



**REGIONAL DISTRICT OF CENTRAL OKANAGAN
GOVERNANCE AND SERVICES COMMITTEE MEETING
AGENDA**

Thursday, September 10, 2020

8:30 a.m.

Woodhaven Board Room
1450 K.L.O. Road, Kelowna, BC

Pages

1. CALL TO ORDER

Chair Given acknowledged that this meeting is being held on the traditional territory of the syilx/Okanagan peoples.

2. ADDITION OF LATE ITEMS

3. ADOPTION OF THE AGENDA

Recommended Motion:

THAT the agenda be adopted.

4. ADOPTION OF MINUTES

4.1 Governance & Services Committee Meeting Minutes - July 9, 2020

1 - 4

Recommended Motion:

THAT the Governance & Services Committee meeting minutes of July 9, 2020 be adopted.

5. ENGINEERING SERVICES

5.1 Alternative Recycle Collection & Waste Reduction Program Update

5 - 30

Presenting: Travis Kendel, Manager-Engineering Services

Recommended Motion:

THAT the Board receive the alternative recycle collection and waste reduction update as information.

6. PARK SERVICES

Presenting: Murray Kopp, Director of Parks Services

Recommended Motion:

THAT the Governance and Services Committee recommend that the Regional Board receive the 2019 Regional Parks Service Review report;

AND FURTHER THAT it is recommended the Regional Board approves:

- Ending annual funding of \$39,000 to the Friends of Fintry Provincial Park Society at the end of 2020,
- Direct staff to develop an updated Regional Parkland Acquisition Strategy in 2020 to present to the Board for consideration.

7. ADJOURN

Minutes of the **GOVERNANCE & SERVICES COMMITTEE** meeting of the Regional District of Central Okanagan held at Regional District Offices, 1450 KLO Road, Kelowna, BC on Thursday, July 9, 2020

Directors: J. Baker (District of Lake Country)
M. Bartyik (Central Okanagan East Electoral Area)
C. Basran (City of Kelowna)
W. Carson (Central Okanagan West Electoral Area)
M. Singh, alternate for M. DeHart (City of Kelowna)
C. Fortin (District of Peachland) (*attended electronically*)
G. Given (City of Kelowna)
C. Hodge (City of Kelowna)
S. Johnston (City of West Kelowna)
G. Milsom (City of West Kelowna)
L. Stack (City of Kelowna) (*attended electronically*)
L. Wooldridge (City of Kelowna)
J. Coble (Westbank First Nation) (*attended electronically*)

Absent: B. Sieben (City of Kelowna)

Staff: B. Reardon, Chief Administrative Officer
T. Cashin, Director of Community Services
D. Dudzik, Senior Planner
J. Foster, Director of Communication & Information Services
M. Rilkoff, Director of Financial Services (*attended electronically*)
M. Drouin, Manager-Corporate Services (recording secretary)

1. **CALL TO ORDER**

Chair Given called the meeting to order at 8:30 a.m. and acknowledged the meeting is being held on the traditional territory of the syilx/Okanagan peoples.

Roll call was taken as some directors attended electronically.

2. **ADDITION OF LATE ITEMS**

There are no late items for the agenda

3. **ADOPTION OF THE AGENDA**

#GS25/20

WOOLDRIDGE/HODGE

THAT the agenda be adopted.

CARRIED unanimously

4. **ADOPTION OF MINUTES**

4.1 Governance & Services Committee Meeting Minutes – June 11, 2020

#GS26/20

BAKER/WOOLDRIDGE

THAT the Governance & Services Committee meeting minutes of June 11, 2020 be adopted.

CARRIED unanimously

5. DELEGATIONS

- 5.1 Draft Regional Transportation Plan Presentation - Rafael Villarreal, Manager-Integrated Transportation Department, City of Kelowna & Stephen Power, HDR consultant

Staff report dated July 7th by City of Kelowna Rafael Villarreal presented the draft Regional Transportation Plan, draft regional Bicycling and Trails Master Plan and the Disruptive Mobility Strategy.

- Currently in Phase 5 of the Transportation Plan.
- Presenting the draft to all Councils and then will be moving forward to further engagement with final draft to be completed by the fall.
- Timeline for the Plan is over the next 20 years – it's a high level Plan.
- Key benefits were highlighted. Think beyond the Central Okanagan.
- Plan does acknowledge of the COVID-19 situation and resiliency.
- Stephen Power highlighted the development of the Plan: Vision, Goals, What is Regional, Existing and Future Conditions-key findings, regional transportation network, transit conditions, key strategies and services locally, policy guidance highlights, Okanagan gateway (ability to get more transit to ie: airport, highway improvements).
- Bicycling and Trails Master Plan: goals and process highlighted, updating the network design guidance, highest priority areas were presented to the local governments impacted.
- Disruptive Mobility Strategy was explained. Themes: connected, self-driving, shared economy, electric, funding and growth, tactical action format, phasing (being flexible).
- Next steps: all Councils are being presented the draft Plans. A last check in with the community will occur over the summer. A final Plan will be presented to each Council and the Regional Board in the fall.

Question and answer period followed.

#GS27/20

BAKER/BARTYIK

THAT the Governance & Services Committee receive for information the report from STPCO dated July 7, 2020 with respect to the Draft Regional Transportation Plan (RTP) and its sub- components: The Draft Regional Bicycling and Trails Master Plan (RBTMP) and the Draft Regional Disruptive Mobility Strategy (RDMS).

CARRIED unanimously

6. COMMUNITY SERVICES

6.1 BC Rent Bank Update

Staff report outlined the vision of provincial rent banks. Banks are developed to assist low to moderate income renters. There is potential that a rent bank could be established in the Central Okanagan with the funding that has been made available by the Province. BC Rent Bank has recently amended the process and approach to the establishment of new rent bank sites. As part of the recent changes, the Regional District will not be involved in the development of a Central Okanagan Rent Bank.

Staff reviewed the history of the Rent Bank that has been completed in the Central Okanagan. Rent Bank BC will now go directly to lead organizations with no support required by local governments, agencies will apply directly to BC Rent Bank. BC Rent Bank will make the decisions where rent banks will be established.

#GS28/20

JOHNSTON/BAKER

THAT the Governance and Services Committee receive for information the July 9, 2020 BC Rent Bank report from the Director of Community Services.

CARRIED unanimously

6.2 Regional Agricultural Compliance & Enforcement Strategy

Staff report presented an update on the Regional Agricultural Compliance & Enforcement Strategy.

Staff outlined the strategy history to date. An overview of the project partners was outlined. RDCO was awarded \$15K grant from IHA's Community Food Action Initiative for the project. Staff will continue to communicate with stakeholders going forward.

The top three issues of the strategy identified:

- Increase communication between stakeholders
- Develop a collaborative and coordinated system for addressing agricultural issues
- Build public awareness on the importance of protecting farmland for farming.

Survey results and tools were outlined.

- Deposition of fill
- Large structural footprints and production facilities
- Storage of vehicles and equipment

The top three areas of concern were identified:

- The Community of Ellison
- West Kelowna Wine Trail
- Southeast Kelowna Wine Trail

Staff reviewed the survey results to date and next steps were outlined.

#GS29/20

MILSOM/BARTYIK

THAT the Governance & Services Committee receive for information the Regional Agricultural Compliance and Enforcement Strategy report dated July 9, 2020.

CARRIED unanimously

6.3 Bylaw Enforcement Policy

Staff report outlined the need for policy governing bylaw enforcement issues and procedures. It was noted the current approach to addressing bylaw enforcement issues is led by primarily complaint-based. The RDCO does not have the resources available to proactively monitor all areas of the Central Okanagan to confirm compliance with all bylaws and therefore cannot take enforcement action with respect to every contravention of a bylaw that may occur. A formal policy will help ensure that effective enforcement is based on public safety, consistency, fairness and available resources.

Discussion followed. Staff outlined photos of various structures that have been built within the electoral areas without permits. Structures included large storage sheds, to additions to a cottage on the lakeshore. It was noted particularly that enforcement fees need to be addressed as part of the review.

#GS30/20

HODGE/BARTYIK

THAT the Governance and Services Committee receive for information the Director of Community Services July 9, 2020 report on the need for a formal Bylaw Enforcement Policy.

CARRIED unanimously

7. ADJOURN

There being no further business the meeting was adjourned at 10:25 a.m.

CERTIFIED TO BE TRUE AND CORRECT

G. Given (Chair)

B. Reardon (Chief Administrative Officer)



Governance & Services Committee

TO: Governance and Services Committee

FROM: David Komaika,
Director - Engineering Services

DATE: August 25, 2020

SUBJECT: Waste Reduction Update

Purpose: To provide the Regional Board with an update on alternate recyclable collection methods/options; and provide an update the on the Regional Waste Reduction Program.

Executive Summary:

Alternative Recyclable Collection Methods

On May 9, 2019, the Board directed staff to explore and report to the Board on alternate collection methods for recyclable material which is currently collected through the depot system.

Staff has completed a preliminary investigation into alternative collection methods for recyclable material currently collected through the depot system, including: glass, foam, and flexible packaging. It was found that:

- No communities within BC were identified that collect these materials for recycling outside of established Extended Producer Responsibility (EPR) programs;
- Deposit glass, such as wine and other beverage containers, are excluded from curbside EPR programs, and are required to be brought to bottle depots, retailers, or willing donation centres for refund;
- Non-deposit glass, such as pickle jars and sauce bottles, can be collected curbside through a Recycle BC curbside program, which has been estimated to cost other BC municipalities approximately \$9 per year, per household, after the sale of glass to Recycle BC;
- London Drugs retail locations in Kelowna and West Kelowna offer an alternative collection point for foam and flexible packaging;
- The RDCO and member municipalities current recycling practices align with the regional Solid Waste Management Plan, which advocates for full cost compensation by producers.

Waste Reduction Update

Waste Reduction within the RDCO and member municipalities has been impacted by the COVID pandemic. Cart manufacturer shutdowns and shifts in waste generation from work to home have resulted in the biggest impacts, manifesting in delayed cart deliveries, an increase in missed collections, increase in waste weight collected, and an increase in the amount of time required to complete daily collections. Education and outreach programs have also been cancelled, delayed, or modified to comply with provincial health directions.

