

Director Orientation

November 9, 2022



Welcome

Introduction of the Executive Leadership Team

Doug Holmes, Chief Administrative Officer (CAO)



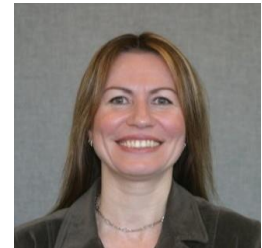
Carol Loudon, Executive Coordinator to the CAO/Board



Elizabeth Hughes, Manager, Strategy and Intergovernmental Services

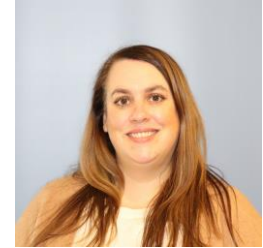


Delcy Wells, General Manager, Corporate Services



Introduction of the Executive Leadership Team

Lisa Grant, General Manager, Development and
Emergency Services



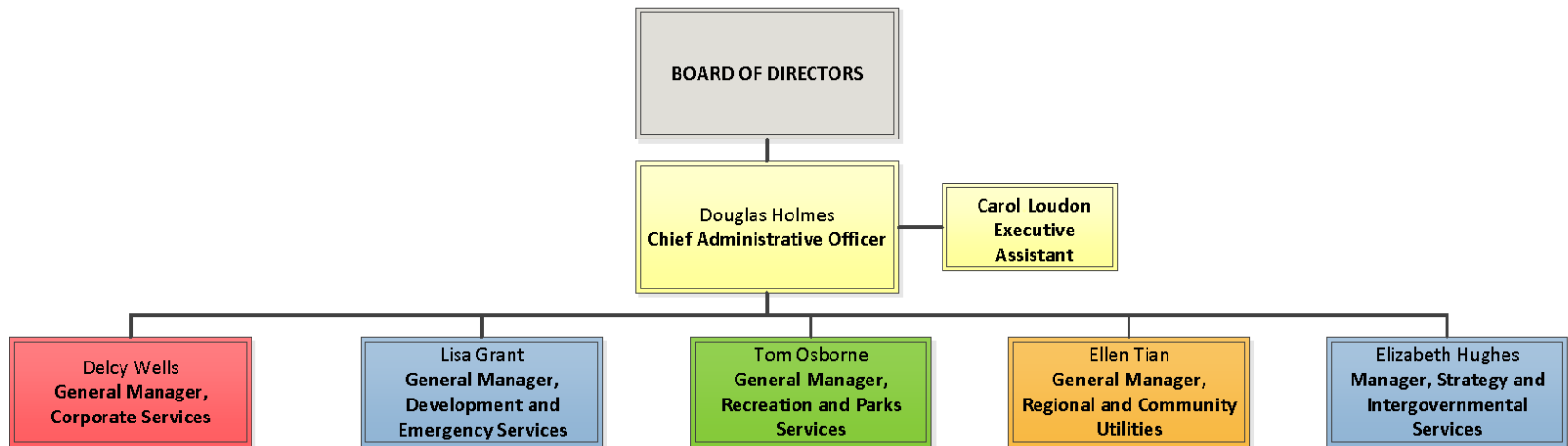
Ellen Tian, General Manager, Regional and Community
Utilities



Tom Osborne, General Manager, Recreation and Parks



Executive Leadership Team Structure



Additional Key Staff (includes but not limited to)

Tiffany Moore, Acting Chief Financial Officer

Sean de Pol, Senior Manager, Wastewater Services

Darren Marshall, Senior Manager, Transportation Services

Ben Routledge, Manager, Solid Waste Services

Jason Birch, Chief Technology Officer

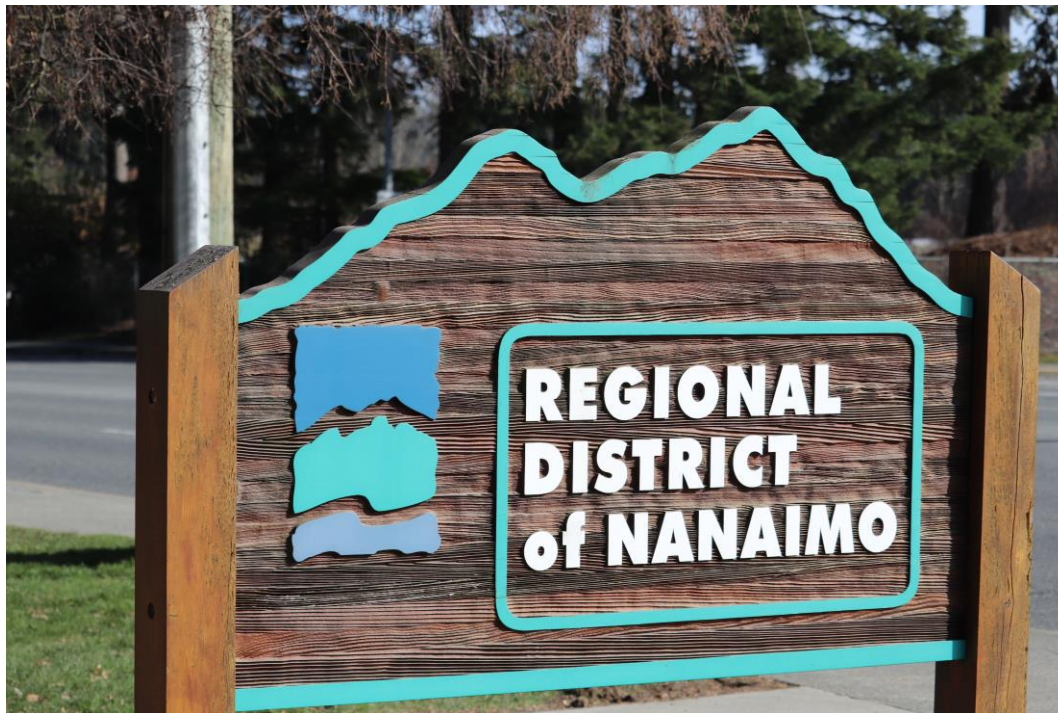
Jacquie Hill, Manager, Legislative Services

Introduction to Regional Districts

This next portion of our presentation will be presented by our Corporate Officer, Jacquie Hill.

Strategy and Intergovernmental Services

Presented by Elizabeth Hughes, Manager



STRATEGY AND INTERGOVERNMENTAL SERVICES

Updated November 2022



Strategy and Intergovernmental Services

Services

Integrated within the Chief Administrative Officer's office, Strategy and Intergovernmental Services supports the development of relationships with First Nations, other levels of government, and partner agencies to further the Regional District of Nanaimo and Nanaimo Regional Hospital District's strategic goals across a broad range of areas.

Strategy and Intergovernmental Services

Services

- Provides leadership and advice on matters pertaining to provincial and municipal partners, other governments and agencies, and First Nation relations
- Develops protocol agreements and memoranda of understanding to facilitate partnerships
- Supports regular meetings and linkages with provincial Ministries, MLAs, First Nations, Port of Nanaimo, Islands Trust, Island Health and other partners

Strategy and Intergovernmental Services

Services cont.

- Recommends opportunities to impact government policy, including through the Association of Vancouver Island and Coastal Communities (AVICC), Union of BC Municipalities (UBCM) and Federation of Canadian Municipalities (FCM)
- Coordinates Board strategic planning, strategic plan reviews, and regular reporting on strategic initiatives
- Identifies training opportunities and resources on Indigenous cultural awareness

Strategy and Intergovernmental Services

Key Initiatives

- Board strategic planning
- Electoral Area F Governance and Services Study (current)
- Electoral Area G Governance and Services Study (requested)
- Nanaimo Regional Hospital District Advocacy Strategy
- Legislative Reform Initiative (Local Government Act modernization)
- Qualicum First Nation Protocol Agreement
- Snuneymuxw First Nation Protocol Agreement

Board Committees and Commissions

- Regional District Board
- Nanaimo Regional Hospital District Board
- Committee of the Whole
- Hospital Select Committee
- Area F Governance and Services Study Committee

