure changes to programs, schedules and other facility operation matters are communicated in a timely manner.	X						X			X					X			
48	RAC	Superintendent Work Schedule	The Superintendent amend his work schedule to ensure he has contact with all primary aquatic staff including those on the afternoon / evening shifts.	In person communication increased and improved between all primary aquatic staff	X						X			X	X			X	X			





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62	RAC / OP	Processing of complimentary passes	Review the processing of complimentary passes and remove duplication and redundant processes if required.	Complimentary passes are being processed in a efficient manner.	X						X					X			X			
63	RAC/OP	Vending machines	Review effectiveness of vending service and remove vending components that are underutilized.	Vending machines at facilities are meeting the needs of users.	X						X						X		X			
64	RAC / OP	Paper Towels	Reduce use of paper towels at OP and RAC and install high efficiency hand driers in high traffic change rooms and washrooms.	Paper towel use reduced.	X						X					X			X			
65	Rec	Vacation Coverage	That adequate vacation coverage for recreation programmers be reviewed.	Adequate coverage for programming duties is provided when a recreation programmer is away on vacation.	X						X				X		X		X	X		
66	Rec	H Programmer	Review the business case for the continuation of the programmer office in EA 'H' and the opportunity to more effectively provide service including the consideration of closure of the programmer office in Bowser and reassign duties to other programming portfolios including outdoor programming, park community liaison and permitting. Continuation to provide programs based in EA H based on demand. Review providing funding to NPO to provide services.	More efficient use of programming resources to the broader community while facilitating recreation service provision in EA H.	X					X	X				X		X		X		X	
67	Rec	Field Booking	Reassign community field booking from programmer to clerical.	Improved use of programming resources while maintaining field booking services.	X						X				X				X			X
68	Rec	School Newsletters	Review effectiveness of production of hard copies of school newsletters and reduce or discontinue. Expand digital distribution of newsletter in collaboration with School Districts.	Communication with school based users increased with a reduction of production costs.	X					X	X						X		X			
69	Rec	Culture Services	Improve partnerships and collaborations with existing NPO cultural groups in efforts to raise the profile of cultural programs and events in District 69.	Cultural events and programs profiled at an optimal level in District 69 with support from Northern Recreation Services.	X	X					X						X	X			X	
70	Rec	Delay in decision making process	That the turn around time on larger policy or procedure related decisions be considered.	That decisions related to policy and procedure matters are considered and dealt with within a reasonable time period.	X						X				X				X			
71	Rec	Youth Position / Demographics	That upon the completion of the Youth Services Plan in 2015, consideration be given to reallocation of staff resources.	A balance of recreation services is provided to all segments and demographic groupings in District 69.	X						X						X	X			X	
72	Rec	Recreation Facility Space	That the RDN work with SD69 to lease program space in centrally-located / high-demand areas (i.e. Parksville and Qualicum Beach).	Dedicated program space (gymnasium and multi-use rooms) is available to the public in the local communities based on demand for sport and recreation.	X	X					X							X			X	

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73	Rec/Parks	Sports Fields	That the RDN work with City of Parkville, SD69, Town of Qualicum Beach and NPOs to increase the sport field inventory to better accommodate adult (soccer and softball) and minor sport leagues and tournaments. Upgrading existing play fields to sport field standards should be considered in addition to reviewing the need for a multi sport field facility as part of the 2016 Recreation Services Master Plan	Adult and minor leagues have the facilities to host a variety of sporting events, tournaments and leagues.	X	X				X							X	X	X			
74	Parks	Political Shifts / Substantial Service Level Changes	That senior staff work closely with EA Directors as a group to mitigate and lessen impacts when significant shifts in individual community parks service areas and work plans are being contemplated.	More consistent and stable relationship between approved workplans and the resources available in the Department to carry out work. More effective and efficient use of existing resources and reduction in projects delayed due to shifting Board priorities.	X		X			X		X	X		X	X	X	X	X			
75	Parks	Staff Resourcing	That staff resourcing be reviewed to ensure that the level of resourcing in the department is in alignment with approved work plan and Board directives.	The appropriate amount of staff are in place to achieve work plans in a timely manner and meet Board directives. Reduce the delay of project completion resulting from the existing gap between resourcing and workplan/community and Board expectations.	X	X					X	X		X			X	X	X			
76	Parks	Staff Skill and work distribution	That staff resourcing be in alignment with the increasing complexity of capital and operational projects. That work assignments reflect the best use of staff skills and expertise.	That the appropriate staffing positions with the skill set required are in place to efficiently achieve work plans and project management in a timely manner and by using best management practices.	X					X	X	X		X		X	X	X	X			
77	Parks	Administration support	That a Departmental Secretary position be established for the Parks Division in order to meet demands in service area.	Departmental Secretary position established to meet the needs of the service area. More effective and efficient provision of service will result from adequate resourcing.	X				X	X	X	X	X	X	X	X	X	X	X			
78	Parks	Superintendent of Operations and Capital Projects	Consideration be given to implementation of a Superintendent of Operations and Capital Projects position.	Skill set and expertise required for large capital projects and building management is in place. Increasing park maintenance and asset management can be streamlined. Work overseen by Planners can be shifted freeing more planning time. Opportunity for more effective and efficient distribution of workload and increased effectiveness and efficiency of existing resources.	X				X	X	X	X		X		X	X	X	X			
79	Parks	Permit Process and Volunteer Management	That one staff person be assigned park use permits and volunteer management for regional and community parks.	Community has a one point of contact for park use permits and volunteers who is knowledgeable of the RDN parks and Trails system - position may be tied to nature programming.	X				X	X	X		X	X	X	X	X	X	X			