Contamination within the RDCO and member municipalities was audited in December 2019, and compared against previous performance. Kelowna, West Kelowna, Lake Country, and the RDCO decreased in contamination when compared against previous 12 month averages. Province wide survey results subsequently released by Recycle BC in April 2020 noted that the most frequent response (72%) for not recycling was a lack of knowledge regarding what is recyclable. The inconvenience of taking items to a depot for collection was least frequent response (11%). This suggests that education remains one of the most significant avenues for reducing contamination, increasing landfill diversion, and minimizing our community's environmental footprint.

RDCO staff have arranged for Recycle BC to provide an update to the Board at the October 8th Governance and Services meeting regarding the Recycle BC program and the state of recycling.

RECOMMENDATION:

THAT the Board receive the alternative recycle collection and waste reduction update as information.

Respectfully Submitted:



David Komaike
Director of Engineering Services

Approved for Committee's Approval



Brian Reardon, CAO

Prepared by: Travis Kendel, Manager of Engineering Services

Implications of Recommendation:

Strategic Plan:

- The RDCO Waste Reduction program contributes directly to reducing our community's environmental footprint.

Policy:

- Extended Producer Responsibility (EPR) as a policy tool shifts the responsibility for end-of-life management of products (physically and economically) to the producer and away from municipalities to create an incentive for producers to include environmental considerations in design of products.
-

Background:

On May 9, 2019, the Board directed staff:

“...to explore and report to the Board on alternate collection methods including the costs for recyclable material which is currently collected through the depot system but not in residential curbside carts.”

The British Columbia Recycling Regulation requires printed paper and packaging (PPP) be collected from single family homes and paid for by producers through an Extended Producer Responsibility (EPR) program. The producers program for PPP is coordinated by Recycle BC. The PPP program is one of 21 EPR programs in BC including others like beverage containers, tires, electronics, used oil and large appliances.

The property tax base does not subsidize the collection of any materials collected through the EPR programs, as these are borne by the producers and consumers of products. This is consistent with the RDCO Solid Waste Management Plan, which advocates “...for reasonable service levels for the region from all EPR programs and full cost compensation by producers.”

In general, most local government programs across the Province mirror what the RDCO provides with curbside material collected as per Recycle BC contracts. Depots are provided for material which is not included in curbside pick-up (non-deposit glass, foam packaging, plastic bags and overwrap, other flexible plastic packaging). In some municipalities that have multi-stream pick-up, glass is the one additional material collected curbside.

Glass Recycling

Glass was collected in the Central Okanagan’s curbside comingled program and was removed in 2007 to improve the quality of curbside paper and other recyclables. As a result, residents in the Central Okanagan have been required to take glass to various depot and drop-off locations throughout the region.

In 2014, with Recycle BC taking over the responsibility of PPP, numerous other private depots have expanded to accept glass bottles and jars, particularly local bottle depots.

There are over 176 communities who are partnered with Recycle BC and most do not collect glass curbside. However, curbside glass recycling is offered in North Vancouver, Burnaby, Mission and the Township of Langley. Other communities, such as Prince George, are on track to begin curbside glass collection by the end of 2020. These communities use, or plan to use, a separate smaller container to allow residents to sort glass for pickup and keep it separate from other materials as this is a requirement of Recycle BC, glass is not to be comingled with other recyclables.

Recycle BC is only responsible for non-beverage glass packaging and requires that curbside glass collection be used for glass jars and non-refundable glass bottles such as food and cosmetic jars. Refundable glass containers, such as wine, spirits, beer, or juice bottles should be brought to a depot for refund as part of Encorp’s beverage container EPR program.

Curbside glass recycling (for non-beverage glass bottle and jars) is an additional service, which can be opted into with Recycle BC. Municipalities that choose this option are required to pay for collection and do not receive additional per household payments for collection of glass from Recycle BC. Recycle BC will however pay municipalities a per/tonne rate for glass collected curbside. Communities with curbside glass collection fund the program via additional fees and charges to residents. For example, another community in BC has estimated the cost for curbside biweekly glass collection to be approximately \$9 per household annually (after the sale of the glass).

The RDCO and its member municipalities currently offer a single stream, comingled curbside recycling service, to collect PPP on behalf of Recycle BC, excluding glass and other depot only items. If curbside glass recycling service was offered, Recycle BC would require glass to be collected and segregated from all other PPP through a 4th curbside container (in addition to existing Garbage, Yard waste, and Single Stream PPP carts).

Another viable method of beverage container glass recycling is available outside of recycling and bottle depots, through beverage retailers. As per the British Columbia Recycling Regulation, a person may return for refund at least 6 uncontaminated containers per day to a retailer that are of the same beverage container subcategory and brand that the retailer sells. This does not apply to non-beverage containers, such as pickle jars or sauce bottles.

Foam Packaging, Plastic Bags, Overwrap, Other Flexible Packaging

Other recyclable products such as foam packaging, plastic bags, overwrap, and other flexible packing are collected through Recycle BC's depot program. Recycle BC has chosen depots to collect this material as it allows for each category to be source separate by residents. Staff at depots are on hand to ensure sorting is done correctly which minimizes contamination. Source separation of foam, plastic bags, overwrap and other flexible plastic packaging ensure Recycle BC receives marketable products.

The collection of these materials at curbside would take place outside of the Recycle BC program, if pursued. This would require the products be sold for market value, with no financial or administrative support provided by Recycle BC's EPR program. Current market value of foam packaging, plastic bags, overwrap, and other flexible packaging is low and would likely provide negative financial returns. Financial and operation risk associated with collecting, stockpiling, sorting, marketing and transporting of recyclables could be significant.

No comparative costs are available for this program, as no other communities within British Columbia were identified that have successfully initiated curbside recycling of these materials.

London Drugs retail locations have partnered with Recycle BC to provide alternative drop off locations outside of Recycle BC depots for other flexible plastic packaging, including chip bags, plastic bags, sealable plastic containers, and protective non-food packaging as well as styrofoam and plastic bags and overwrap.

Recycle BC has committed to tentatively update the Board at the October 8th Governance and Services meeting, and will update the Board on recycling markets and the PPP program.

Waste Reduction Office Update

Recycle BC Survey

Recycle BC released the results of their latest residential survey in April 2020 as part of a campaign to drive changes in recycling behaviour during the pandemic, and to help BC residents identify recycling opportunities:

- 72% - said they are 'not sure if it's accepted for recycling'
- 27% - said they reuse recyclable materials, in particular plastic bags
- 24% - said they don't want to clean them
- 15% - said they are unsure how to sort them
- 11% - said it was inconvenient to take an item to a depot

The RDCO Waste Reduction office uses data like this to inform on educational campaigns, improve depot operations, and make recommendations. This survey suggests that depot accessibility is a factor in recycling (11%), and the dominant barrier to recycling appears to be general knowledge (72%).

Contamination Rates

The last contamination audit was completed by Recycle BC in December 2019. Audit data has been summarized in the following table:

	Previous Average Contamination (12 months)	December 2019 Contamination	Change
City of Kelowna	7.6%	7.1%	-0.5%
City of West Kelowna	7.5%	5.3%	-2.2%
Lake Country	8.0%	5.1%	-2.9%
Peachland	7.6%*	13.4%	+5.8%
RDCO	8.5%	6.0%	-2.5%

All communities experienced a decrease in contamination except for Peachland, which does not have multiple previous audits with which to average and compare against.

COVID Impacts

The COVID-19 pandemic continues to impact curbside collection operations:

- Delayed delivery of curbside carts associated with manufacturer shutdowns
- Behavioural changes, such as working from home, have shifted large amounts of vehicles into residential roadways, creating new accessibility challenges for the curbside collector.
- Waste generation and disposal have increase with a large portion of the population staying close to home

Waste Reduction educational programs that have traditionally included large gatherings or close-quarters interactions have been cancelled. This includes the twice-annual trunk sale, repair café, and community clean-up. The Waste Reduction office is exploring alternatives that can be delivered in Fall 2020 and 2021 to achieve similar outcomes while respecting provincial health directions.

Curbside Collection

E360S reports that:

Customer Inquiries

Elevated call volume was experienced at the end of March following the announcement of the COVID pandemic, increasing overall call volume by 200%. From April to August customer inquiries and complaints have decreased, with calls from unique customers decreasing 40%, and repeat customer calls decreasing by 14%.

The number of inquiries attributed to missed collection increased from 60 to 72 per week (20%) between April and August. The biggest factors associated with missed collection included construction-related access constraints, carts not out for collection, new and unmapped homes, seasonal traffic congestion and pre-emptive calls placed before end of collection day.

Curbside Service

With summer traffic patterns and increased congestion within residential areas the amount of time to collect carts along the average block has increase in from April to July from approximately 9 minutes to 15 minutes. Waste collected curbside across the same period has increased in weight by approximately 20%.

Tag a Bag

Tag a Bag curbside service was temporarily halted while focused efforts were placed on maintaining garbage and recyclable curbside collection through the COVID-19 pandemic. As of August 25, 2020, the Tag a Bag program has resumed as per normal.

MOU Update

The Solid Waste Technical Advisory Committee (TAC) has completed its technical update and review of the Regional Solid Waste MOU. This MOU formalizes the roles of the RDCO and member municipalities, as well as terms and conditions pursuant to the co-ordination of solid waste management services by the RDCO on behalf of the member municipalities.

This MOU has further reviews to complete before coming to the Board for consideration.

Wildlife Resistant Carts

The Solid Waste Technical Advisory Committee (SWTAC), through the RDCO Waste Reduction team, have initiated the roll-out of a 2nd phase of wildlife resistant curbside carts to a community in West Kelowna. The chosen location (Horizon Lane) has a history of bear interface challenges, compounded by a lack of garages within the development to allow for the safe indoor storage of curbside carts.

As more operational and customer feedback is obtained, the Waste Reduction team and SWTAC will continue to evaluate options for a regional strategy to managing wildlife and waste related attractants.