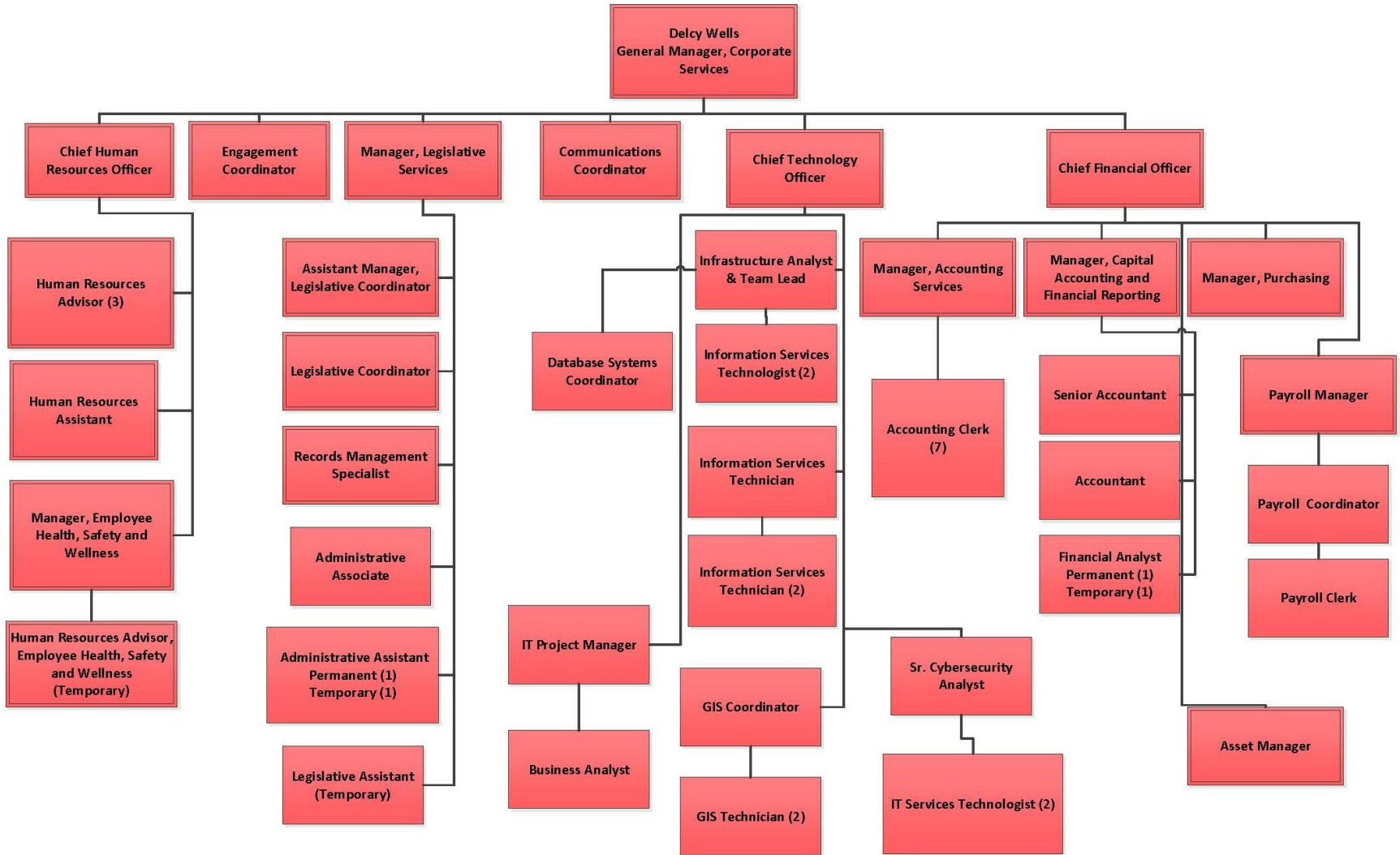
Corporate Services

Presented by Delcy Wells, General Manager



CORPORATE SERVICES

Updated November, 2022



Information Services (including Geographic Information Services)

Services

- Implementing, supporting and maintaining the technical infrastructure and software applications utilized at the RDN
- Cyber Security
- Technology Project Management
- Board Meetings and Board Member technical support

Information Services

Key Initiatives

Infrastructure

- Implement key components of security improvement plan
- Identify opportunities to improve customer service through more efficient request processing and training
- Replace the existing core technology infrastructure components
- Improve computer replacement and application deployment processes
- Continue to embrace and drive the adoption of Microsoft 365, ensuring full benefit from investment

Information Services

Key Initiatives cont.

Cyber Security

- Continued enhancement of cybersecurity awareness training and education
- Security operations, monitoring and policy/procedures improvements
- Ongoing review and enhancement of security of existing systems and services

Information Services

Key Initiatives cont.

GIS and Project Management

- 2022 Aerial Photos – expect delivery and approval in later November
- Develop Public Map Application for “Coastal & River Floodplain” updates
- Permitting and approval process and software improvements for Planning, Building, Bylaw, and Finance departments
- Multi-Factor Authentication and Exchange Online migration
- Upgrade RDN printer/copier fleet and generate new contract
- Strategic review of GIS service

Legislative Services

Services

- Provides general support to the Board
- Oversees preparation of Board and Committee agendas and minutes, and the Board calendar
- Manages all aspects of referendums, alternative approval processes, petition processes and general elections
- Develops and maintains the records management program and records classification and retention system for the organization
- Oversight, drafting and processing bylaws; assists other departments in drafting and reviewing bylaws

Legislative Services

Services cont.

- Processes applications for Special Event Permits
- Processes requests made under the Freedom of Information and Protection of Privacy Act (FIPPA)
- Oversees a privacy management program to ensure organization-wide assessment, training, and compliance related to privacy

Legislative Services

Key Initiatives

- Ensure sufficient awareness and application of relevant local government legislation and regulations
- Develop and implement a Privacy Management Program, privacy policies, and staff training
- Develop and implement an Electronic Document and Records Management System (EDRMS), records management policies, and staff training
- Conduct regional referendums for the D69 Pool Service
Referendum 1: pool service participants and cost allocation formula;
Referendum 2: Ravensong Aquatic Centre expansion

Legislative Services

Key Initiatives cont.

- Continue support to empower other departments in program areas such as records, agendas/minutes, and bylaw development
- Provide continued support and planning of elections and elector approval processes and petitions
- Streamline processes and procedures for efficient service delivery
- Develop and implement strategic succession planning for Legislative Services

Human Resources

Services

- Provides human resources and safety services to approximately 715 unionized, exempt, part-time, full-time, temporary, on call and contract personnel, including, but not limited to:
 - Labour and Employee Relations (CUPE Local 401)
 - Performance Management
 - Health and Safety

Human Resources

Services cont.

- Ability Management/Accommodation
- Recruitment and Retention
- Total Compensation
- Job Evaluation
- Human Resources / Health and Safety Operations and Administration
- Human Resources internal communications

Human Resources

Key Initiatives:

- Maintain board remuneration bylaw
- Maintain exempt compensation
- Negotiate new CUPE collective agreement
- Develop Workforce Plans in support of 5-year financial plan
- Filled 114 positions; 62 internal; 52 external
- Hired new Human Resources Manager and new Health & Safety Manager (turnover)
- Ongoing implementation of recruitment software (SAP Success Factors)



Finance

Services

- Oversees finances, budget, investments and insurance
- Ensures separate, discrete funds for our 107 different services
 - Revenues specific to each service must be collected to pay the full cost of the service, including administration
 - Revenues and costs specific to one service cannot be arbitrarily shifted to or spread among other services

Finance

Key Initiatives

- Five Year Financial Plan, including public consultation and bylaw adoption by March 31 each year
- Communicates and responds to public inquiries related to taxes and utility bills

Finance

Key Initiatives cont.

- Transition to the Electronic Document and Records Management System (reducing paper processes)
- Annual Financial Statement preparation including the implementation of Public Sector Accounting Standards, such as PS 3280 Asset Retirement Obligation
- Sustainable Procurement
- Coordinate Asset Management

Communications and Engagement

Services

- Corporate publications, news releases and ads
- Oversees and supports all public engagement
- Leads staff engagement and communications
- Website design, management and approvals
- Corporate messaging and RDN branding oversight
- Media relations



Communications and Engagement

Key Initiatives

- Develop a communications plan to further educate the public on RDN programs and services based on results of the community survey that was conducted in late spring
- Lead the Employee Engagement initiative to engage with employees to determine what we can do better as an organization to improve our culture and morale. Work with the teams on the identified goals and actions.

Get Involved RDN!