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80	Parks	Parks Planners and Parks Operations Coordinators	That park planners and parks operations coordinators be designated to geographic sections of the region and be responsible for all regional and community parks in the designated sections.	Communities will have access to a primary planning contact and an operations contact for both regional and community parks. Planning Staff will be better able to respond to planning and operational needs in each sub region for both park systems.	X				X		X	X			X	X			X	X			WIP?
81	Parks	Regional / Community Work Loads	That the allocation of funding for community and regional parks staff provide for joint use of resources to better react to pressure points through the whole system and be in alignment with what is occurring due to safety protocols (2 parks tech staff on job sites at most time).	Staff can effectively respond to priority projects through the RDN parks and trails system and ensure the safe work practices are maintained at job sites. Planners can provide more holistic planning and one point of contact for the public.	X				X	X	X	X			X		X		X	X			
82	Parks	Parks Bylaw Enforcement and Ticketing	Review the enforcement process of Parks Bylaw regulations and streamline the processes - for example Parks Operation staff be authorized to issue tickets for minor infractions e.g. dog off leash, motorized vehicles.	Bylaw Enforcement staff provide expertise and documentation to management and pursue larger scale and persistent bylaw infractions. Parks operation staff have the ability to deal with bylaw infractions when witnessed while undertaking parks operation duties. More effective and efficient use of existing resources and alignment with Parks Bylaw enforcement with community expectations.	X		X		X		X				X	X			X				
83	Parks	Contractor Management and Use	Continue to utilize the services of contractor services for garbage pick, landscaping maintenance in urban style community parks, lawn mowing and large scale parks and trails development projects.	Contract services are used effectively in tandem with daily park maintenance tasks and projects conducted by parks operation coordinators and technicians.	X						X				X				X				
84	Parks	Inter-Office Communication and Collaboration	That the planning and operations staff be located out of same facility in new Park Operation Building. Regional and Community Parks Planners and Operation Coordinators collaborate on parks and trails development projects.	Park staff located in same facility and are working collaboratively on parks and trails projects to ensure projects are appropriately developed and maintained at optimal levels.	X						X				X	X			X				X
85	Parks	Project Management System	That staff develop and implement a project management system to reduce inefficiencies and communication issues.	That there is clear documentation, communication and processes identified and followed to reduce inefficiencies and duplication.	X						X				X	X			X				
86	Parks	Parks and Open Space Advisory Committees	That consideration be given to restructure of committees such that EA Directors and staff can develop and maintain consistent and achievable community parks and trails program across the Regional District. Review amend the schedule of POSACs in conjunction with other organizational approaches to community meetings (revised EAPC, "pop-up" Board meetings in EAs, etc).	The community parks and trails system is planned and developed jointly and in collaboration with all Electoral Area directors while increasing opportunities in obtaining informed public feedback and input on the system.	X						X				X	X		X	X	X			

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Recommendation Worksheet**

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87	Parks	Committee / Respectful Workplace	That as part of the orientation of committee members that information is provided on proper meeting decorum to ensure other committee members and staff are treated in respectful manners at all times and that Committee Chairs and Directors take an active role ensuring proper decorum is adhered to.	All committees are run in respectful manner	X													X	X	X	
88	Parks	Park Management Plans	Continue to develop Park Management Plans for all new regional parks and select Community Parks and review each park plan in five year intervals to verify relevancy. Minor modifications within ten year periods would not require full plan review process.	All Regional and larger scale or higher volume Community Parks have plans in place to guide their long term development.	X				X	X					X		X	X	X		
89	Parks	Park Development Plans	Electoral Area Community parks that require development will use a Park Development Plan to provide public input and budget planning.	That all Community Park requiring development have plans that reflect community input and that costing and phasing is included in the 5-year financial plan.	X				X	X					X		X	X	X		
90	Parks	Park System Plan	That the RDN develop a RDN Parks and Trails System Plan for all regional and community parks and trails.	The RDN has a Park and Trails System plan encompasses both Regional and Community Parks and that factors in the shared staffing resources between the eight parks and trail functions.	X	X			X								X	X	X	X	
91	Parks	Parks dedication review process	That when a proposed park dedication at time of subdivision is consistent with directives from an Electoral Area OCP and park planning documents that have been vetted and approved by the Regional Board, the subdivision application be advanced direct to the Electoral Area Planning Committee for consideration.	Park dedication proposals at time of subdivision are aligned with Electoral OCP and park planning documents. Increase the efficiency and effectiveness of the park approval process in relation to development approvals. Opportunity for more effective and efficient development approvals process and time/cost reductions to applicants.	X	X				X					X		X		X		
92	Parks	Bicycle Networks Plans	The each Electoral area has an approved Bicycle Network Plan that incorporates linkages to neighbouring municipalities and electoral areas.	Each Electoral Area in Regional District have approved Bicycle Networks Plans that recognize infrastructure integration with MoTI with linkages with neighbouring communities.	X		X			X								X		X	
93	Parks	Communication with Planning Department	That Parks staff and Planning staff meet on a regular basis to review upcoming developments, bylaws, active transportation plans and other shared issues.	That there is clear communication between the departments to ensure developments are in alignment with planning documents and that development proposals are completed in a timely manner. That each department is apprized of issues that affect both departments.	X					X				X	X		X		X		
94	Parks	Servicing for Parkland through Subdivision	That parks staff work with planning staff to amend the subdivision bylaw to ensure that parks received through subdivision are serviced and that titled properties are received.	That services (e.g. water, power, etc.) to develop parkland as desired by the community are available and in place for future development.	X				X	X							X		X		