Solid Waste Bylaw

The SWTAC continues to collaborate on technical and operational updates to regional Solid Waste bylaws. It is the intention of the Committee to bring forward bylaw recommendations that are consistent across the region, while continuing to provide for responsible solid waste management.

Education Programs

Education, over the last three years in particular, has been focused on what goes where, in order to reduce unacceptable items ending up in curbside carts. This has been completed using a variety of outreach methods including curbside cart inspections, bin labelling, student ambassadors at events, social media outreach (weekly waste tips), TV ads, and the recycling guide sent to every home.

For 2020 a student ambassador program was planned to take place through the summer, but was delayed. Similar programming with students is now planned to take place in the Fall 2020, and will include curbside cart checks, bin labelling, and student led outreach events where possible.

Financial Considerations:

- Recyclables within the region are currently managed through Recycle BC programs.
- In 2019, the RDCO collected \$36,838 from Recycle BC for depot operations.
- The Recycle BC EPR program is currently funded by producers of paper and packaging.
- Independent recycling initiatives will not be eligible for producer funding, and will require alternative revenue streams, such as the sale of marketable produces and increased user fees.

Organizational Issues:

- Recycle BC currently collects, sorts, markets, and distributes recyclables on behalf of participating regions. A recycling program operating outside of Recycle BCs programming would require additional positions to undertake the same work.

External Implications:

- Current recyclable management within the RDCO and member municipalities aligns with the Solid Waste Management Plan, which advocates for reasonable service levels for the region from all EPR programs and full cost compensation by producers.
- The Solid Waste Management Plan was created with input from the public, local government, and technical experts.

Alternative Recommendation:

None

Attachment(s):

- Recycle BC Home Tour backgrounder
- Waste Reduction Update Presentation



Backgrounder

April 27, 2020

Recycle BC's Recycling Home Tour

The Home Tour campaign is informed by a 15-minute online survey conducted by AHA! Marketing Insights on behalf of Recycle BC between November 28 and December 19, 2019. The survey found more than 95 per cent of British Columbians initially believed they are recycling all possible paper, cardboard, and plastic containers. However, once the survey dug a bit deeper, it found recycling rates are actually much lower with some items. The most common reason cited for not recycling an item was being unsure whether it is recyclable.

Room by room, the survey found some easily-recyclable items most often thrown away include (note: material type percentages vary based on the location within the house and type of product):

Bathroom:

- Metal aerosol containers – 33 per cent of people throw away metal aerosol containers (e.g. hair spray and sunscreen).
- Metal containers – 21 per cent of people throw away metal containers (e.g. hair products).
- Hard plastic containers – 13 per cent of people throw away hard plastic containers (e.g. pill bottles and shampoo containers).
- Paper products – 9 per cent of people throw away paper products (e.g. toilet paper tubes, soap boxes, and tissue boxes).

Kitchen:

- Spiral wound cans - 23 per cent of people throw away spiral wound cans (e.g. orange juice, ready-to-bake bread or cookie dough, and some chips). These can be rinsed and placed in the curbside bin.
- Cartons that don't have a deposit - 17 per cent of people throw away cartons (e.g. ice cream, soup, or chicken stock). These can be rinsed and placed in the curbside bin.
- Plastic clamshells - 12 per cent of people throw away plastic clamshells (e.g. takeout food, produce or baked goods). These can be rinsed of any food waste and placed in the curbside bin.

Laundry room:

- Metal aerosol containers - 30 per cent of people throw away metal aerosol containers (e.g. air freshener and disinfectant). These containers can be placed in the curbside bin, once fully empty. If not fully emptied aerosol cans may explode during collection and processing.
- Metal containers – 21 per cent of people throw away metal containers (e.g. laundry detergent and shoe polish).
- Spiral wound containers – 20 per cent of people throw away spiral wound containers (cleaning products).

- Hard plastic containers – 11 per cent of people throw away hard plastic containers (e.g. laundry detergent and fabric softener).

Garage/outdoor:

- Hard plastic packaging – 14 per cent of people report throwing away hard plastic packaging (e.g. tools and windshield wiper packaging).
- Plastic pails – 11 per cent of people throw away plastic pails and similar items at the end of their useful life (e.g. driveway salt, cat litter).
- Plant pots – 10 per cent of people throw away plastic plant pots. These can be easily recycled by rinsing out any dirt and then placing them in the bin for curbside pickup.

All of the above materials can be easily rinsed (if required) and simply placed in the bin for curbside pickup.

Some items cannot be placed in the bin for curbside collection because they can affect environmental outcomes. For instance, foam placed in the curbside collection bin can break apart in the collection vehicle and contaminate other materials. For this reason, Recycle BC encourages British Columbians to store such materials until it is convenient to drop them off at a nearby depot – often the same depots that accept electronics and containers with a deposit (e.g. beverage containers).

Depot-only materials:

- Crinkly plastic packaging – 57 per cent of people reported throwing away crinkly plastic materials (e.g. chip bags).
- Stand up and zipper lock pouches – 43 per cent of people report throwing these away (e.g. nuts, granola, frozen berries, dishwasher pods, and soap refills).
- Plastic overwrap – 49 per cent of people report throwing these away (e.g. plastic wrapping around flats of water, toilet paper, paper towels).
- Foam packaging – 38 per cent of people report throwing this away (e.g. fresh meat trays).

The survey asked British Columbians to list the top reasons why they are not recycling some items at home.

Top reasons British Columbians identified for not recycling items:

- 72 per cent said they are 'not sure if it's accepted for recycling.'
- 27 per cent said they reuse recyclable materials, in particular plastic bags.
- 24 per cent said they throw out items with old food or product on them because they don't want to clean them.
- 15 per cent said they throw out items if they are unsure how to sort them.
- 11 per cent said it was 'too much trouble' or inconvenient to take an item to a depot.

For the survey, AHA! Marketing Insights interviewed a sample of 1,000 B.C. residents online, with regional and demographic quotas to approximate census distribution. The precision for online polls is measured using a Credibility Interval, which for this survey is 3.5%. The data was weighted as appropriate to British Columbia population data. Statistical margins of error are not applicable to online surveys. All sample surveys may be subject to other sources of error, including but not limited to coverage error and measurement error.

Recycle BC

Recycle BC is a not-for-profit organization responsible for residential packaging and paper recycling throughout BC, servicing more than 1.8 million households. Recycle BC ensures household materials are collected, sorted, and responsibly recycled. The program is funded by more than 1,200 businesses, such as retailers, restaurants, manufacturers, distributors and franchisors that supply packaging and paper to BC residents, shifting costs away from homeowners. Over the last five years, businesses have provided more than \$400 million in funding and Recycle BC has collected more than 1 million tonnes of material. More than 98 per cent of B.C. households have access to Recycle BC's services.

For more information, contact:

David Lefebvre
Director, Public Affairs
604-240-3766 (c)
dlefebvre@cssalliance.ca

Waste Reduction Update

Governance and Services Committee Meeting

September 10, 2020

1450 K.L.O. Road
Kelowna, BC, V1W 3Z4
rdco.com





Alternative Recyclable Collection

Background

On May 9, 2019, the Board directed staff:

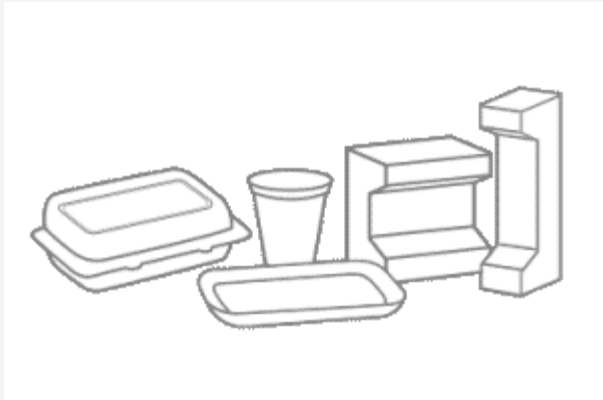
“...to explore and report to the Board on alternate collection methods including the costs for recyclable material which is currently collected through the depot system but not in residential curbside carts.”

Background

- Provincial regulation requires printed paper and packaging recycled to be paid for by the producer (Extended Producer Responsibility program - ERP)
- The RDCO Solid Waste Management Plan advocates for the full cost compensation of recycling programs by producers
- The EPR for printed paper and packaging is the responsibility of Recycle BC
- Recycle BC funds the collection of recyclables within communities

Depot Only Recyclables

Foam Packaging



Non-Deposit Glass



Plastic Bags and Overwrap



Other Flexible Plastic



Recycle BC pays the RDCO to collect these recyclables at Depots

Glass Recycling

- Curbside glass was collected prior to 2007
 - Changed to improve the marketability of recyclables
 - Glass recycling now limited to depots and retailers
- Non-deposit curbside glass recycling can be provided through a separate smaller curbside container
 - Approximate cost: \$9 per household annually in other BC communities

Beverage containers are only acceptable at retailers and bottle depots

Foam and Flexible Packaging Recycling

- Collected through Recycle BC depot program
 - Recyclables are sorted and sold to market
- All reviewed communities are collecting this material through the Recycle BC depot program
- No comparable costs available
 - Research indicates low marketability with a negative return

Foam and Flexible Packaging Recycling



London Drugs retail locations have partnered with Recycle BC to provide alternative drop off locations for these recyclables

Source: <https://recyclebc.ca/recycling-plastic-bags-gets-easier-penticton-kamloops-kelowna-west-kelowna-prince-george-gibsons-squamish/>