Board Committees and Commissions

- Board
- Committee of the Whole
- Electoral Area Services Committee
- Executive Committee

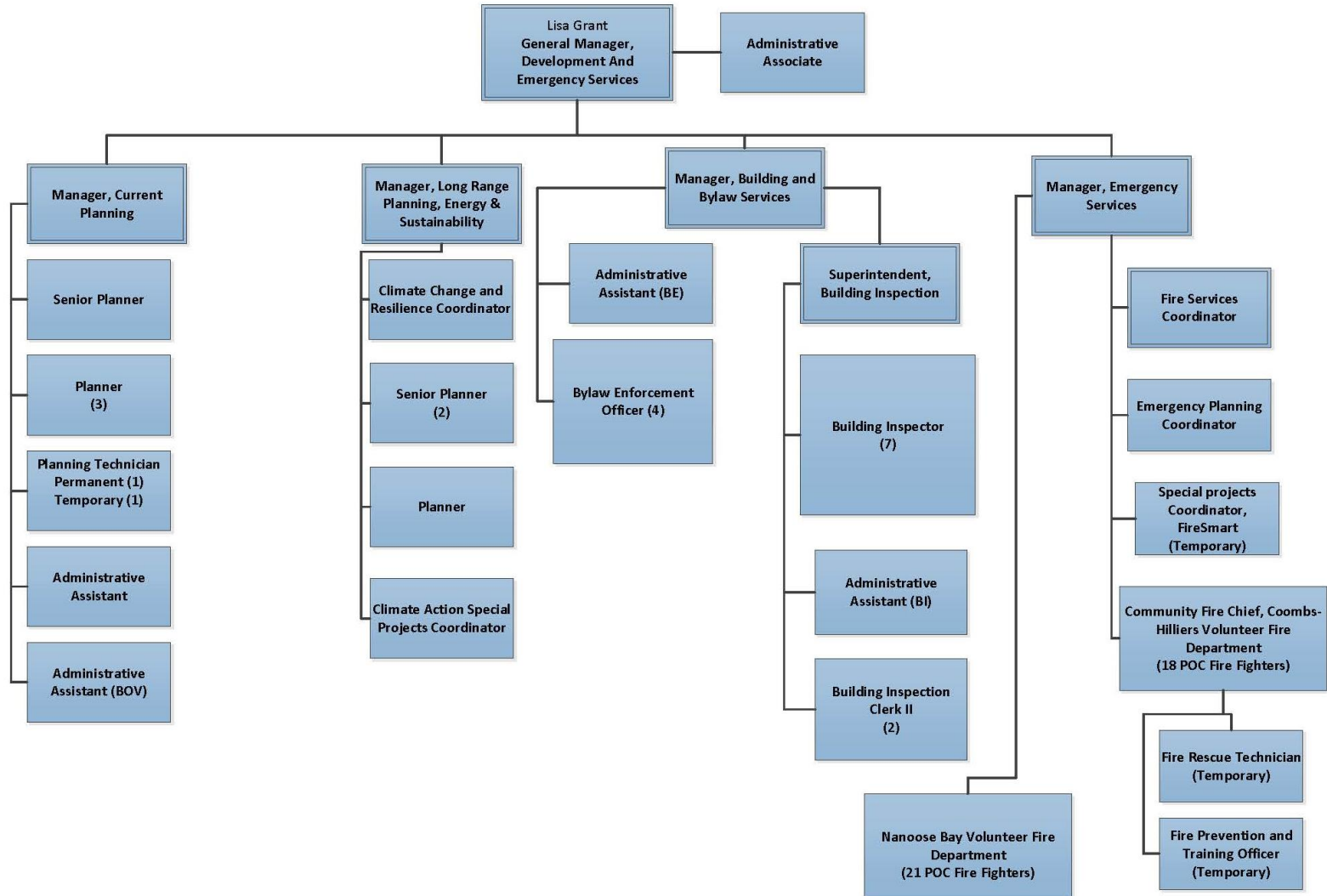
Development and Emergency Services

Presented by Lisa Grant, General Manager



DEVELOPMENT AND EMERGENCY SERVICES

Updated: November, 2022



Bylaw Services

Services

- Enforcement of regulatory bylaws in Electoral Areas
- Operational support to Emergency Planning
- Electoral Area Zoning & Development Permit compliance
- Enforce Electoral Area Regulatory Bylaws
 - Animal Control
 - Property Standards
 - Noise Control

Bylaw Services

Services cont.

- Burning Bylaw
- Signage and Special Events Bylaws
- Intra Departmental Bylaws Enforcement (Solid Waste, Parks, Utilities)
- Municipal Ticketing Bylaw/Bylaw Adjudication

Key Initiatives:

- Review of the Bylaw Enforcement Policy

Building Services

Services

- Building Inspection Services
- Building plan review and permitting
- Provide advice on Building Code and construction requirements to public
- Maintain construction records within Electoral Areas
- Intra-department investigation assistance
- Operational support to Emergency Planning

Building and Bylaw Services

Key Initiatives:

- Implementation of Development Approval Review including:
 - Software improvements
 - Improve website and information handout
 - Process map and system streamlining
- Implementation of BC Step Code
- Building Bylaw Update

Current Planning

Services:

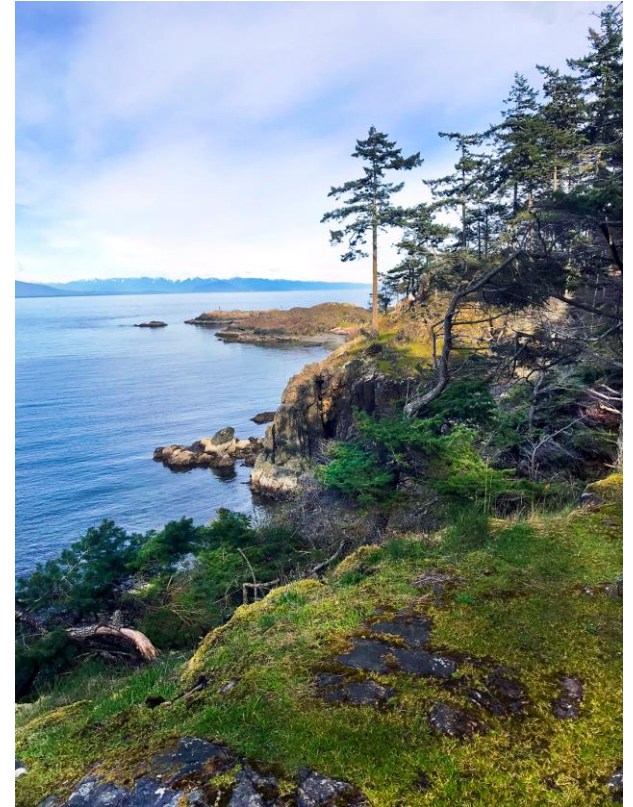
- Preparation, review and amendment of zoning bylaws and electoral area land use regulations to support Board strategic priorities
- Provision of land use planning information services and development application review and approvals
- Support for and administration of Board of Variance



Current Planning

Key Initiatives

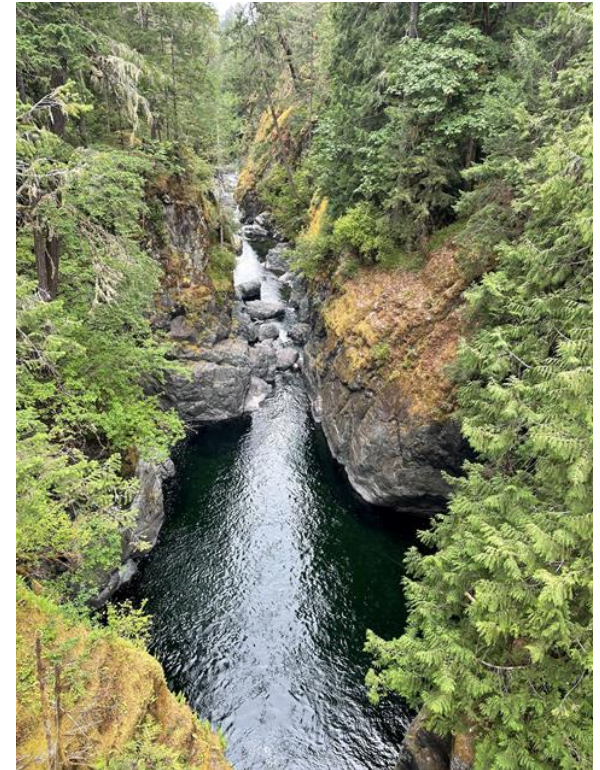
- Zoning Bylaw No. 500 update
- Implementation of Development Approvals Review
- Land Use Contract Discharge



Long Range Planning and Energy and Sustainability

Services

- Oversees the Regional Growth Strategy (RGS) and seven Electoral Area Official Community Plans
- Undertakes RGS & OCP reviews, annual RGS reporting, and all bylaw amendments



Long Range Planning and Energy and Sustainability

Services cont.