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95	Parks	Community Support of Park Developments	That the RDN consider developing a program similar to the City of Nanaimo where community park development or upgrades require significant funding and participation of the community.	Ensures that park development and use of parks funds are fully supported by the community and not just a few special interest groups or one or two residents. Limited parks funds can be used on projects that are fully supported by the community	X					X	X						X			X	
96	Parks	Coordination and Tracking of Parks Maintenance Calls and Park Projects	That City View or other suitable software be used for tracking projects, park maintenance requests and park / trail inventory.	City View or other suitable software implemented for tracking of projects, park maintenance requests and park / trail inventory.	X						X			X	X			X			
97	Parks	Tools and Equipment	That parks staff continue to maintain a satisfactory level of tools and equipment to perform day to day duties and continue to share resources with other departments for larger capital equipment e.g. use of Utilities Dept. loader when required.	Park staff have the necessary tools and equipment to perform parks maintenance tasks from Parks tool / equipment inventory or via other RDN departments when appropriate.	X						X				X			X			
98	Parks	Little Qualicum Hall - Dashwood Community Park	That the bookings of Dashwood Hall and janitorial contracts be reviewed to ensure hall is able to meet public use expectations and it is optimally rented by the local community.	The community has access to rent Little Qualicum Hall and the booking process is functioning at an optimal level. Janitorial and maintenance needs of the hall are adequately resourced.	X		X				X				X		X	X			
99	Parks	Plants, Watering and Irrigation	That native plants are used in park development and placed in fall, winter, early spring. Access to irrigation is factored in all park planting decisions.	Native plants are primarily used in park development projects. Establishment watering or irrigation is considered for the first two years of the maintenance program.	X						X				X			X			
100	Park	Scheduling of Operations Staff Meetings	For meetings that involve parks operation staff that they be held near the start of the work day or near the end in order to allow for time to get to or return from job sites without interrupting projects.	Operation staff have adequate time to drive to or from a job sites and have a suitable segment of time to perform tasks at the site without being interrupted with mid day staff meetings.	X						X				X			X			
102	Rec / Parks	Nature Programming	That outdoor park programming provided by the RDN within regional and community parks expand to residents throughout the Regional District.	Residents and visitors of the Regional District can register or participate in outdoor programming events and activities throughout the RDN parks.	X						X	X					X	X		X	

**Strategic and Community Development  
Recommendation Worksheets**

No.	Area	Item	Recommendation	Desired Outcome	Identified By				Expectations - Category				SCD Theme				Recommendation Category			Completed		
					Staff	Stakeholders	Community	Board	Alignment	Financial / Budgeting	Process Improvements / Efficiencies	Organizational Structure	Staff Morale	Communication / Information	Tools and Training	Process / Procedures	Staff Roles	Wellness and Morale	GM/Department		CPC/Inter Division	CAO
1	SCD	C1- Reduced staff understanding of roles and responsibilities due to limited discussion between staff and management.	Institute weekly departmental staff meetings. Cover process, technical and work plan topics among other items.	Better understanding of project roles and responsibilities. Informal mentoring opportunities while discussing projects with peers. Better information to the public.	X								X	X					X			X
2	SCD	C2 - Lack of communication between departments limits sharing of ideas and information exchange, enables inconsistent interpretations and reduces opportunities for collaborative problem solving.	Institute periodic all-division meetings to highlight major projects, discuss departmental roles and responsibilities, and share lessons learned.	Better understanding of work in progress across departments.; reduced duplication of effort as different departments solve similar issues, and increased potential to combine resources with other service areas.	X	X					X	X		X					X	X		X
3	SCD	C3 - Physical or geographical separation of staff required to collaborate on projects impacts efficiency and effectiveness of interdepartmental communication and collaboration.	Create opportunities for flexibility in workspaces to allow for staff working on interdepartmental projects to work together. Dedicate flex-space in Admin building to enhance communication on related parks and planning issues. (Flex work space established in planning department).	Built-in organizational flexibility to accommodate interdepartmental collaboration; increased efficiency arising from bringing planning and parks resources together.	X						X	X		X						X		X
4	SCD	C4 - Uncoordinated approach to public communication and corporate branding across departments and the organization results in duplication of effort and inconsistent or repetitive messaging.	Task one department with responsibility for coordinating communications. Ensure all staff are aware of policies relating to corporate communications and branding.	Consistent, unified information going to public resulting in better managing and meeting community expectations; reduced departmental time spent on communications. For efficient use of existing resources and potential for cost savings.	X	X					X			X						X	X	WIP
5	SCD	C5 - Communications not reaching large enough or intended audience	Improve RDNs skills with use of social and multi-media as a communication avenue. Explore online collaboration tools and invest in appropriate new technologies, systems or software. Research and learn about successful approaches to communications employed elsewhere.	Partnering with other departments to streamline communications; using technology more effectively to reach a larger audience with same resources; encouraging broader participation in community events; and laying a foundation for greater accountability to the public. More effective and efficient use of existing services.	X	X	X				X			X						X		
6	SCD	C6 - Significant staff time dedicated to assisting with RDNMap inquiries	IT/GIS/Planning hold periodic training sessions for realtors and development professionals on using RDNMap effectively. Invite stakeholders to an information forum on the use of RDNMap.	Combining resources across departments to reduce time spent on basic RDNMap inquiries will better enable staff to complete higher priority work	X					X	X	X	X		X				X	X		
7	SCD	C7 - Significant staff time allocated to conveying basic information to public.	More effective information packages at front-counter and better information online.	Less time spent responding to basic information requests or following up with incomplete application packages. Better public understanding of the development process and accurate expectations	X	X				X	X			X					X			
8	SCD	C8 - Vague feedback at all levels, and across levels does not result in improvement in ability to do work. (see C9)	Provide specific, constructive feedback on a frequent basis. Train staff to provide constructive feedback. Establish formal processes to provide feedback to staff (see C9)	Clear understanding why work is good, or how it needs improvement will increasing the quality of work over time and improve staff knowledge, satisfaction and the capacity to perform work.	X							X	X	X					X			
9	SCD	C9 - No formal performance feedback system at RDN.	Formalize annual performance reviews.	Higher quality service delivery, improved staff morale. Continuous improvement in quality of work. Rationale for ongoing training and education.	X					X				X	X				X		X	
10	SCD	C10 - Political involvement in SCD operations and enforcement files generates competing workload priorities.	Communicate rationale behind existing regulations, policies and processes to elected officials. Make stronger connections to Board Strategic Plan.	Better understanding of operations, policies and jurisdiction for elected officials; stronger support for Board policies and better alignment with Strategic Plan.	X					X				X						X	X	