RDCO Waste Reduction Update

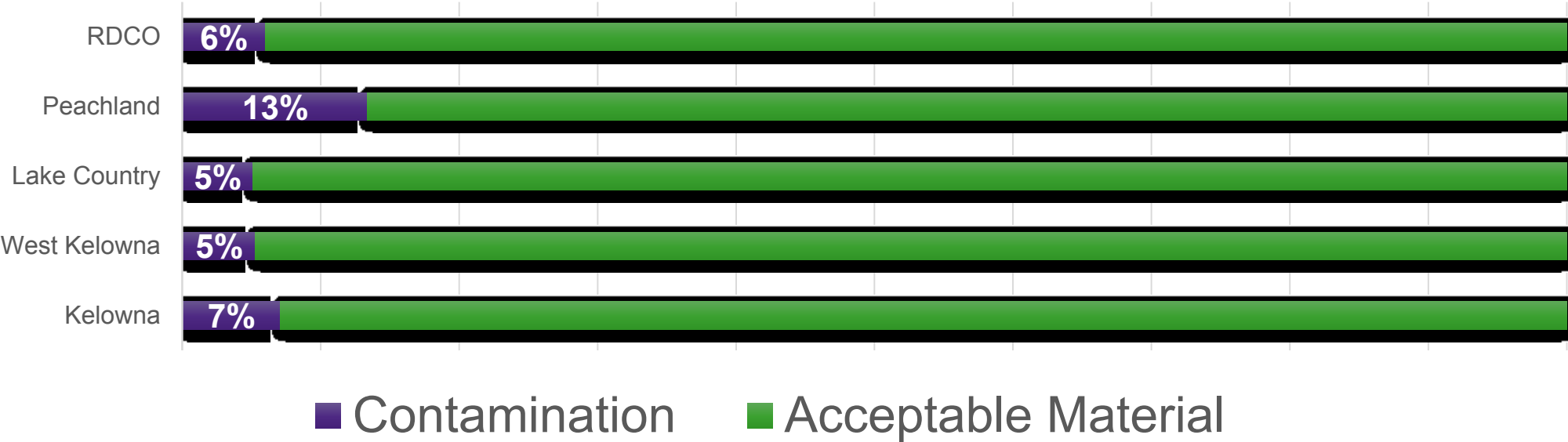
Recycle BC Survey Results

Top reasons for not recycling in BC (April 2020):

- 72% - said they are 'not sure if it's accepted for recycling'
- 27% - said they reuse recyclable materials, in particular plastic bags
- 24% - said they don't want to clean them
- 15% - said they are unsure how to sort them
- 11% - said it was inconvenient to take an item to a depot

Curbside Recycling Contamination (Audit)

- December 2019 Recycle BC Audit:
 - Most communities* decreased curbside contamination from previous averages
- *Peachland's first audit



Curbside Collection Update

▪ Customer Inquiries

- Decreased in inquiries and complaints through Q2
 - Calls from unique customers decreased 40%
 - Calls from repeat customers decreased 14%
- Increase in missed collections per week through the summer
 - From 60 per week to 72 per week

▪ Curbside Service

- Delayed collection
 - Summer traffic patterns and residential congestion
- 20% increase in amount of waste collected curbside

COVID 19 Impacts

▪ Curbside Collection

- Delayed cart delivery (replacements and upgrades)
- Accessibility challenges
- Waste generation shifted from work to home

▪ Education & Outreach

- Events cancelled for 2020
- Tag a bag program restored August 25th
- Green Cones and Composters delivered
- Student Ambassador program delayed

Solid Waste MOU Update

The Solid Waste MOU formalizes and co-ordinates Solid Waste Management by the RDCO on behalf of member municipalities

- Solid Waste Technical Advisory Committee (TAC) has completed its technical review
- Further review is required before being brought to the Board for consideration

Recycle BC Update

- Recycle BC has committed to attend the G&S meeting on October 8th
- Tentative content includes:
 - Overview of the recycling system
 - Recyclable market update
 - Contamination Audits
 - Depot and Curbside materials
 - Multi-family Recycling



End of Presentation

Governance & Services Committee

TO: Governance and Services Committee

FROM: Murray Kopp
Director of Parks Services

DATE: September 2, 2020

SUBJECT: 2019 Regional Parks Service Review

Purpose: The purpose of this report is to present the findings of the 2019 Regional Parks Service Program Review.

Executive Summary:

In accordance with the Board's Service Establishment Bylaw Review Schedule, staff were directed to undertake a service review of the RDCO's Regional Parks service program. The key steps taken to assess service efficiency included:

- Identifying and assessing costs and cost drivers of current practices;
- Reviewing and assessing services, activities and methods;
- Analysing and comparing service benchmarks and measures, and
- Assessing against other relevant information

The scope of the study focused on four major areas of service delivery which included:

1. Parks Services Administration (PSA)
2. Community Relations & Visitor Services (CRVS)
3. Planning & Capital Development (PCD), and
4. Parks & Resource Operations (PRO)

The 2019 Regional Parks Service Review report identifies two (2) strategic service level recommendations for the Board's consideration and further identifies ten (10) operational / administrative recommendations that have been considered and are supported by the RDCO's Chief Administrative Officer.

RECOMMENDATION:

THAT the Governance and Services Committee recommend that the Regional Board receive the 2019 Regional Parks Service Review report for information;

AND FURTHER THAT it is recommended the Regional Board approves:

- Ending annual funding of \$39,000 to the Friends of Fintry Provincial Park Society at the end of 2020,
- Direct staff to develop an updated Regional Parkland Acquisition Strategy in 2020 to present to the Board for consideration.

Respectfully Submitted:



Murray Kopp
Director - Parks Service

Approved for Committee's Consideration



Brian Reardon, CAO

Implications of Recommendation:

Strategic Plan: The 2019 Regional Parks Service Review addressed the following priorities in the RDCO 2015 – 2018 Strategic Priorities Plan:

- Provide Proactive and Responsive Governance
- Ensure Asset, Service and Financial Sustainability
- Protect and Promote Our Environment and Lifestyle
- Champion Communications and Engagement
- Empower our Employees

General: The 2019 Regional Parks Service Review identifies and makes recommendation on the range of options for alternative service delivery models, including their pros, cons, and implications. The 2019 service review further provides advice on the most effective delivery and planning model to determine the best balance of regional parks services offered.

Financial: The 2019 Regional Parks Service Review identifies several areas for exploration that could result in service efficiency gains from implementing alternative models.

Legal/Statutory Authority: The delivery of the Regional Parks service and associated programming and services follows the Letters Patent for the Regional District.

Background:

In accordance with the Board's Service Establishment Bylaw Review Schedule, staff were directed by the Board to undertake a 2019 service review of the RDCO's Regional Parks service program.

The Regional District of Central Okanagan's Regional Park system is composed of 30 regional parks totalling over 2100 hectares of parkland. Over 845,000 people visited regional parks in 2018. Regional parks provide outdoor recreational experiences, conserve regionally important natural landscapes, and contribute to the ecological health of the region. In addition, environmental stewardship is fostered through programming in the parks.

Regional Parks serve the region. They provide access to nature close to home in an increasingly urban region. They provide a 'system' that spans administrative boundaries and through infrastructure and programming responds to regional recreation needs and trends and conservation priorities. They tend to be larger than municipal community parks, centered on more rustic, trail focused infrastructure that supports both day use and overnight outdoor recreation. Regional Parks programming is focused on connecting people with nature and builds on the four strategic directions identified in the 2018 "Parks for All: An Action Plan for Canada's Parks Community" (Collaborate, Connect, Conserve and Lead).

The key steps to assess service efficiency as part of the 2019 Regional Parks Service Review included:

- Identifying and assessing costs and cost drivers of current practices;
- Reviewing and assessing services, activities and methods;
- Analysing and comparing service benchmarks and measures, and
- Assessing against other relevant information.

The specific goals for the 2019 Regional Parks Service Review included:

- Identify and make recommendation on the range of options for alternative service delivery models, including their pros, cons, and implications.
- Identify any service efficiency gains that could result from implementing alternative models.
- Provide advice on the most effective delivery and planning model to determine the best balance of regional parks services offered.

The scope of the study focused on four major areas of service delivery which included:

1. Parks Services Administration (PSA)
2. Community Relations & Visitor Services (CRVS)
3. Planning & Capital Development (PCD), and
4. Parks & Resource Operations (PRO)

RDCO Parks Services Department staff completed the 2019 Regional Parks Service Review based on a foundational principle that regional parks are an integral and essential component of the park and protected areas system in the region that complement municipal and provincial parks and significantly contribute in support of the RDCO's Board 2019 priority interests related to Transportation and Mobility, Sustainable Communities, Economic Development and the Environment.

The 2019 Regional Parks Service Review report identifies two (2) strategic service level recommendations for the RDCO Board's consideration and further identifies ten (10) operational / administrative recommendations that have been considered and are supported by the RDCO's Chief Administrative Officer (CAO).

Alternative Recommendation:

None recommended.

Considerations not applicable to this report:

- Organizational Issues
- External Implications
- Alternative Recommendation

Attachment(s):

- 2019 Regional Parks Service Review Report

Regional Parks Service Review



September 2nd, 2020

Parks Services
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250-469-6232 | parks@rdco.com
rdco.com

EXECUTIVE SUMMARY

In accordance with the Regional Board's January 16th, 2014 resolution regarding the "RDCO Service Establishment Bylaw Review Schedule", RDCO Parks staff were directed by the Board to undertake service reviews in 2014 and again in 2019 of the RDCO's regional parks service program.

The purpose of the 2019 Regional Parks Service Review (RPSR) is to support the Regional District's efforts to ensure the cost-effectiveness of services (e.g., services are not costing more than they should) and general process efficiencies. By taking a closer look at the regional park service delivery system, the 2019 RPSR will assist the Park Department and the RDCO to identify and obtain a set of achievable recommendations directed at delivering maximum service efficiency savings in the shortest period of time.

The key steps to assess service efficiency as part of the RPSR included:

- Identifying and assessing costs and cost drivers of current practices;
- Reviewing and assessing services, activities and methods;
- Analysing and comparing service benchmarks and measures, and
- Assessing against other relevant information.

The specific goals for the RPSR included:

- Identify and make recommendation on the range of options for alternative service delivery models, including their pros, cons, and implications.
- Identify any service efficiency gains that could result from implementing alternative models.
- Provide advice on the most effective delivery and planning model to determine the best balance of regional parks services offered.

The scope of the study focused on four major areas of service delivery which included:

1. Parks Services Administration (PSA)
2. Community Relations & Visitor Services (CRVS)
3. Planning & Capital Development (PCD), and
4. Parks & Resource Operations (PRO)

Key Findings and Recommendations

The following is a summary of the key findings and recommendations emerging from the RPSR. These observations, considerations and recommendations are cognizant of the efforts and commitment of Regional Parks Services staff related to the delivery of efficient and effective operations and particularly recognizes the tremendous pride that RDCO Parks Department staff have in what they deliver and how they serve residents of the Central Okanagan.