- Develops & delivers community climate adaptation and resilience, energy conservation and emission reduction programs
- Coordinates inter/intra governmental liaison on climate action, sustainable buildings, housing and economic development
- Creates long range planning and climate action/sustainability/resilience policies, plans and other actions to address emerging trends, risks and opportunities



Long Range Planning and Energy and Sustainability

Key Initiatives

- Electoral Area F Official Community Plan
- Sea Level Rise and Climate Adaptation Development Standards and Regulation
- Electoral Area Development Permit Areas Update
- Community Amenity Contribution Policy
- Climate Action Plans Implementation
- Regional Growth Strategy Update
- Mid Island Electric Vehicle Charging Station Service



EMERGENCY SERVICES

Services:

- RDN Emergency Management and Plans
- Operation of two RDN fire departments
- Fire Service agreements
- Mutual Aid Agreements
- Emergency Support & Communications Services (ESS & ECT)
- Neighbourhood Emergency Preparedness Program (NEPP)
- Regional Emergency Agreements
- Emergency Operations Centre (EOC)
- Policy Group
- 911 and Fire Dispatch Service agreements



EMERGENCY SERVICES (Fire Services)

Ten volunteer fire halls within the RDN

Two RDN Run Fire Departments

- Coombs-Hilliers Volunteer Fire Department
- Nanoose Bay Volunteer Fire Department



Four Society Run Fire Departments

- Bow Horne Volunteer Fire Department
- Dashwood Volunteer Fire Department
- Errington Volunteer Fire Department
- Extension Volunteer Fire Department



EMERGENCY SERVICES (Fire Services)

Four Improvement District Run Volunteer Fire Departments:

- Cranberry Fire Department (including Cassidy)
- Deep Bay Fire Department
- East Wellington Fire Department
- North Cedar Fire Department



NORTH CEDAR
Improvement District

Three Municipal Run Volunteer Fire Departments:

- Qualicum Beach Fire Department
- Parksville Fire Department
- Lantzville Fire Department
- City of Nanaimo Fire Rescue



CITY OF NANAIMO
THE HARBOUR CITY

EMERGENCY SERVICES

Key Initiatives:

- Emergency Program Management (Emergency Plan, ESS, ECT, etc.)
- FireSmart Grant activities
- Fire Department Transitions and management
- Business Continuity Planning
- Emergency and Fire Agreement management
- Evacuation Route Planning
- EOC Planning & Activations

Board Committees and Commissions

- Board of Variance
- Agricultural Advisory Committee
- Electoral Service Area Committee