**Strategic and Community Development  
Recommendation Worksheets**

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11	SCD	C11 - Shifting direction from Board impacts work plan, reallocates resources, and generates unanticipated costs or delays.	Create a reporting structure that establishes stronger linkages between departmental workplans and the Board Strategic Plan. Include amendment of workplans to accommodate change in direction	Diminished likelihood of unanticipated changes in direction. Better alignment between departmental work and Board Strategic Plan. More efficient and effective use of existing resources.	X				X	X				X				X			WIP
12	SCD	C12 - Lack of coordination of historic legal opinions results in duplicate or inconsistent opinions on comparable legal questions, and potentially unnecessary expenditures on legal opinions.	Establish a central repository for legal opinions provided to the RDN.	Ease of access to historic legal opinions, and reduced legal fees over the medium- and long-term.	X	X					X			X					X		
13	SCD	T1 - Insufficient resources and programs for staff to complete forms, publications and outreach materials efficiently results in higher fees paid to consultants.	Provide software and technology to facilitate internal delivery of projects.	Better balance between work effectively delivered by consultants and staff. More cost-effective delivery of projects.	X					X	X	X		X						X	
14	SCD	T2 - Lack of online application submissions closes opportunities to more effectively use technology to streamline the application process.	Allow more digital and online submission of development and building permit applications. Provide application tracking and summaries online.	Online applications could improve the efficiency of the application process for applicants and result in higher quality application submissions, better meeting the expectations of development sector stakeholders. More effective and efficient use of resources and reduced time and development costs for applicants.	X	X					X			X						X	
15	SCD	T3 - Cityview not used to record and manage critical process, creating risk for the organization.	Make the use of CityView mandatory for all relevant departments; (re-)train staff to use City View to optimize performance, and establish a regular, ongoing CityView staff training/ workshop program.	Better use of technology to deliver building and development services more efficiently. More accurate filing, and better record keeping resulting in more efficient ongoing information management.	X						X	X		X						X	
16	SCD	T4 - Lack of access to information technology in the field reduces the efficiency of the building inspection service.	Provide smart phones or tablets for building inspectors. Status update: CityView Mobile rollout is underway.	Better use of technology to deliver building and development services more efficiently. More effective and efficient service to development community.	X						X			X					X		X
17	SCD	T5 - Duplication of equipment purchases across the organization (IT as well as outreach essentials eg. tents). Limited ability of departments to manage and maintain equipment.	Consider a corporate (rather than departmental) technology pool	More shared resources and reduced costs and equitable access to equipment for all staff.	X					X	X			X						X	
18	SCD	T6 - Perceived imbalance in the quality of vehicles available to different departments.	Establish a consistent approach to maintaining the vehicle fleet. Ensure that vehicles are appropriate for the intended use.	Vehicle procurement based on needs of department, including safety, intended use, efficiency and cost.	X								X	X					X		
19	SCD	T7 - Lack of access to staff calendars means administrative staff do not know when other staff are available for public inquiries and responses.	Provide access to online calendars for administrative staff.	Better customer service by providing accurate information regarding staff availability for public inquiries.	X						X			X					X		
20	SCD	T8 - Lack of transfer of knowledge within/ between departments limits professional development, reduces capacity and eliminates redundancy when key project management and project delivery staff are unavailable.	Cross-train staff. Build integrated, interdepartmental teams to deliver projects effectively.	Increased capacity of organization as staff can fulfill multiple roles. Improved staff learning, motivation and morale. Potential efficiencies from combining resources across departments and a streamlined review process.	X	X					X	X		X					X		WIP
21	SCD	T9 - Limited opportunities for staff to develop knowledge and skills in related service areas.	Provide cross-training and opportunities for job shadowing and job rotations within and across departments.	Increased staff capacity to deliver broader range of services resulting in greater organizational flexibility. Improved staff engagement and increased capability to take on new challenges or additional work with existing resources.	X						X	X	X	X					X		