Two (2) strategic service level recommendations are provided for the consideration of the RDCO Board of Directors and ten (10) operational / administrative recommendations are identified for the consideration and support of the RDCO Chief Administrative office (CAO).

RDCO Board Strategic Service Level Recommendations:

RDCO BOARD RECOMMENDATION 1 (Parks Services Administration) – The RDCO Board should consider bringing a conclusion to it's the annual funding support of \$39,000 provided to the Friends of Fintry Provincial Park. The RDCO entered into a partnership with the Province of BC in 1995 that supported the acquisition of properties that now form Fintry Provincial Park. The RDCO's 20-year debt servicing associated with its purchase of a portion of what is now Fintry Provincial Park concluded in 2016. In 2004 the RDCO Board supported the allocation of \$30,000 in annual funding in support of the Friends of Fintry employing a full time executive director to ensure the Society could achieve the full potential of the Provincial Park site. The initial \$30,000 of financial support increased to \$35,000 in 2005, \$37,000 in 2006 and then again to \$39,000 in 2008 where it has remained for the past 11 years. After making a significant financial contribution to support the acquisition of Fintry Provincial Park and then subsequently investing over \$500,000 over a 15-year period supporting the Friends of Fintry Provincial Park, the RDCO's Regional Parks service program should refocus these funds in support of any of the above RPSR recommendations.

RDCO BOARD RECOMMENDATION 2 (Planning & Capital Development) - The RDCO Board should direct staff to develop an updated Regional Parkland Acquisition Strategy in 2020. Parkland acquisition is especially important in the Central Okanagan where rapid growth and high land costs have become the norm over the past 20 years. In the face of these challenges, expansion of the regional parks system is critical for the protection of the region's sensitive ecosystems, and for meeting the nature based outdoor recreation needs of the region's increasing population. The updated RDCO Regional Parkland Acquisition Strategy should consider candidate properties for each type of park in the Official Regional Parks Plan classification system as well as identify funding requirements and funding sources to implement the Strategy.

Chief Administrative Office (CAO) Service Program Operational / Administrative Recommendations

CAO RECOMMENDATION 1 (Parks Services Administration) – The Regional Parks Service program should continue to both update and establish department administrative policies that support contemporary operations of the department in context with the RDCO's current Corporate policy framework. In addition, the Parks Services Department should continue to develop and request RDCO Board consideration for the adoption of new policies that support clear operating approaches to risk management in regional parks as well as providing clarity for desired operational service delivery levels in regional parks.

CAO RECOMMENDATION 2 (Community Relations & Visitor Services) – Improved coordination of numerous opportunities for partnerships with private sector and community groups could lead to service efficiency gains (for new initiatives) in the regional parks system. The Regional Parks Service program should consider facilitating the establishment of “targeted” partnerships with organizations that have a primary role aimed at fund raising to assist / offset future regional park system operating and capital development costs. Specifically support from partner organizations should be associated with the operation and installation of important park infrastructure in many regional parks and could include RDCO sponsored “partnership incentive” grants to support and leverage additional funds from outside sources. The range in timing herein represents the acknowledgement that it may take up to 5 years to see any effects of facilitating greater regional park partnership support.

CAO RECOMMENDATION 3 (Planning & Capital Development) - The Regional Parks Service program should work with syilx / Okanagan First Nations peoples, Okanagan National Alliance, the Westbank First Nation and Okanagan Indian Band to identify, create, and deliver appropriate and actionable staff training on indigenous issues and reconciliation. In addition, Parks Services Department staff should continue to work on the RDCO's precedent-setting intergovernmental approach to the Protection and Conservation of Cultural Heritage Sites in Regional Parks.

CAO RECOMMENDATION 4 (Planning & Capital Development) – Development of a comprehensive database of qualitative and quantitative information on regional park use and user satisfaction. RDCO Parks Services should continue to invest resources into accessing current research methodologies and processes in order to develop a more comprehensive data base of both quantitative and qualitative information concerning the regional parks service program.

CAO RECOMMENDATION 5 (Planning & Capital Development) – The Regional Parks Service program should continue with its long standing and budgeted interest to acquire and implement the necessary IT systems and programs which will facilitate the application, monitoring, and evaluation of performance and efficiencies of achieving parks maintenance standards (as well as other areas of performance). This will improve efficiency, effectiveness, planning, transparency and accountability. The Parks Services Department needs asset management/mapping and work order tools to keep track of its assets, develop maintenance and state of good repair plans and to assign and measure work performance. That which is measured improves and Parks Services Department is currently without any IT systems for this: it needs such a system to improve service, efficiency, responsiveness to the RDCO Board and customers.

CAO RECOMMENDATION 6 (Planning & Capital Development) - Develop and document a Comprehensive Report on the Status of Current Regional Parks Infrastructure in 2020. The development of a comprehensive report on the status of the current regional park infrastructure including “linear” assets such as infrastructure associated with trails (trailhead kiosks, signs, bridges, steps, boardwalks, viewing platforms, etc.) will support the subsequent preparation of an updated Official Regional Parks Plan and it will also prepare a valuable tool for the Department to use immediately to inform decision making and the assessment of options and alternatives associated with all aspects of the provision, management and operation of the regional parks system.

CAO RECOMMENDATION 7 (Planning & Capital Development) - Development of an updated Official Regional Parks Plan (ORPP). Once the development of a comprehensive report on the status of current status of the current regional park infrastructure has been completed, the Parks Services Department should focus attention on the preparation of an ORPP.

CAO RECOMMENDATION 8 (Planning & Capital Development) – The RDCO’s regional parks exist to help protect and preserve, for current and future generations, the ecosystems, landscapes and natural assets of the region. Within the context of natural area protection, the regional parks system also exists to provide a range of passive outdoor recreation opportunities for the people who live in, and who visit, Central Okanagan. In concert with the completion of an updated ORPP, the RDCO Board should direct staff to create a ten-year regional parkland development capital plan that identifies the improvements that are required in each park. Using the ORPP, the parkland development capital plan should identify, for each category of regional parkland, the level and type of development that may occur, and the level and type of development (including specific facilities and works) that may NOT occur. A ten-year regional parkland development capital plan should encourage financial and operational resource focused partnerships with various “Friends of Regional Parks” groups and should identify the projected taxpayer-supported cost of development in the ten-year plan, as well as the distribution of planned regional parkland capital development expenditures within the region.

CAO RECOMMENDATION 9 (Parks & Resource Operations) – Over the past 5 years' costs associated with maintenance contracts for turf maintenance and snow clearing have increased primarily due to high labour and operating costs for contractors. Contractor quality control supervision has also been placing higher resource demands on the Parks & Resource Operations (PRO) division. Parks Services Department senior staff should identify a series of regional parks that could be evaluated to identify total cost to complete the work using RDCO term employees and leased equipment. This could be completed as a pilot for select locations for a three-year period to more accurately assess and compare costs and standards prior to consideration of a larger change in approach.

CAO RECOMMENDATION 10 (Parks & Resource Operations) – Cleaning of public washrooms (in regional parks) is a workload driver that could be contracted out. RDCO Parks Services staff should examine the feasibility of entering into 3 year contracts at select urban and near urban regional park locations for less cost than the current service delivery model. This could be completed as a pilot for select urban & near urban regional park locations for a three-year period to more accurately assess and compare costs and standards prior to wider roll out.

1. Service Review Scope

In accordance with the Regional Board's January 16th, 2014 resolution regarding the "RDCO Service Establishment Bylaw Review Schedule", RDCO Parks staff were directed by the Board to undertake service reviews in 2014 and now again in 2019 of the RDCO's regional parks service program.

2. Regional Parks Service Program Overview

2.1 Origins - the Regional Parks Service Program in the Central Okanagan

Regional Parks Statutory Letters Patent issued October 25th, 1974

The Regional District of Central Okanagan operates and maintains a substantial number of regional parks, both on and off the shores of Okanagan Lake and within many of the electoral areas and municipalities. In 1974 the province issued SLP #26 that established the authority to provide a Regional Parks Service. When this function was first assumed and the Letters Patent were issued, the Provincial Government under the provisions of the Regional Parks Act provided funding for the acquisition of properties to the extent of 60 percent (60%) of the cost. This funding program is no longer in place; therefore, the Regional District and participating member municipalities share in the total cost of acquisition and operation.

Regional Parks Extended Service Bylaw No. 410

In 1990 the RDCO Board and Province approved converting the RDCO's Statutory Letters Patent into a bylaw and at that time, the Regional Parks Act outlined a maximum requisition for this program of \$1 per \$1,000 of assessed value (the 2014 requisition was \$0.1893/\$1000). The first property that was purchased for a regional park is known today as Kaloya Regional Park located on the south shore of Kalamalka Lake. Since inception of the regional parks function, governance of the service program has been tasked to a Parks Advisory Committee (until 2008) and the RDCO Board of Directors. Mr. William (Bill) Eaton was the first Regional Parks Superintendent, whose position was later filled by George Fenton, Bill Vos and since 2008, Murray Kopp. Many properties of diverse nature and topography have been acquired over the years through various means such as leases, acquisition, cost-sharing with the provincial government, Nature Conservancy of Canada, Nature Trust, sharing arrangements with Central Okanagan Parks and Wildlife Trust, Provincial Crown and municipalities. There have also been properties donated and bequeathed by dedicated community citizens to the Regional District for regional park purposes.

2.2 RDCO Strategic Plans

Since 2011, the RDCO Parks Services department has undertaken an annual review and update of its strategic direction to ensure that the regional parks service program was in keeping with the Regional District of Central Okanagan Strategic plans which have included the following two plans over the 2015 – 2019 service review period:

- RDCO 2015 – 2018 Strategic Priorities Plan (Adopted February 22nd, 2016)

RDCO 2015 – 2018 STRATEGIC PRIORITIES PLAN VISION:

To be an acknowledged leader in providing good governance and efficient and cost-effective services valued by our municipal and electoral area citizens.