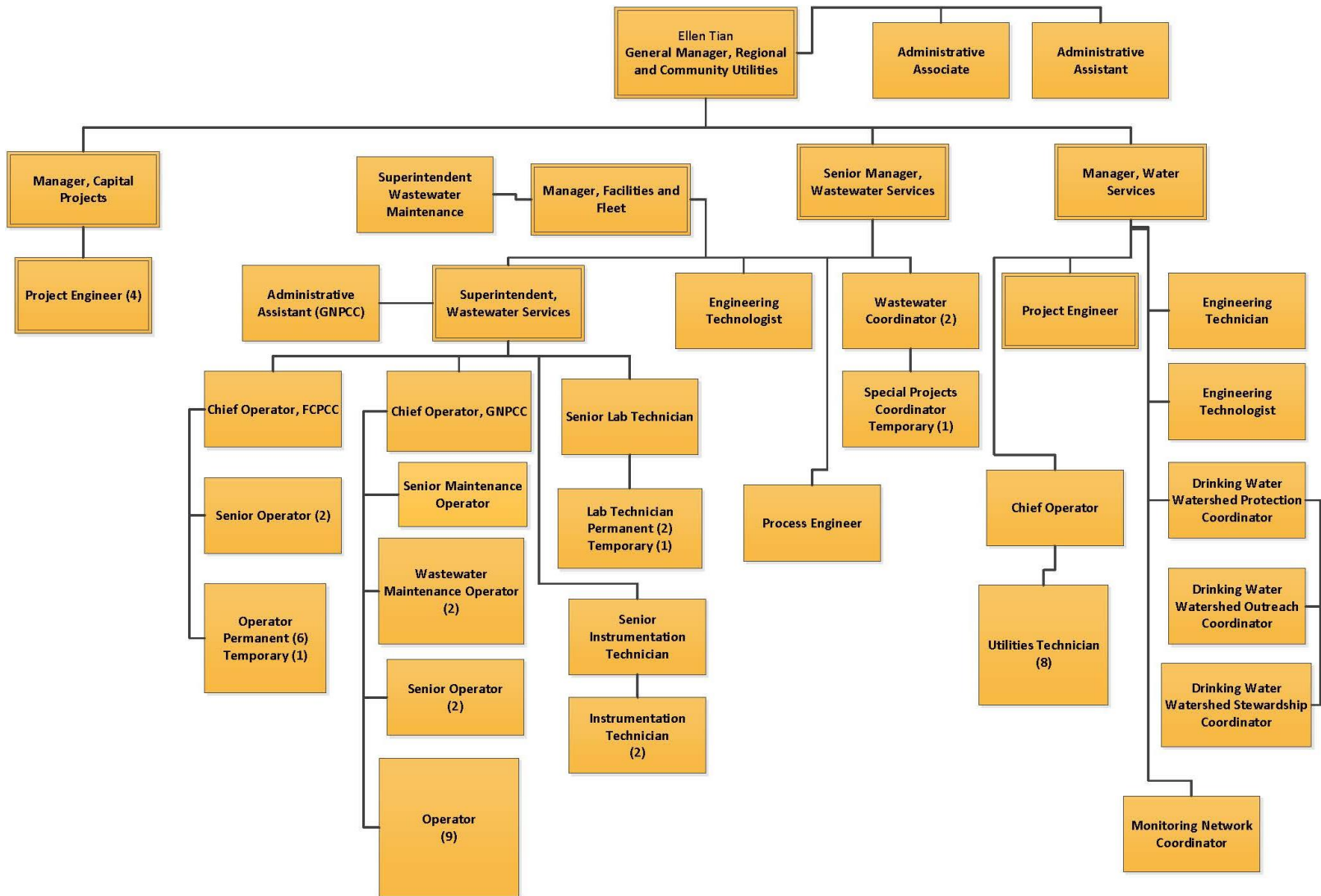
Regional and Community Utilities

Presented by Ellen Tian, General Manager



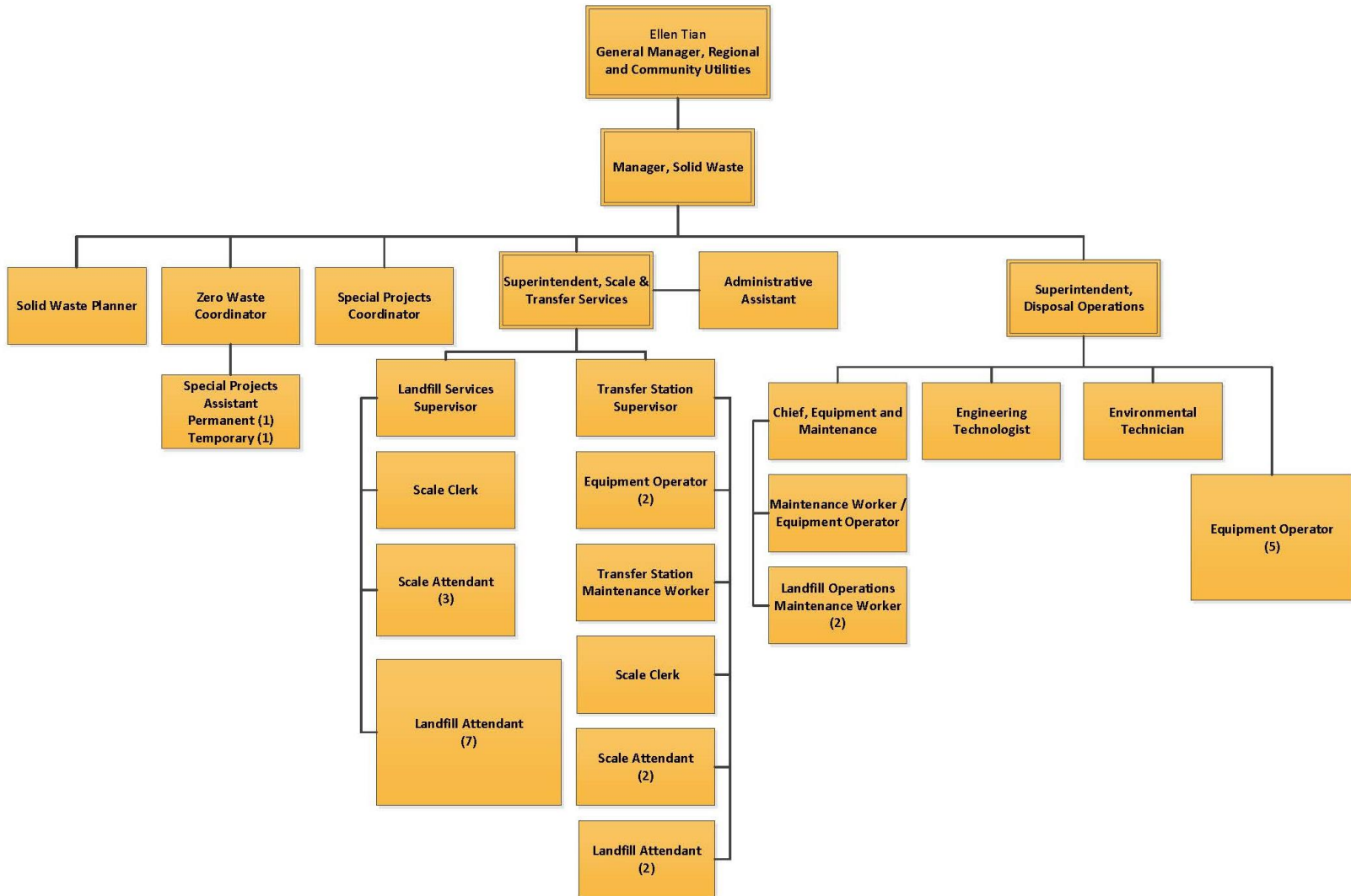
REGIONAL AND COMMUNITY UTILITIES

Updated: November 2022



SOLID WASTE

Updated: November, 2022



Wastewater Services

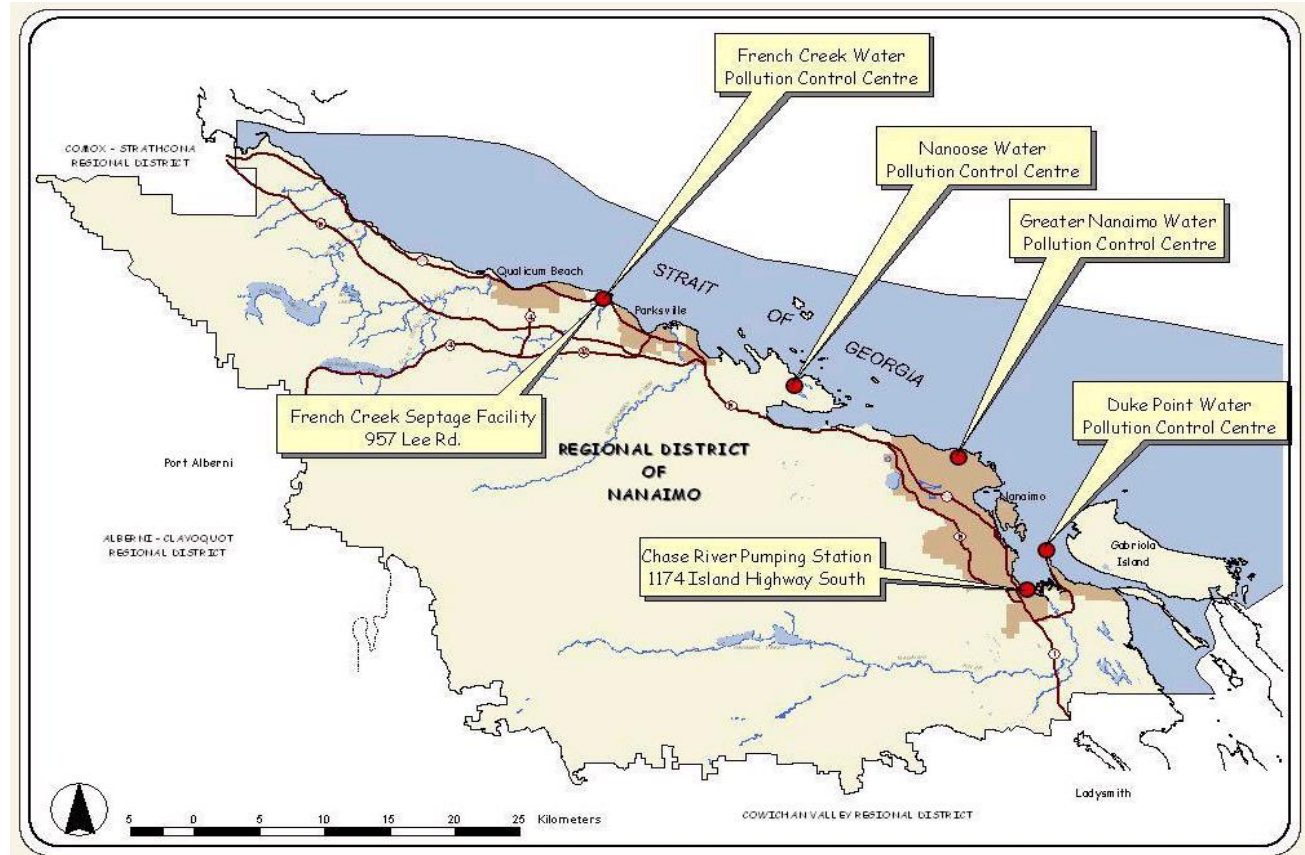
Services

- Municipal wastewater treatment for 130,000 residents (Serving Nanaimo, Lantzville, Parksville, Qualicum Beach, Nanoose, Duke Point, Snuneymuxw, Cedar)
- Trunk collection systems, pumping stations and outfalls
- Septage receiving and treatment
- Biosolid management
- Liquid Waste Management Plan (regulatory) programs



Wastewater Services

- 4 treatment facilities
- 2 septage receiving sites
- 22 pump stations
- 50 km of sewer mains and Forcemain
- 4 outfalls



Facilities and Fleet Services

Services

- Building operations (Admin & Transit)
- Space planning and implementation
- Preventative maintenance and contract management
- Fleet management for operation, replacement, and development of green fleet
- Wastewater maintenance



Wastewater Services

Key Initiatives

- Focus on continuous improvement, efficiency enhancement in operations, specifically the development of maintenance reliability, and process safety
- Enhance resource & workload planning through Maintenance Management System to advance preventative maintenance planning and tracking
- Engaged long term asset management practice starting with work order management system



Wastewater Services

Key Initiatives cont.

- Partner with universities on R&D for process optimization, odour control, etc.
- Environment Monitoring especially on the receiving water bodies
- Continue the award-winning Biosolids Management Program
- SepticSmart Program
- Odour Monitoring and Management



SepticSmart



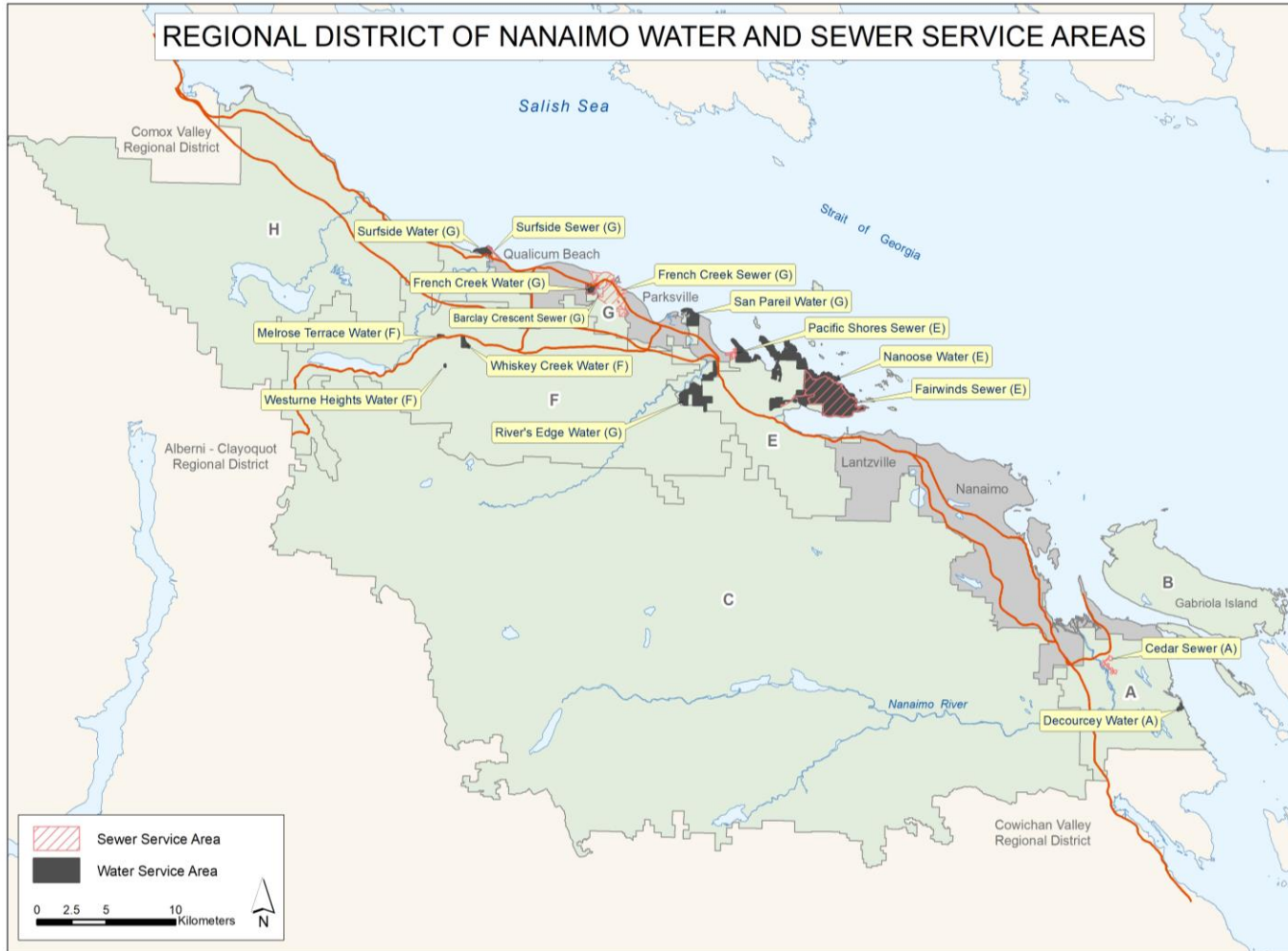
Water Services

Services

- Nine water service areas, ~3,200 connections
- Six wastewater collection systems
- Six street lighting services
- Two stormwater detention ponds
- Drinking Water and Watershed Protection Program (DWWP)