**Strategic and Community Development  
Recommendation Worksheets**

No.	Area	Item	Recommendation	Desired Outcome	Identified By				Expectations - Category				SCD Theme				Recommendation Category			Completed		
					Staff	Stakeholders	Community	Board	Alignment	Financial / Budgeting	Process Improvements / Efficiencies	Organizational Structure	Staff Morale	Communication/ Information	Tools and Training	Process/ Procedures	Staff Roles	Wellness and Morale	GM/Department		CPC/Inter Division	CAO
22	SCD	T10 - Lack of formal orientation for new staff institutionalizes existing inefficiencies.	Formalize orientation and training program for new staff.	More streamlined delivery of services as new staff are better prepared to perform required work and understand the role and importance of established policies and procedures.	X					X					X				X	X		
23	SCD	T11 - Lack of time available to stay up to speed on evolution of building science technologies, rapid changes in building codes and innovation in the development sector.	Budget reasonable time to stay educated and informed on evolution in the development sector, where change occurs at a fast pace. Where possible, push responsibilities back on to professionals to better capture the true cost of service delivery.	Allocating sufficient staff time to remain current with respect to changes in the building sector, particularly for building inspection. More effective delivery of service from a well-informed staff.	X					X		X			X				X			
24	SCD	T12 - Inadequate casual pool/ too few people in the casual pool to cover staff absences.	Maintain an optimum number of casual employees.	Appropriate levels of staff coverage at all times.	X					X		X			X					X		
25	SCD	T13 - Succession Plan to build leadership and expertise within the organization.	Develop a Strategic Corporate Education Program for the purpose of succession planning. Provide opportunities for staff mentoring and to develop leadership experience. Allow senior staff to act in managers' absence.	Increased ability to hire experienced and well qualified personnel for positions, enhanced organizational flexibility to deal with staffing changes and shortfalls; greater capacity for staff to perform a wide range of functions; and increased staff morale.	X							X	X		X				X		X	
26	SCD	T14 - Organized/Formalized Training Plan for Staff in Division or Department	Link training opportunities with performance evaluations. Ensure staff have equal access to training and professional development opportunities through annual budgeting processes.	Accurate reflection of costs of training in budgets, assurance that staff are capable of performing work listed in job classifications, strong sense that staff are supported by the organization.	X					X		X	X		X				X			
27	SCD	T15 - Fixed pay grades and few pay levels result in a lack of incentive for professional development and limit room for growth within the organization.	Replace fixed rates with pay ranges for each position. Establish Planner 1, 2 and 3 levels within development services to encourage staff growth and development.	Higher performing staff, greater incentives for staff development and better staff retention with room for growth within the organization.	X							X	X		X				X		X	X
28	SCD	T16 - Staff lack project management skills and experience. This results in weak controls over consultant projects, and inefficient delivery of in-house projects.	Provide project management training to staff. Allow for on-the-job training and coaching to develop better project management skills across staff. Provide a forum for sharing knowledge and lessons learned.	More efficient and timely delivery of consultant and in-house projects.	X						X				X				X			
29	SCD	P1 - A lack of clear and current guidance on job function and procedures slows work flows results in redundancies, increases costs and delays service delivery.	Develop, implement and maintain an up-to-date Procedures Manual for all departments.	Improved and streamlined service delivery due to quick and more consistent application of policies, practices and procedures	X					X	X	X	X			X			X			
30	SCD	P2 - Significant time spent formatting, reformatting and customizing documents of all kinds. Inconsistent layout and structure for letters, report and other common documents.	Develop standardized templates for letters, reports and other documents.	Reduced staff time performing required work; more consistent information going to the public.	X						X					X			X	X		
31	SCD	P3 - Older bylaws do not accommodate new and emerging ideas, technologies, or systems, including planning innovations, green building or renewable energy systems. This creates opportunities for redundant applications and misinterpretation.	Review and update older bylaws.	Better ability to align services delivered by departments with the Board Strategic Plan; more streamlined services when innovative applications are submitted; increased departmental flexibility to meet the need and expectations of sophisticated applicants.	X	X	X		X		X	X			X				X	X	X	X

**Strategic and Community Development  
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32	SCD	P4 - Inconsistent file management systems and practices make public records difficult to find.	Train all staff on Local Government Records Management practices. Allocate time for Admin staff to maintain files. Enter historic DPs and DVPs into CityView	Better file management of public records and documents will provide access to more information, reduced time spent tracking down files; more time available to complete priority work.	X	X					X	X				X				
33	SCD	P5 - Off-site archived records are inaccessible.	Digitize off-site archived files so that they are accessible online.	Better management of and access to information.	X						X	X				X				
34	SCD	P6 - Submitting expense claims is complex and inefficient.	Use a paycode on the timesheets to record and track OT and meal allowances.	Quicker turn around on payables.	X						X	X					X			
35	SCD	P7 - Protracted timeline for some development approvals.	Either delegate authority to issue Development Permits to staff when applications are consistent with DP Guidelines or hold bi-monthly Board and EAPC meetings to reduce wait times for development permit applicants.	More streamlined and reduced cost and time of development process for applicant. More effective and efficient use of existing resources.	X	X					X					X		X	X	
36	SCD	P8 - High cost of development due to large number of often repetitive professional reports required.	Reduce the number of professional reports required through the development process. Eliminate requirements for reports that are repetitive. RDN undertake work on a regional level if it removes requirements for reports that tend to be repetitive across applications.	Lower cost of development, better meeting the expectations of residents and stakeholders involved in the development process. Reduced time and development costs for applicants.	X	X					X					X			X	
37	SCD	P9 - Time consuming and in many cases, unnecessary plan reviews on building permit applications submitted by registered builders.	Develop an accelerated building permit processing stream for registered home builders.	A reduction in permit approval times resulting in a more streamlined service delivery and enhanced efficiencies in the use of staff resources. Reduced time and development costs for applicants.	X	X					X	X				X			X	
38	SCD	P10 - Poor quality application submissions slow down permit processing	Establish and enforce standards for higher quality and complete application submissions. Ensure counter staff are adequately trained to review and accept or reject application packages	Consistent application of procedures for receiving applications will better establish and meet public expectations, and result in a shorter turn-around for applications, and less staff time spent following up	X	X					X					X			X	
39	SCD	P11 - Time spent on issues where the RDN has limited impact and no jurisdictional authority increases overall costs of service delivery, and delays completion of higher priority work.	Cease involvement or charge for involvement in processes where RDN involvement has no impact on the outcome.	Increased staff capacity to perform required work. Greater efficiency and effectiveness of resources - potential for cost savings.	X	X					X					X		X	X	
40	SCD	P12 - Offsite public hearings are inefficient.	Review location of public hearings (for example held before Board meetings in Board Chambers) to reduce overtime/mileage/rental costs. Look for balance between access and service to community and cost of service provided.	Opportunity for reduced costs associated with public hearings, reduced overtime, improved staff morale from better work-life balance; more effective and efficient development process including reduced time and costs for applicants.	X	X					X	X				X			X	
41	SCD	P13 - Subdivision process is lengthened and made onerous for planning staff and parks planners when parkland or cash-in-lieu of parks are proposed.	Review and consider the elimination of, or amendment to, the POSAC review process; amend Board Policy C-1.5 (Review of the Consideration of Park Land in Conjunction with the Subdivision Application Process) when applications reflect community priorities as established in OCP policy.	More streamlined subdivision process, increased accountability of staff and Board to citizens, reduced costs related to overtime and provision of services. Potential for significant reduction in approval time and costs to applicants.	X	X			X		X					X			X	