Strategic Priority 1 - Provide Proactive and Responsive Governance

Strategic Priority 2 - Ensure Asset, Service and Financial Sustainability

Strategic Priority 3 - Nurture Responsible Growth and Development

Strategic Priority 4 - Protect and Promote Our Environment and Lifestyle

Strategic Priority 5 - Champion Communications and Engagement

Strategic Priority 6 - Empower our Employees

- Regional Board Strategic Priorities 2019 – 2022 (Adopted July 18th, 2019)

REGIONAL BOARD STRATEGIC PRIORITIES 2019 – 2022 VISION:

The RDCO is a vibrant and resilient region, characterized by interconnected urban centres, robust rural communities and a stunning natural environment.

Member municipalities and Electoral Areas work together in a spirit of respect and collaboration, to address shared needs and pursue joint opportunities.

The syilx/Okanagan people are true partners, helping to interpret the past, shape the present and define a common future.

Citizens across the region are engaged in governance and invested in efforts taken to strengthen the broader community.

2019 Strategic Priorities at a Glance

RDCO's strategic priorities, developed by the Regional Board, speak to important goals, services and needs on which the Board wishes to focus the organization's attention and resources.

Transportation and Mobility

We will promote transportation and land use approaches that enhance movement throughout the region and reduce our collective reliance on vehicles.

Sustainable Communities

We will initiate and support efforts to create a healthy built environment in which all people throughout the region enjoy a high quality of life with access to safe neighbourhoods including a diverse range of housing options

Economic Development

We will support economic development through the efforts of the Central Okanagan Economic Development Commission, municipalities, syilx/ Okanagan people and others aimed at building the regional economy.

Environment

We will initiate and support efforts to reduce our environmental footprint, adapt to climate change and connect with nature.

2.3 The Regional Parks Service Program – Delivering on the RDCO's Strategic Priorities

In concert with the RDCO Corporate Strategic Planning process, Parks Services staff annually submit a regional parks service program update in concert with the annual five-year financial plan bylaw consideration. Over the period of the 2014 – 2019 the Regional Parks Service program has consistently advised of the regional parks service program position and provided the RDCO Board of Directors with recommendations on the direction that the Regional Parks service program should take over the five years. Staff recommendations have been based on several core values:

- 1) Regional Parks are inherently worth preserving because of their environmental value;
- 2) Regional Parks contribute to the overall well-being of the Central Okanagan community;
- 3) Regional Parks services and amenities must create opportunities for everyone to experience, learn about, and enjoy parks.

Staff developed Vision and Mission Statements for the Parks Services Department that reflect these core values and also reflect the significance of the RDCO Corporate Mission Statements.

RDCO Parks Services will provide a legacy of parks & community recreation amenities while conserving the unique ecological and cultural values of the Okanagan Region.

The basic tenet of the RDCO Regional Parks service delivery philosophy is that the delivery of Parks Services should be equitably focused on the indirect benefits all residents of the community gain from our services as well as the direct benefits gained by individuals. The ultimate objective is to make the most effective use of limited available resources by providing services in a rational, consistent, equitable manner that can be clearly understood and enjoyed by all local residents.

Although there are many benefits to be gained for individual citizens in our community who access our programs, we believe that the delivery of RDCO Parks Services should be equitably focused on both the indirect benefits of our services which accrue to all residents of our community as well as the receipt of direct program benefits for individuals. We also believe that RDCO Parks Services should take a community wide leadership role in helping to define our special syilx and Okanagan sense of place.

We believe that people develop a sense of place through experience and knowledge of a particular area. A sense of place emerges through knowledge of the history, geography and geology of an area, its flora and fauna, the legends of a place, and a growing sense of the land and its history after living there for a time.

The RDCO Regional Parks Strategic Service Plan outlines priorities in three areas:

- 1. Our Past, Our Future**
- 2. Nature as a Second Language**
- 3. Everyone Outdoors and Enjoy Your Community**

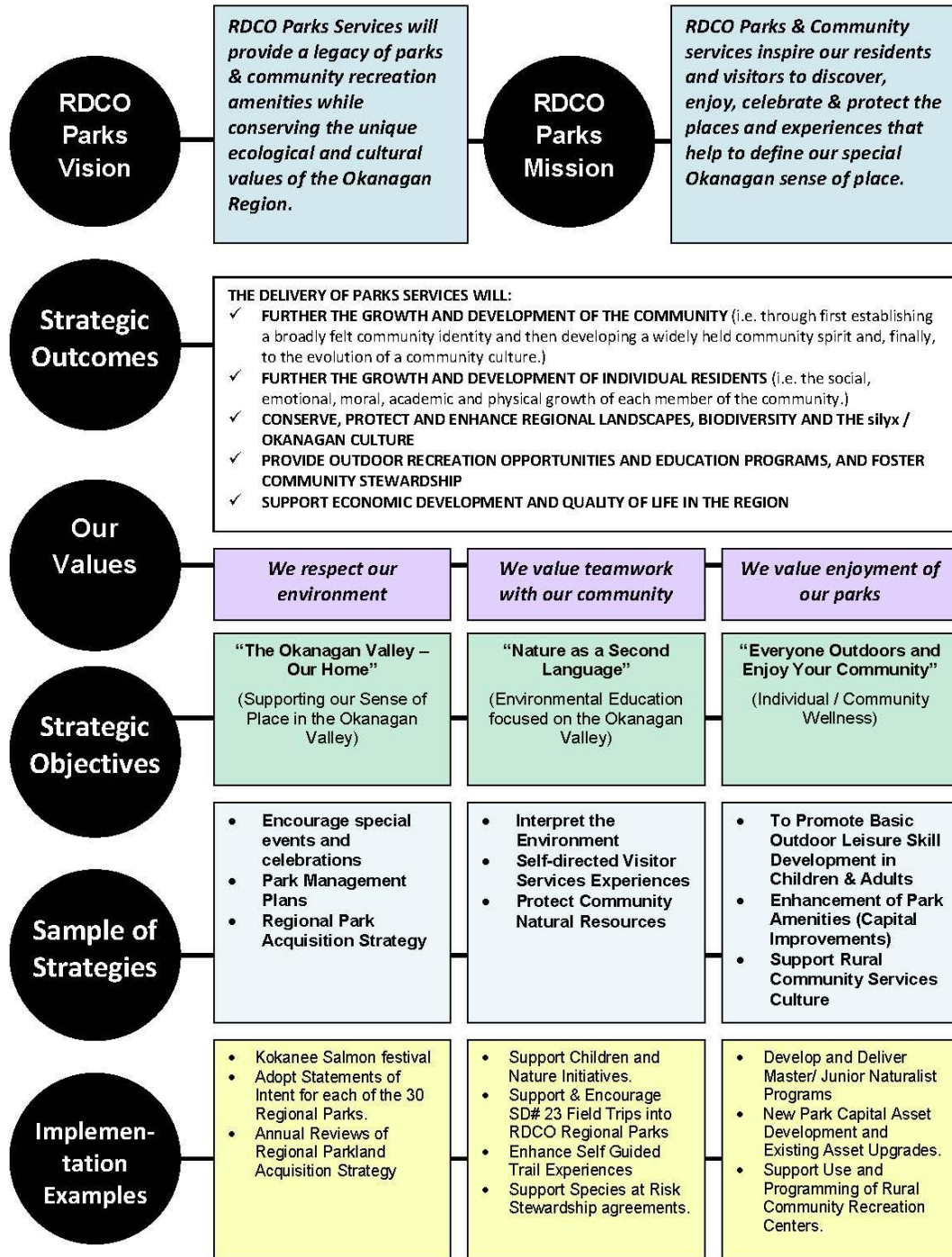
Each of the above noted priorities include an objective statement and a set of implementation strategies, including:

- a) Encourage special events and celebrations;
- b) Create, implement, and maintain Park Management Plans;
- c) Protect community natural resources;
- d) Interpret the environment;
- e) Promote basic outdoor leisure skill development for all ages;
- f) Create a Parks Services brand.

The RDCO Parks Services Strategic Service Plan, summarized in the following figure, builds on RDCO Parks Services' history, successes, and initiatives over the past several years. The Plan gives Parks Services a refreshed outlook that focuses on the equitable delivery of services to all Okanagan residents and the pursuit of the discovery and enjoyment of this place we call home.



Parks Services Department (2016 – 2019)



Thursday, January 17, 2019

2.4 Current Picture – Regional Parks Today

RDCO Regional Parks protects and manages 2100 hectares (5189 acres) of spectacular and easily accessible natural areas in 30 regional parks and trails in the Okanagan Valley. The mandate of Regional Parks is to establish and protect a network of regional parks and trails in perpetuity that represents and helps maintain the diverse range of natural environments in the Central Okanagan. It provides opportunities for outdoor experiences and activities that foster appreciation and enjoyment of, and respect for, the region's natural environments. In 2018, an estimated 845,000 visits were made to regional parks and trails.

The mandate of Regional Parks is realized through four (4) department service divisions:

- (1) Parks Services Administration (PSA)**
- (2) Community Relations & Visitor Services (CRVS)**
- (3) Planning & Capital Development (PCD), and**
- (4) Parks & Resource Operations (PRO)**

Parks Services Administration (PSA) division staff are responsible for implementing department policy's as well as coordinating and delivering department administrative support to the each of department's divisions. The PSA is responsible for all interactions with the RDCO's Corporate Services Department, Municipal partner's department's and liaising with the RDCO Board of Directors on all parks service program matters.

Planning & Capital Development (PCD) division staff contribute to effective and efficient decision-making through plan and policy development, progressive natural and cultural resource management, capital development planning and geographic mapping. Staff collaborate with various partners in the development of the department's Strategic Plan and park and trail management plans, provide oversight of the land acquisition program, and guide implementation of scientific and technical work related to environmental management.

Parks & Resource Operations (PRO) division staff is responsible for the daily operations and maintenance of regional parks and trails. They attend to, washrooms, trails, beaches, picnic areas, parking lots, bridges, kiosks and signs. They carry out restoration projects and fire management. Annual operating plans guide the maintenance of all regional parks and trails.