Water Services



Water Services

Key Initiatives

- Engaged long term asset management
- Preventative maintenance planning and tracking
- Streamlined after-hours operations
- Field operations reorganization
- Execution of Water Conservation Plan initiatives
- Adaptive management – Drinking Water and Watershed Protection 10 Year Action Plan



Solid Waste Services

Services

- Fully automated 3-stream curbside collection program for electoral areas, Parksville, TQB, Lantzville, and Snaw-Naw-As First Nation (~30,000 households)
- Solid Waste Operations: Church Road Transfer Station (Parksville), Regional Landfill (Cedar)
- Solid Waste Management Plan (regulatory, planning, outreach)



Curbside Collection Truck at Waste Connections Canada Facility



Church Road Transfer Station – Scale House

Solid Waste Services

Key Initiatives

- Updating the comprehensive asset management plan to effectively and efficiently manage the business
- Improve upon the existing automated curbside collection service
- Reduce contamination in the curbside collection to ensure compliance with Recycle BC and improve the recyclability of the collected materials
- Moving to 90 per cent diversion per the Solid Waste Management Plan



Aerial View of Regional Landfill



Church Road Transfer Station Commercial Transfer Building – Curbside Garbage

Solid Waste Services

Key Initiatives cont.

- Implement the two solid waste bylaws: Waste Hauler License (WHL); ICI Sector Mandatory Waste Source Separation (MWSS)
- Completion of Landfill Cell 1 closure
- Deliver the non-EPR household hazardous waste collection program in 2023
- Bear Aware Outreach – outreach pilot project to identify early set outs of garbage and food waste carts and educate residents
- Deconstruction and Demolition Guide – Develop and distribute the guide to municipal partners, and the construction sector to increase waste diversion



Landfill Cell 1 Closure Project



Bear Aware Outreach

Capital Projects (Previously Engineering Services)

Services

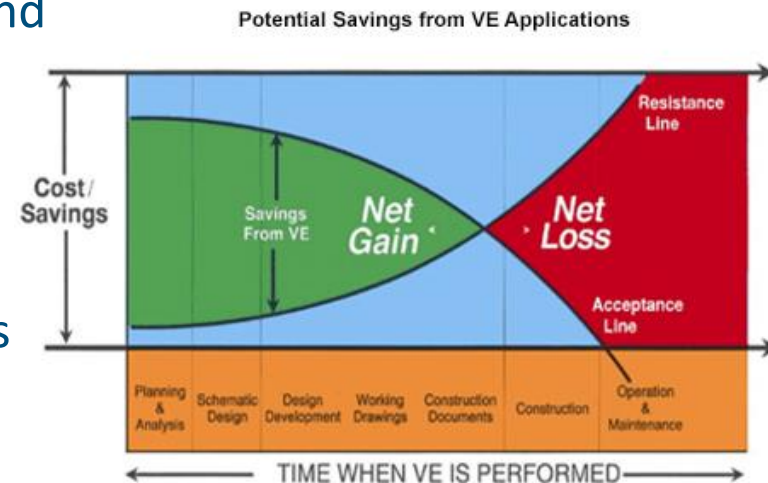
- Project Management for major capital projects currently focused on Wastewater and Fire Services
- Provide plant engineering services and support to the Pollution Control Centres
- Provide occasional consulting services to Parks & Recreation, Transit



Capital Projects

Key Initiatives

- Develop and implement the best practices in consultant, construction, contract, project, and procurement management
- Enhance resource & workload planning
- Implement capital project budget setup and performance tracking
- Adopt Value Engineering practice during concept development & design stages
- Validate & incorporate cost saving options for the FCPC Upgrade project design



Board Committees and Commissions

- Solid Waste Management Select Committee
- Solid Waste Management Plan Monitoring Committee (twice a year)
- Liquid Waste Management Plan Monitoring Committee (quarterly)
- Electoral Area Services Committee
- Drinking Water and Watershed Protection Technical Advisory Committee (3-4 times per year)
- Climate Action Technical Advisory Committee (peripherally)
- Arrowsmith Water Service Management Board
- Englishman River Water Service Management Board

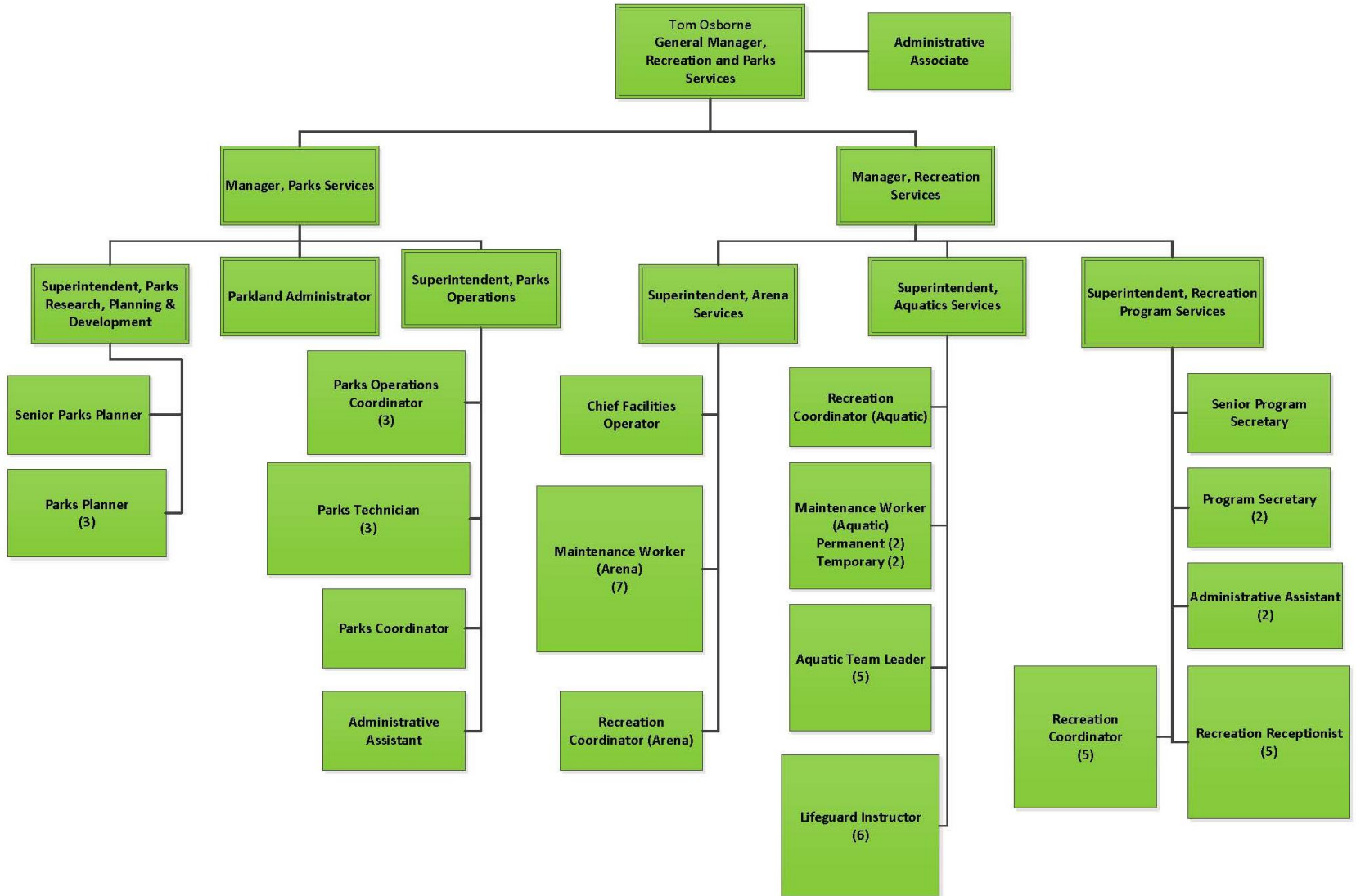
Recreation and Parks

Presented by Tom Osborne, General Manager



RECREATION AND PARKS SERVICES

Updated November, 2022



Recreation Services

Services

- Operation of Oceanside Place in Parksville which includes two NHL regulation size ice sheets a leisure ice sheet and meeting rooms
- Operation of the Ravensong Aquatic Centre in Qualicum Beach which includes a six-lane lap pool, leisure pool, hot tub, sauna and steam room
- Provision of recreation program services for all age groups in District 69 – Northern Community Recreation



Recreation Services

Services cont.

- Sports fields and sport / tennis court scheduling for School District No. 69, City of Parksville and Town of Qualicum Beach
- Provision of recreation and culture program services and contract management for operation of Cedar Heritage Centre in Electoral Area A
- Contract management for recreation services in Electoral Area's B, F and H



Recreation Services

Services cont.