**Strategic and Community Development  
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42	SCD	P14 - Potentially providing inspections that are unnecessary under current construction practice in the region, increasing the duration of the development process, increasing costs and reducing stakeholder satisfaction.	For Building Inspection, review the range of inspections provided, identify any that can be eliminated.	Lower cost, more efficient and streamlined delivery of the building inspection service. Enhanced service provision to stakeholders in the development process.	X	X			X							X				
43	SCD	P15 - Organizational effectiveness impacted or compromised when OCP and RGS policies are not implemented	Include plan implementation as part of every planning process and carry out implementation concurrent with plan adoption.	Clear implementation process for planning projects. Interdepartmental follow-through on plan implementation. More consistency between plans and other bylaws. Longer term savings in operational costs and cost to applicants when policy is clear and supports streamlined approval processes.	X	X			X	X					X				X	
44	SCD	S1 - Professional staff time spent responding to general phone inquiries and inquiries for information readily available online.	Consider an automated first point of contact. Provide more clearly defined roles for Admin staff in assisting with day to day support activities.	More efficient use of professional staff time. Increased capacity to perform required or higher priority work.	X					X	X				X	X				
45	SCD	S2 - Professional staff's time is spent responding to front-counter inquiries better handled by administrative staff.	Relocate Administrative staff to the front counter. Improve direction signage in main foyer. (Implemented)	Professional staff time focused on established roles and responsibilities with fewer disruptions. (Anecdotal evidence that professional staff are experiencing fewer disruptions not related to development services).	X	X			X			X			X	X				X
46	SCD	S3 - Current job descriptions do not reflect current duties.	Review job descriptions to ensure job descriptions align with duties.	Current, up to date job descriptions will make all duties clear.	X				X		X	X			X	X	X			
47	SCD	S4 - Too much time is spent entering new applications, calculating fees, and sending acknowledgement letters.	Standardize and streamline the application intake process.	More efficient and effective service delivery which results in faster application processing times.	X	X				X					X	X				
48	SCD	Efficient delivery of Bylaw Enforcement and Investigations across RDN Divisions	Address duplication of enforcement / investigations staff resources by consolidating responsibility for enforcement / investigations to existing Strategic Planning and Community Development Bylaw Enforcement staff.	Eliminate the duplication of staff resources, provide effective service delivery and decrease the cost to deliver the service to the Solid Waste function.																
49	SCD	S5 -Workload and Project Assignment impacts opportunities to jointly work on projects in Long Range and Current Planning.	Provide opportunities to work in policy and development planning. Engage staff from multiple departments to deliver large or complex projects	Increased staff knowledge and capacity, better staff coverage and improved front end service delivery. Supportive environment for career development. More effective and efficient use of existing resources.	X					X	X				X	X				
50	SCD	S6 - Insufficient staff resources to complete all duties; staff resources not utilized to the greatest extent possible.	Identify methods and procedures to identify and capitalize on staff abilities, capacities and interests. Ensure staff complement aligns with work plan.	Increase the effectiveness of the services we deliver	X				X		X				X	X				
51	SCD	S7 - Building Department doing Zone Reviews.	Zoning Reviews Should be completed by Planning	Zoning experts doing zoning reviews will streamline the process	X				X	X					X	X				

**Strategic and Community Development  
Recommendation Worksheets**

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52	SCD	S8 - Activity Level and impact on staff resources associated with satellite site offices.	Review the value that satellite offices offer to services and consider method to implement/adjust satellite offices to respond to demand/development activity levels.	A business case to adequately resource satellite offices and maintain, relocate or close office as activity levels and projects require. More effective and efficient use of existing resources and reduced costs of operations.	X					X						X			X		
53	SCD	S9 - Some staff work stations not conducive to completing complex and time-sensitive tasks	Reconfigure workstations to allow greater level of privacy and reduced noise.	Reduced interruptions increases effectiveness of planning staff by allowing uninterrupted time to complete required work.	X						X	X				X			X	X	
54	SCD	S10 - Planning and Building Inspection front counters act as reception for whole building.	Review the business case for establishing a 'one stop shop' for customer service on the lower level of the Admin building. Review opportunity to accept payments (permits and applications) in department.	Reduced time answering general inquiries and redirecting general public. More effective and efficient use of existing resources and increased efficiency in customer service.	X	X			X	X	X					X			X		
55	SCD	S11 - Visitors have difficulty locating the appropriate department for their business, and frequently visit more than one department as payments are only received by Finance.	Reconfigure front counter work stations to reduce time spent on inquiries not related to the department's mandate. Establish the ability to accept payments for any RDN service on the main floor.	Increased effectiveness (saves customers time, but costs RDN money)	X	X				X	X					X			X	X	
56	SCD	W1 - EDO program does not introduce flexibility and is incompatible with hours of operations for many child care providers. Inflexible work schedules affect work life balance and employee morale.	Implement flexible working hours to have options to start/finish work between 7:30 am - 5:30 pm. Implement a better EDO or Flextime Program	Less sick time, higher morale, better reduce overtime costs.	X								X			X		X	X		
57	SCD	W2 - Consistency in application of EDO is currently a problem	Ensure that EDO is applied fairly and the same throughout all departments	Higher staff moral and reduced confusion on how the EDO program works.	X								X			X			X		
58	SCD	W3 - The RDN lacks a formal wellness program.	Provide discounted memberships and family passes at Regional and municipal facilities.	Healthier employees, reduced sick time and better overall morale	X								X			X		X	X	WIP	
59	SCD	W4 - Admin building facilities could incorporate minor amenities to improve the work environment.	Provide an extra fridge in the lunch room; a brag board for family accomplishments etc. and a quiet room	Improved morale and a feeling of support from modest improvements to the work environment.	X								X			X		X	X		