Connecting people with the natural environment, providing park partnership opportunities for residents and cultivating community partnerships are the cornerstones of the Community Relations & Visitor Services (CRVS) division. Staff provides opportunities for park visitors of all ages to learn more about their natural and cultural heritage in all RDCO Regional Parks through daily programming activities offered via the Environmental Education Center for the Okanagan

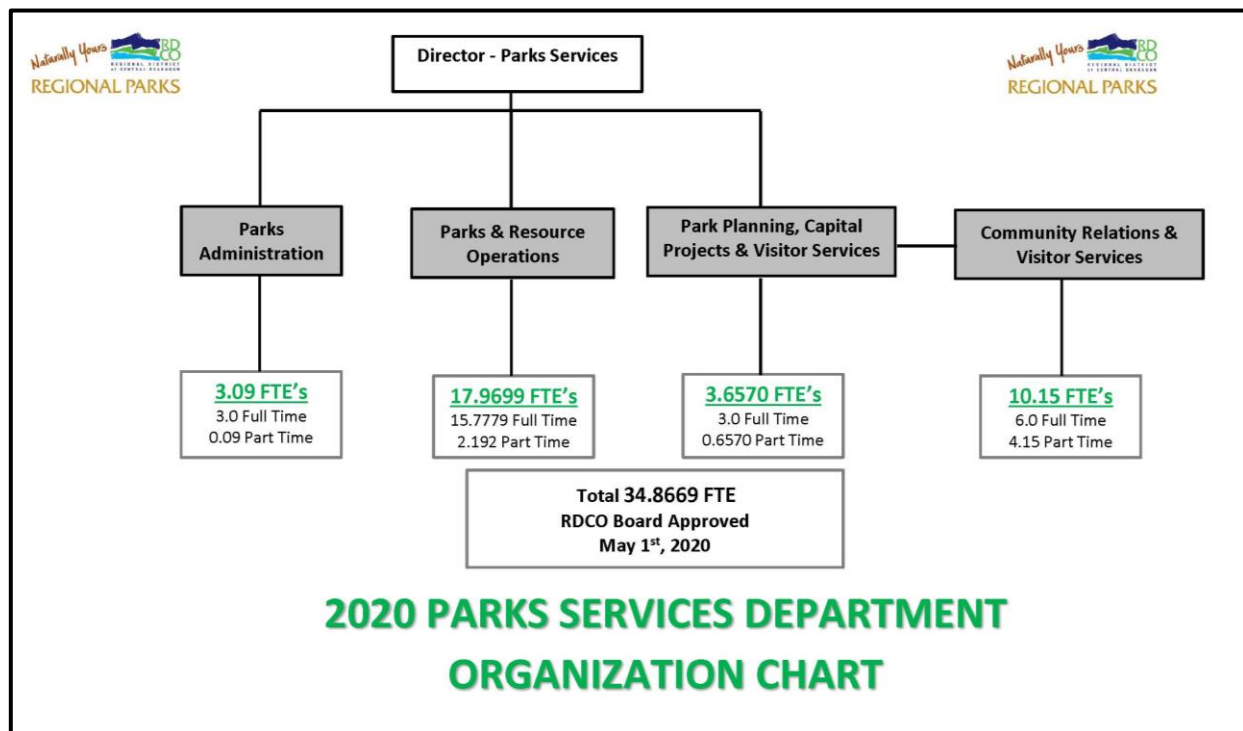
Regional Parks Service Review

Regional District of Central Okanagan / September 2nd, 2020

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RD
REGIONAL DISTRICT
OF CENTRAL OKANAGAN

(EECO) including guided hikes, walks, school programs and special events throughout the year. In 2019 to date, a total of 43,215 people have attended these programs. CRVS staff also provide park information and publications to the public, issue park use permits for group picnic shelters and special events. As well, our well intentioned volunteers contributed many hours pursuing their community and environmental support passions by volunteering for regional parks.

2.5 RDCO Parks Services Organization Chart (2020)



2.6 The Existing Regional Parks Land Base

In July 2000 the RDCO Board adopted the RDCO's first Official Regional Park Plan (RDCO Bylaw No. 884). The Official Regional Parks Plan (ORPP) provided a vision for our system of regional parks in the Central Okanagan and established a foundation for the creation of the 2008 Regional Parks Legacy Parkland Acquisition program. The ORPP provided direction towards protecting the natural environment, providing outdoor recreation opportunities, setting regional park priorities, and providing environmental education opportunities to park users.

The ORPP park management classification system is composed of four primary park classes:

1. Conservation

Regional Conservation Parks are managed for the protection or enhancement of habitat values of vegetation and wildlife. The provision of recreation may occur but is subordinate to habitat values. Natural processes may take their natural course and management practices may occur at the detriment of aesthetics or public access.

2. Natural

Regional Natural Area Parks provide opportunities for increasing awareness and knowledge of the natural environment of the Okanagan Valley. These areas must contain regionally significant features of geology, physiography, vegetation communities, or wildlife habitat.

3. Recreation / Cultural / Waterfront

Regional Recreation/ Cultural/Waterfront Parks provide varied forms of more active recreation. These parks primarily focus on meeting the aquatic recreation needs of the region and/or preserve unique cultural landscapes. The management emphasis within Regional Recreation / Cultural Parks will be intensive outdoor or interpretive program day use.

4. Trails (Greenways)

Regional Trails will be established to link provincial, regional and major municipal parks throughout the Central Okanagan.

Development of the Regional Trail System will require collaboration with municipal and provincial park partners as well as non-government organizations in the acquisition and development of "greenway" systems that provide both recreational and habitat links to other open spaces.

These classes are separated primarily by the degree of protection afforded to the environment and the intensity of recreation use. Although most regional parks and proposed park areas will contain a mixture of these characteristics, the park class in which they are categorized will reflect the primary management focus of the park.

Regional Parks Service Review

Regional District of Central Okanagan / September 2nd, 2020

Naturally Yours

3. Parks Services Administration (PSA)

The Regional Parks Service is the highest-cost regional district service provided by the RDCO. In 2019, the RDCO allocated \$8.04 million on the function. Of this total, 48% (\$3.87 million) was directed towards park operations, including maintenance, visitor programs, parks planning and administration. Contributions to capital, equipment and facility reserves accounted for 23.8% (\$1.91 million) of the total budget. The cost of the Service every year is recovered primarily from tax requisitions sent to participating jurisdictions. In 2019 — a typical year — taxpayers paid 95.6% (\$7.68 million) of the Service's budget. The tax burden is allocated among participants on the basis of converted assessment. The figure below from the RDCO's 2019 – 2023 5 Year Financial Plan shows the 2019 requisition for all jurisdictions. The use of converted assessment is intended to provide for the equitable distribution of costs across the service area. It recognizes that all jurisdictions benefit directly and indirectly from the system as a whole.

REGIONAL DISTRICT OF CENTRAL OKANAGAN 2019 - 2023 Five Year Program Budget Projection					
Program: 142 -- Regional Parks					
Department: Parks & Recreation					
General Revenue Fund Budgets					
	2019 Budget	2020 Projected Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget
Revenue:					
Services - WFN	(273,828)	(291,142)	(297,117)	(306,519)	(309,352)
Sundry Rev. & Donations	(67,955)	(67,955)	(67,955)	(67,955)	(67,955)
Tax Requisition - Kelowna	(5,276,641)	(5,608,731)	(5,723,835)	(5,904,980)	(5,959,537)
Tax Requisition - Peachland	(230,904)	(245,436)	(250,473)	(258,400)	(260,787)
Tax Requisition - Lake Country	(576,250)	(612,517)	(625,087)	(644,869)	(650,827)
Tax Requisition - West Kelowna	(1,289,922)	(1,371,105)	(1,399,243)	(1,443,525)	(1,456,862)
Tax Req - EA Cent Ok. West	(164,599)	(174,958)	(178,548)	(184,199)	(185,901)
Tax Req - EA Cent Ok East	(150,086)	(159,532)	(162,805)	(167,958)	(169,510)
Grants	(160,238)	(10,600)	(10,600)	(10,600)	(10,600)
Previous Year's Surplus/Deficit	(254,648)	(0)	(0)	(0)	(0)
Portion of Surplus due to Y/E Accounting Entry	(22,041)	0	0	0	0
Administration OH	525,207	530,577	539,986	565,424	567,552
Transfer from Operating Reserve	(100,000)	(110,074)	0	0	0
Total Revenue	(8,041,905)	(8,121,472)	(8,175,676)	(8,423,581)	(8,503,779)
Expenses:					
Operations	3,876,070	3,915,701	3,906,999	4,091,053	4,106,444
Debt Payments	2,219,007	0	0	0	0
Transfer to Equip. Reserves	141,000	143,115	145,262	147,441	149,652
Transfer to Capital	22,041	0	0	0	0
Transfer to Capital Facility Reserve	1,771,787	4,050,656	4,111,416	4,173,087	4,235,683
Transfer to Dist of Peachland	12,000	12,000	12,000	12,000	12,000
Total Expenses	8,041,905	8,121,472	8,175,676	8,423,581	8,503,780
(Surplus) / Deficit	(0)	(0)	(0)	(0)	0
FTE's	31.971	30.9480	31.838	31.838	32.728
Tax Levy:					
Tax Requisition	(7,688,402)	(8,172,279)	(8,339,991)	(8,603,931)	(8,683,424)
Residential Tax Rate	0.1336	0.1406	0.1420	0.1451	0.1450
(per \$1000 of assessment)					

SERVICE CONTROL

Decision-Making

All decisions for the Service are made by the RDCO Board of Directors, the ultimate governing body for the Service. Decisions are made, as on all matters at the Board, using a weighted voting system that assigns a specific number of votes (and Directors) to each jurisdiction based on population.

Delivery

The Regional Parks Service is delivered, primarily, using RDCO staff in the Regional Parks Department. All Parks & Resource Operations (PRO) staff members are assigned to one of three sub-regional operating units: Westside (West Kelowna, Peachland and EA Central Okanagan West), North (Kelowna, Lake Country and EA Central Okanagan East) and Central (Kelowna). This decentralization of resources places staff close to the regional parks under their care (and thus reduces travel time throughout the region). The RDCO Parks Department has traditionally relied on in-house staff to deliver most key aspects of the Parks Service, including educational and stewardship programs, park planning and natural space management. Some operational and resource management functions (e.g., turf maintenance, arboriculture activities, forest fuel mitigation, etc.) are contracted to third parties.