- Port Theatre Funding (EA A, B, C, and E)
- Sportfield Agreement with Parksville and Qualicum Beach and Sport Field and Recreation Services Agreement with City of Nanaimo

Recreation Services

Key Initiatives

- D69 Pool Services Bylaw Amendment Engagement
- Ravensong Aquatic Centre Expansion
- Complete Operation Agreement for Meadowood Community Centre (EA F)



Recreation Services

Key Initiatives cont.

- Conversion of South Wellington School to a Community Centre (EA A)
- Recreation and Parks Master Plan (EA B)
- User Survey for Southern and Northern Rec Services for agreements with municipalities



Parks Services

Services

- Park management of twelve Regional Parks (2,129 hectares), two campgrounds, a 78-kilometer regional trail system comprised of 10 trails and a series of pedestrian bridges
- Park management of the Electoral Area Community Park system that comprise 202 properties totaling 616 hectares of land
- Development and implementation of park management plans for regional parks and large-scale community parks



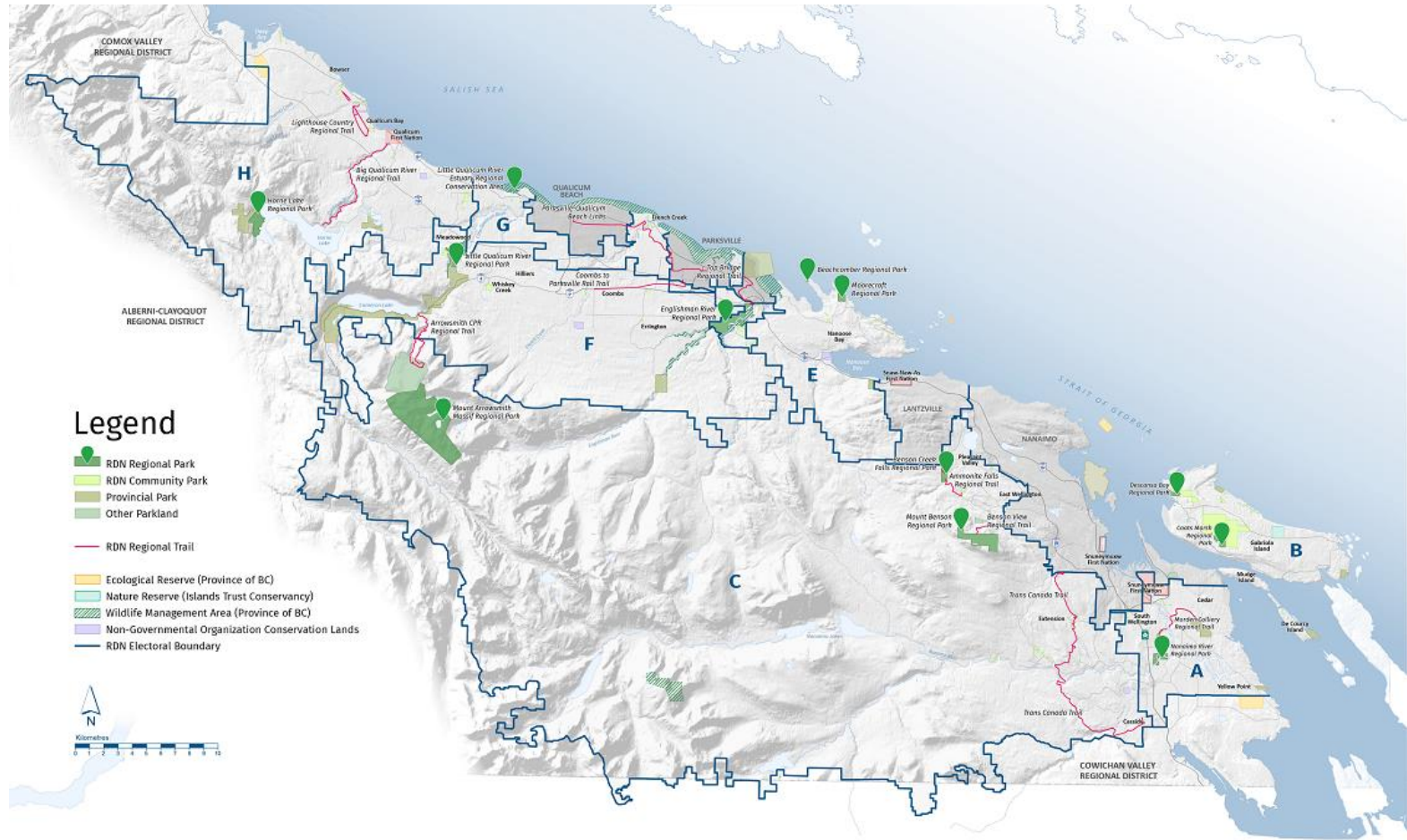
Parks Services

Services cont.

- Management of private contractors in the maintenance and development of regional and community parks and park campground operators
- Management of capital projects related to park infrastructure, trail bridges, trail improvement projects, and waterfront access improvements
- Operations, maintenance and safety inspections for RDN parks and infrastructure



Regional Parks



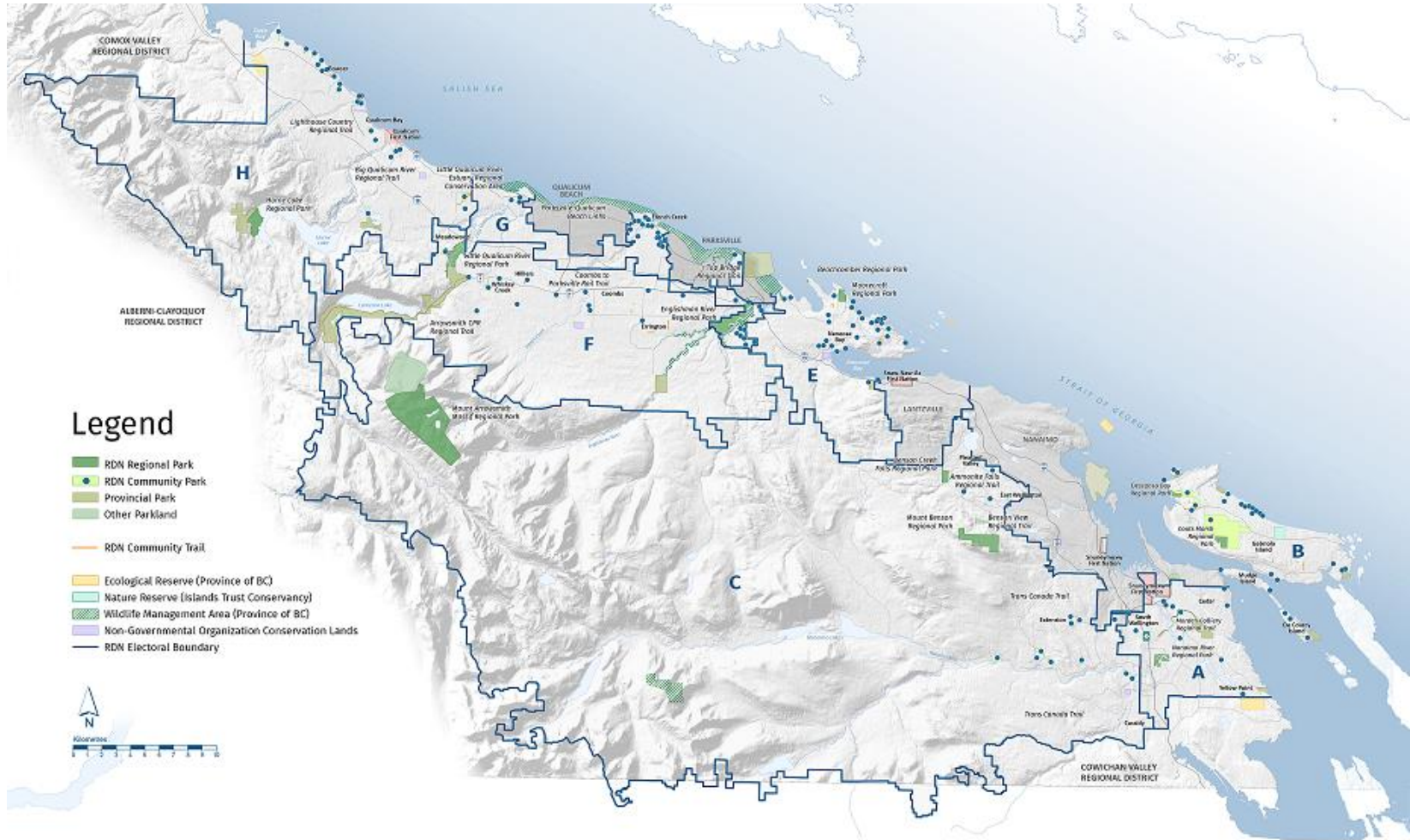
Regional Parks Services

Key Initiatives

- Implementation of Parks and Trails Strategy Short Term Actions for Regional Parks
- Completion of Regional Trail from Horne Lake to Alberni-Clayoquot Regional District
- Engineering and costing of Morden Colliery Regional Trail Nanaimo River Bridge
- Nile Creek Bridge Design and Construction
- Pursue parkland acquisition lands identified as priority sites
- Coats Marsh Weir Engineering and Replacement