**Transportation and Solid Waste Services  
Recommendation Worksheet**

No.	Area	Issue	Recommendation	Desired Outcome	Identified By				Expectations - Category				Solid Waste/Transit Theme				Recommendation Category			Completed			
					Staff	Stakeholders	Community	Board	Alignment	Financial / Budgeting	Process Improvements / Efficiencies	Organizational Structure	Staff Morale	Communication	Workflow / Processes	Perception	Business Planning - Integration	Business Continuity	Department		CAO	Board - Corporate	
1	SW	Ongoing feedback	To provide positive feedback on work performed and staff concerns raised. Increase supervisor support with constructive criticism in private.	Refined feedback loop.	X						X		X					X					
2	SW	Expansion of job responsibilities	Desire for more responsibilities and utilization of expertise within the department.	Expanded responsibilities for some facility staff.	X						X							X					
			Desire for some job diversity.	Equipment operators rotating on use of equipment.	X					X	X			X						X			
3	SW	Annual performance review	Develop an annual job evaluation or review that staff will support.	Formal annual performance reviews.	X							X	X					X	X				
4	SW	Facility staff knowledge	Departmental goals shared with facility staff including an understanding of all work areas and updates on site plan for landfill.	Regular updates for staff on site developments and tours of the disposal area for front-end staff. More frequent presence of Manager at SW facilities.	X								X	X				X					
5	SW	Internal Meetings	Staff want an opportunity to sit down with management and discuss concerns, ask questions and provide feedback.	Monthly opportunities for staff to talk with management at their work place.	X						X	X	X					X					
6	SW	Clear communication	Improve communication between RDN staff & Board.	Invite Board members to tour solid waste facilities.																			
			Increase public education.	Keep website current, use Apps for collection schedules and notifications.	X					X	X	X	X							X			
			Staff interested in participating in stakeholder meetings.	Provide opportunities for staff to engage with stakeholders.	X						X	X									X		
7	SW	Access to information	RDN staff newsletter	Periodic Newsletter describing actions, projects, functions of the RDN	X								X	X				X					
8	SW	Access to Sharepoint	Computer access for all 'outside' staff.	Access to a computer and email address to receive and access RDN staff information.	X								X	X				X					
9	SW	Contracting out	Stop contracting services that staff can perform. Concerns that departmental goals could impact jobs.	Review contracted services and proceed with the most cost effective option. Staff performing some areas of work previously contracted out, e.g. staff performing bird control 3 days per week; installation and fusing of LFG pipes and in-house oversight of LEG well installation.	X					X	X	X	X					X					
10	SW	Facility role	Customers requesting one stop drop and share shed for reusable items. Expand acceptable materials. Expand facility role to include composting and /or sell compost.	Consider increasing options for the public when redesigning the drop-off area.	X							X						X		X			
11	SW	Staff status	Casuals working full time hours should become Permanent or receive benefits. Improve timeline for job posting and filling.	Participate in JD development with HR. Make recommendations on staff levels. Development of blended maintenance worker/equipment operator position.	X					X			X					X	X				
12	SW	Hours of work	Consideration for shift rotation (to share weekends), flex time/9 day fortnight, 10 hour shifts and part time work options all seen as beneficial change for work/life balance.	10 hour shift for equipment operators at CRTS. Consideration for RL operating staff to go to 10 hours.	X						X												
13	SW	Employee wellness	Employee wellness program desired.	Joint Departmental Employee Wellness Committee established.	X								X					X	X		WIP		
14	SW	Customer service	Pride in providing meaningful service to community including daily excellent customer service. CRTS a professional and advanced facility.	Staff receive customer feedback through supervisors as well as directly from customers and contractors.	X								X	X		X		X					
15	SW	Staff levels at facilities.	Development of hybrid positions (e.g.. maintenance worker/equipment operator)	Greater operational efficiency and increased job interest.	X								X		X			X					

**Transportation and Solid Waste Services  
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16	SW	Career growth and cross-training	Training opportunities including internal advancement and mentoring. Conference attendance and other facility tours requested and appreciated. Cross-training to diversify staff skills/knowledge.	Send staff for training opportunities such as OH&S for JHS members. Consider funding professional development initiatives .	X					X								X			
17	SW	HR Department support	Dedicated HR staff for staff development/training. Supervisors participate in hiring process.		X													X	X		
18	SW	Assistance from other RDN departments	Utilize expertise from other departments. Site tours for other department staff.	GIS staff assist at landfill	X						X							X			
19	SW	Work relationships	Better working relationships with supervisor and amongst staff. Landfill comradery needs a boost.	Continue with BBQs, schedule staff meetings, encourage staff to contribute to making their workplace enjoyable.	X							X						X			
20	SW	Rotation of job duties	Rotating job duties to provide work diversification.	Opportunities for equipment operating staff to rotate equipment and tasks. MW weekly posting includes 3 days per week bird control.	X						X							X			
21	SW	Make employee positions more flexible	Make a new blended maintenance equipment operator position	Maximize effectiveness of staff onsite to reduce costs.																	
21	SW	Staff facility upgrade	Staff facilities at the landfill need an upgrade.	Currently in the planning stage for these upgrades.	X					X	X							X			WIP
22	SW	Regional Solid Waste Advisory Council	RSWAC restructure includes more public input, CoN a valued member. Plan needs a review to ensure currency.	New Regional Solid Waste Advisory Council formed.		X									X	X	X	X		X	WIP
23	SW	MMBC start-up challenges: public confusion, commercial haulers losing revenue with recycling monopoly and MMBC seen as a detriment to recycling motivation. Is Zero-Waste the goal or are we just pushing hard to handle and costly materials to recycle onto other facilities?	Eliminate confusing on the management of recyclables under MMBC.	Stabilize the management of recyclables.		X							X					X			
24	SW	City of Nanaimo looking for assistance with curbside Yard Waste Pick Up	Establish a yard waste pick up service.	Yard waste pick up service within the CON		X				X								X		X	
25	SW	Waste leaving the RDN affects the remaining haulers ability to be competitive - is flow control an option? Current waste export should lengthen the life of the landfill but who will pay for operations and infrastructure maintenance with reduced revenue? With no possibility of future landfill siting in Nanaimo will we select WTE, export, other?	Waste flow management to be considered in SWMP review.	Solid Waste Management Plan review underway in 2015.		X												X	X	X	WIP
26	SW	Curbside Contract	RDN staff provide support to CoN curbside staff. CoN FW direct haul to NOW . To reduce contamination curbside organics should be wrapped in paper/paper bags. Future of collection will include automated pickup.	Continue working with the CoN on curbside, recycling and solid waste issues for the City.		X							X					X			WIP
27	SW	Waste Stream Management Licensing	Provides level playing field for diversion/recycling facilities. RDN staff very co-operative and helpful regarding WSML's. Concerns include ensuring sites are licensed prior to start-up, quality of NOW product and glass recycling.	Consistent administration of WSMLs.		X							X					X			WIP
28	SW	CoN supports no tipping fee for illegal dumping cleanup.	Regional landfill will continue to accept illegal dumping cleanup at no charge from CoN.	Continued waiving of tip fees for illegal dump cleanups.		X								X				X		X	