Community Parks



Community Parks Services

Key Initiatives

- South Wellington School Site conversion to Community Park (EA A)
- Village Way Trail Upgrades (EA B)
- Meadow Drive Community Park Playground Replacement (EA C)
- Jack Bagley Community Park Change Room (EA E)
- Errington Community Park Farmers Market Infrastructure Upgrades and Sport Court (EA F)
- French Creek Estuary Nature Reserve Stewardship Plan (EA G)
- Lions Community Park Development (EA H)



Board Committees and Commissions

- Oceanside Services Committee (+ one recreation grants sub-committee)
- Area A Parks, Recreation and Culture Commission
- Electoral Area Parks and Open Space Advisory Committees – Electoral Areas B, C - EW/PV, E, F, G, H
- Regional Parks and Trails Select Committee

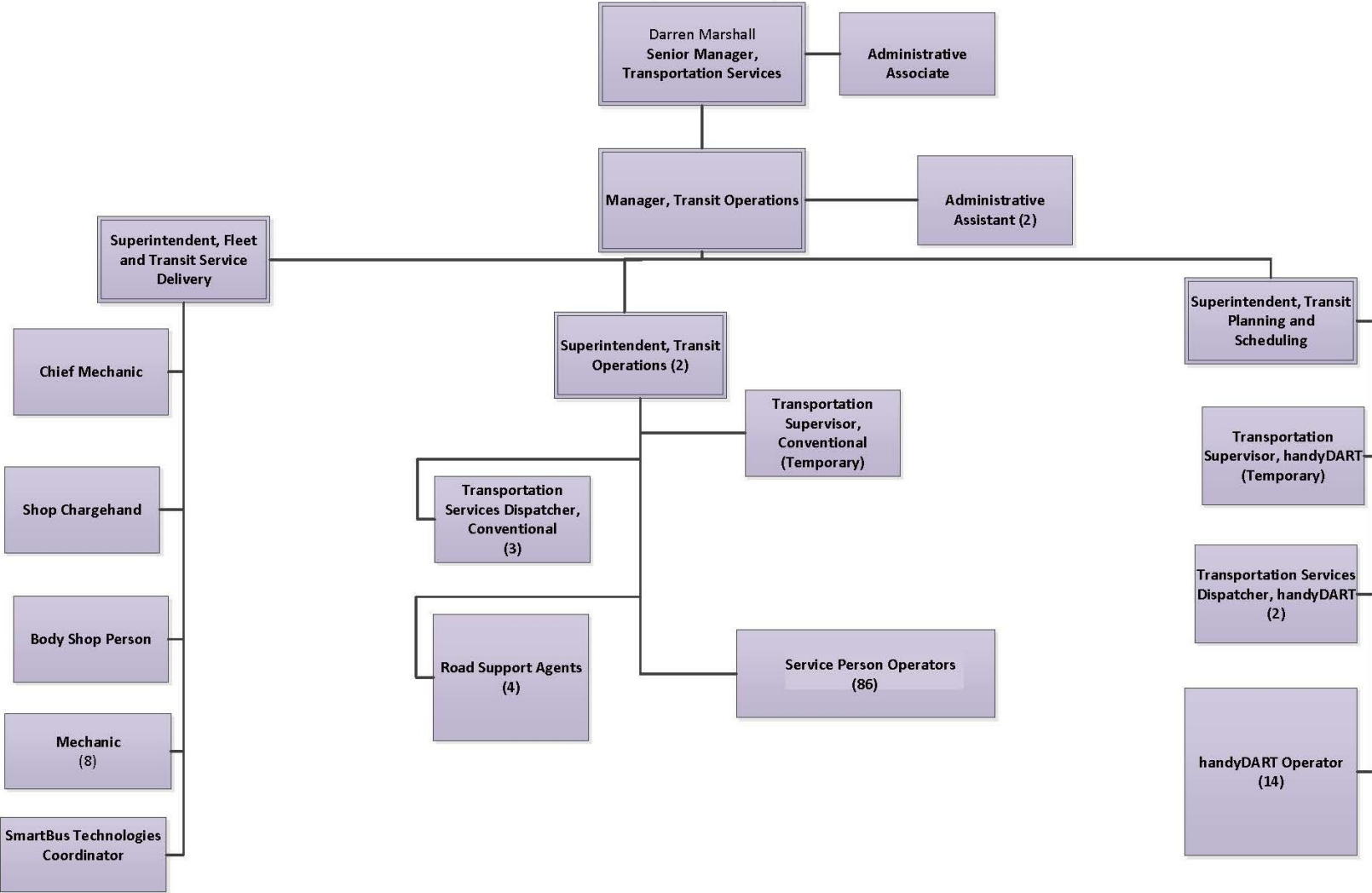
Transportation

Presented by Darren Marshall, Senior Manager

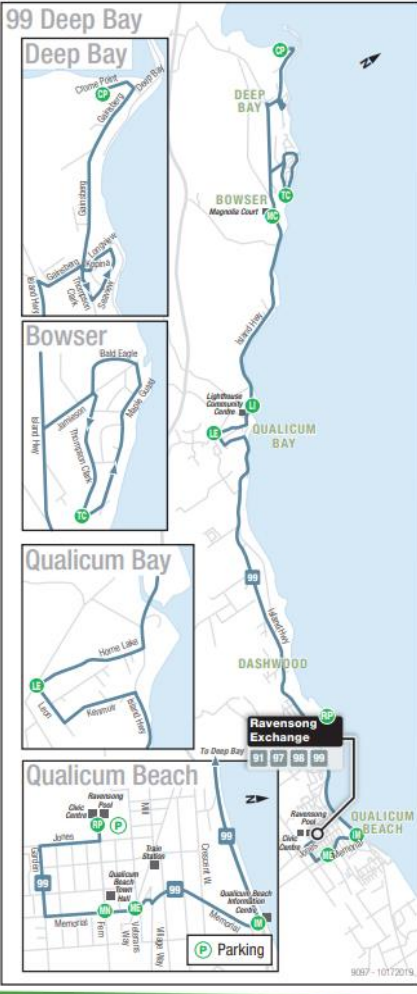
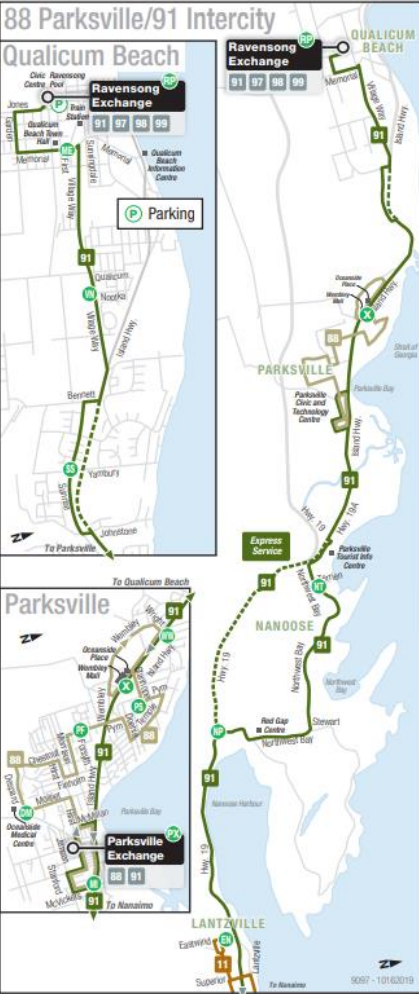


TRANSPORTATION SERVICES

Updated November, 2022



Transportation Services



Transportation Services

Services

- Partnership with BC Transit and Annual Operating Agreement (AOA)
- Overview of transit system operation and funding
- RDN Transit System operates 19 routes, from Deep Bay to Cedar, including the municipalities of Nanaimo, Lantzville, Parksville and Qualicum Beach and one interregional route from Nanaimo to Duncan



Transportation Services

Services cont.

- Conventional system operates 137,800 annual service hours, including Interregional, with a fleet of 55 full size buses and four community buses
- Custom (handyDART) system operates 27,500 annual service hours with a fleet of 15 buses
- Gabriola Island Wharves:
 - Descanso Bay Emergency Wharf
 - Green's Landing Wharf



Transportation Services

Key Initiatives

- Transit Redevelopment Strategy Initiatives, e.g., five-year priority plan for expansions and infrastructure
- Transit Exchanges e.g., Downtown Nanaimo, Country Club and Woodgrove Centre Exchanges
- Facilities Master Plan Review
- Interregional Transit Service
- Fare Review



Board Committees and Commissions

- Transit Select Committee (TSC)
- Electoral Area Services Committee (EASC)
- Regional District Board