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29	SW	Operating hours	Maintain facility hours of operation including 7 days per week. Increase number of days for asbestos disposal.	Facilities will remain open 7 days per week. Asbestos acceptance days under review.		X			X						X			X		
30	SW	Site status	Nuisances under control (birds and litter). Staff at facilities helpful. CRTS top notch facility.	Working with bird control contractor so site staff member can perform bird control 3 days per week. Purchase bird distress calls and use of a drone as deterrent.		X					X				X			X		
31	SW	Site amenities	Dedicated commercial scale. Improved truck wash down facility. Improve site conditions to address mud, tire damage and towing impacts.	Site improvements to asbestos disposal area and haul road.		X					X				X			X		
32	SW	Fees	Reduction in commercial tipping fees to address waste export. Increase curbside and self-haul fees.	Currently under review. Board report in March 2015.		X					X				X			X		
33	SW	Environmental	CoN concerned with RL leachate discharge into city lift station.	Landfill staff monitoring and planning improvements.		X					X				X			X		
34	SW	Community information/education	Website reasonably informative. Newsletters and public information sessions good. Stakeholder feels the 'Zero Waste' concept debatable.	Continue with information updates to website and newsletters.		X							X	X				X		
35	SW	Knowledge sharing	Benchmarking participation helps CoN with comparison to other communities. RDN solid waste department staff share knowledge with community recyclers and CoN staff.	Continue participating in Benchmarking and sharing information with stakeholders.		X			X				X		X			X		
36	SW	Roles	Public lacks understanding of the different roles and responsibilities of the RDN and the City of Nanaimo related to solid waste.	Common understanding by public of municipality and regional district roles.		X			X				X					X		
37	SW	Efficient delivery of Solid Waste Bylaw enforcement and illegal dumping prevention	Address duplication of enforcement / investigations staff resources by eliminating the Solid Waste Bylaw Enforcement Officer position and transfer responsibility for enforcement / investigations to existing Strategic and Community Development Bylaw Enforcement staff	Eliminate the duplication of staff resources, provide effective service delivery and decrease the cost to deliver the service to the Solid Waste function.																
	Transit	High premiums increase the cost for transit service	Reduce Sunday premiums	Reduced cost for transit service on Sundays and greater service flexibility																X
38	Transit	Split Shifts	Review shifts with new software; Hastis. Review conventional dispatch hours of operations to determine if 10 hour shifts can be implemented.	Reduce split shifts and improve working coverage in dispatch operations.	X						X							X		
38	Transit	Replacement of the aging bus fleet	Replace fleet with CNG buses	Fuel and maintenance costs will be decreased providing overall savings to the transit service																WIP
39	Transit	Insufficient service and connections to other communities and locations, e.g., Ladysmith, Comox, Ferries, etc.	Work with BC Transit, Provincial government, neighbouring municipalities, BC Ferries and the Transit Select Committee to plan and implement increased levels of service.	Improved interregional service and connections to important transportation nodes in the RDN.	X		X				X			X				X	X	X
40	Transit	Improved staff communications	Plan additional internal meetings.	Staff will be better informed and will have more opportunities to provide feedback on issues that affect their work.	X						X	X						X		
41	Transit	Insufficient on-road assistance for operators	Introduce an On-road Supervisor position to assist operators by shifting an existing Superintendant position to support operations staff.	Additional coverage and assistance will be provided for transit operations.	X				X	X				X				X	X	X



**Transportation and Solid Waste Services  
Recommendation Worksheet**

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42	Transit	Conventional, Shop and handyDART relations	Organize 3-4 general assemblies with staff and management annually.	Additional meeting will provide more opportunities for improved communications between departments.	X					X							X			
43	Transit	Bus Cleanliness	Consult with BC Transit and if required review and update RDN procedures and guidelines for bus cleanliness and ensure resources are adequate.	Fleet will be maintained to standards recommended by BC Transit.																
44	Transit	Local Government Operated Transit System	Continue to work with BC Transit on ways to improve operational efficiencies. i.e. improved schedules that reduce layovers and deadheading.	A highly efficient transit system that meets the needs of the community.		X				X				X	X	X	X	X		WIP
45	Transit	Communications with BC Transit	Increase communications and to keep working with BC Transit to improve working relationship.	An excellent working relationship with our funding partner.				X		X			X							
46	Transit	Fairwinds Service	Work with BC Transit to evaluate service in Fairwinds and prepare implementation plan	An updated implementation plan will be brought forward to the TSC				X		X	X		X	X	X	X	X	X	X	
47	Transit	Size of Buses	Work with BC Transit on a cost benefit study on the effectiveness of a transit operation that utilizes different sizes of buses.	a report with recommendations will be brought forward to the TSC.				X		X				X			X	X	X	WIP
48	Transit	Public Consultation	Increase public consultations with stakeholders throughout the RDN and four (4) municipalities.	Improved communications and ideas generated from consultation with stakeholders and community				X		X			X				X			