RDCO Parks operation of the regional parks service is enhanced by the efforts of various partner organizations and groups. In recent years the RDCO Parks Department has worked with many partners across the region to design and provide programs and special events. The list of partners includes member municipalities, non-profit groups, provincial agencies and First Nations. RDCO Parks also supports several regional park “Friends of” associations. These associations are community-based, non-profit groups that work in collaboration with RDCO staff to care for and improve individual parks in the region.

Operating & Risk Management Policy Framework

Policies and procedures are an essential part of the organization as they provide a roadmap for day-to-day operations. They ensure compliance with laws and regulations, give guidance in decision-making, and streamline internal processes. Policy development within the Parks Services Department has been done on an ad-hoc basis for many decades. A 2017/18 review of the Parks Services Department policies and procedures determined that the department should evaluate and update its operating and risk management policies within the three categories of policy utilized by the RDCO: RDCO Board Policies, Administrative Policies, and Operational Procedures.

RDCO Board Recommendation 1 (Parks Services Administration)

The RDCO Board should consider bringing a conclusion to it's the annual funding support of \$39,000 provided to the Friends of Fintry Provincial Park. The RDCO entered into a partnership with the Province of BC in 1995 that supported the acquisition of properties that now form Fintry Provincial Park. The RDCO's 20-year debt servicing associated with its purchase of a portion of what is now Fintry Provincial Park concluded in 2016. In 2004 the RDCO Board supported the allocation of \$30,000 in annual funding in support of the Friends of Fintry employing a full time executive director to ensure the Society could achieve the full potential of the Provincial Park site. The initial \$30,000 of financial support increased to \$35,000 in 2005, \$37,000 in 2006 and then again to \$39,000 in 2008 where it has remained for the past 11 years. After making a significant financial contribution to support the acquisition of Fintry Provincial Park and then subsequently investing over \$500,000 over a 15-year period supporting the Friends of Fintry Provincial Park, the RDCO's Regional Parks service program should refocus these funds in support of any of the above RPSR recommendations.

CAO Recommendation 1 (Parks Services Administration)

The Regional Parks Service program should continue to both update and establish department administrative policies that support contemporary operations of the department in context with the RDCO's current Corporate policy framework. In addition, the Parks Services Department should continue to develop and request RDCO Board consideration for the adoption of new policies that support clear operating approaches to risk management in regional parks as well as providing clarity for desired operational service delivery levels in regional parks.

4. Community Relations & Visitor Services (CRVS)

Every year, the Community Relations & Visitor Services Division made over 43,000 points of contact with regional park visitors. The Visitor Services working group has been operating for 25 years and is staged from the Environmental Education Centre for the Okanagan (EECO). Visitor Services programming in the community provides opportunities for the public to get into parks and connect with nature, and to learn and understand about the importance of nature and wild spaces in our shared landscape.

The programming that is being provided is meant to be inclusive of all demographics in society, from children and teenagers to young adults and the oldest members of our community. It is also meant to be inclusive for those with physical and mental challenges and accessible to people from a wide range of incomes.

The Community Relations & Visitor Services Division support our non-profit groups through dedicated staff and funding at events such as the Kalamoier Pancake Breakfast, or through volunteering efforts such as trail building in Black Mountain - sntsk'il'ntən Regional Park. The volunteer program continues to have relatively low but steady regional park volunteerism levels and looking to the future, our aim is to focus our program support with efficient delivery of volunteer services during the seasons when volunteerism opportunities and community support are the greatest. With a predominant focus on the early – late summer season volunteer opportunities (i.e. mid May – mid September), the program should continue to seek to engage Central Okanagan residents who are seasonally available and capable to volunteer in the regional parks system.

The RDCO Regional Parks program has a portfolio of many successful Non-Government Organization (NGO) partnership projects over the past 20 years and opportunities exist for significant fundraising growth and support in this area. The Regional Parks Service program previous successful experiences with Non-Government Organization's (NGO's – i.e. Friends of Mission Creek Greenway, etc.) has a historical proven record of community fund raising capacity that offset operating and capital development costs specifically associated with the operation and installation of some park infrastructure in many regional parks.

CAO Recommendation 2 (Community Relations & Visitor Services)

Resources in support of the "Volunteers in Parks (VIP)" program should be adjusted to address the past five (5) years of experiences which have better illustrated the "seasonal" context of volunteerism interests in the Central Okanagan. A reallocation of resources from the VIP program to support current and future growth opportunities via regional park focused NGO

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partnerships has been identified as a key strategic investment initiative for the period extending from 2020 - 2025. Improved coordination of numerous opportunities for partnerships with private sector and community groups could lead to service efficiency gains (for new initiatives) in the regional parks system. The Regional Parks Service program should consider facilitating the establishment of “targeted” partnerships with organizations that have a primary role aimed at fund raising to assist / offset future regional park system operating and capital development costs. Specifically support from partner organizations should be associated with the operation and installation of important park infrastructure in many regional parks and could include RDCO sponsored “partnership incentive” grants to support and leverage additional funds from outside sources. The range in timing herein represents the acknowledgement that it may take up to 5 years to see any effects of facilitating greater regional park partnership support.

5. Planning & Capital Development (PCD)

The 2001 Official Regional Parks Plan (RDCO Bylaw No. 884), Regional Parks Legacy Program – Ten Year Acquisition Strategy (2007 – 2017) and Regional Parks and Greenways Plan (2008) are a significant suite of documents produced for the Regional Parks Service produced prior to and applicable throughout both the 2014 and 2019 Regional Parks Service Reviews periods. The protection of natural areas, biodiversity, sensitive habitats and other environmental assets were featured prominently throughout all regional parks planning documents.

The importance of the Official Regional Parks Plan (2000) (RDCO Bylaw No. 884), Regional Parks Legacy Program – Ten Year Acquisition Strategy (2007 – 2017) and Regional Parks and Greenways Plan (2008) in a review of the Planning and Capital Development Division cannot be overstated. The Regional Parks and Greenways Plan (2008), rooted in the Regional District's Corporate Strategy, shifted the emphasis of the Regional Parks Service from outdoor recreation to environmental protection. Passive outdoor recreation, to be sure, remained an important element of the Service, as did the notion that parks exist, in part, for people. By 2008, however, it was clear that recreation must occur within the context of natural area protection. The inclusion of community stewardship and education programs in the list of fundamental goals was also a significant element of the 2008 Regional Parks and Greenways Plan. These goals recognize the importance of building respect for natural features and instilling a sustainability ethic.

The documents show, too, that within the context of natural area protection, the Regional Parks Service is intended to provide opportunities for the Central Okanagan's growing population to connect with, enjoy, be active within and learn about the region's natural environment. Both elements — environment and people — speak to the fundamental purpose of the Regional Parks service.

syilx / Okanagan First People & Regional Parks

On June 19th, 2017 the RDCO Board of Directors entered into a Memorandum of Understanding or the Protection and Conservation of Cultural Heritage Sites in Regional Parks with the Westbank First Nation. The land throughout the Central Okanagan has been used by the syilx (Okanagan) People since time immemorial. This traditional and continuing use has created a history that is synonymous with the land. The history is tied to the land and cannot be removed regardless of past, present or future land use or ownership. Regional Parks contain significant archaeological sites tied to that historical use. Archaeological sites include areas that contain archaeological artifacts, archaeological features, or have been identified as a Traditional Use Site. As regional park development occurs, it is incumbent upon the RDCO to ensure proper documentation, protection, and conservation of these sites. This MOU highlights the means to allow park development projects to proceed while ensuring that the shared goals of protection, conservation and education of First Nation cultural sites within regional parks are safeguarded.

Regional Park Land Acquisition

The Central Okanagan is one of the most livable regions in the world. Regional parks play a crucial role in making this region a desirable place to live and visit. Ensuring regional ecosystems are protected, healthy and resilient for the long term is central to the Central Okanagan region retaining its unique sense of place. Over time, the importance of protecting regional parks and connecting people nature will only increase as the region grows and evolves. The Regional Parks Legacy Program – Ten Year Acquisition Strategy (2007 – 2017) is the RDCO Board's strategy to protect important natural areas so the region continues to be a great place to live for current and future generations. As the 2007 plan has drawn to a close, it has become increasingly apparent that there are acquisition "gaps" in the 2019 regional park system that could be further explored in an effort to help achieve the RDCO Board's 2019 – 2022 priorities identified as supporting (1) Transportation and Mobility, (2) Sustainable Communities, (3) Economic Development and (4) Environment.

RDCO Board Recommendation 1 (Planning & Capital Development)

The RDCO Board should direct staff to develop an updated Regional Parkland Acquisition Strategy in 2020. Parkland acquisition is especially important in the Central Okanagan where rapid growth and high land costs have become the norm over the past 20 years. In the face of these challenges, expansion of the regional parks system is critical for the protection of the region's sensitive ecosystems, and for meeting the nature based outdoor recreation needs of the region's increasing population. The updated RDCO Regional Parkland Acquisition Strategy should consider candidate properties for each type of park in the Official Regional Parks Plan classification system as well as identify funding requirements and funding sources to implement the Strategy.

CAO Recommendation 3 (Planning & Capital Development)

The Regional Parks Service program should work with syilx / Okanagan First Nations peoples, Okanagan National Alliance, the Westbank First Nation and Okanagan Indian Band to identify, create, and deliver appropriate and actionable staff training on indigenous issues and reconciliation. In addition, Parks Services Department staff should continue to work on the RDCO's precedent-setting intergovernmental approach to the Protection and Conservation of Cultural Heritage Sites in Regional Parks.

CAO Recommendation 4 (Planning & Capital Development)

Development of a comprehensive database of qualitative and quantitative information on regional park use and user satisfaction. RDCO Parks Services should continue to invest resources into accessing current research methodologies and processes in order to develop a more comprehensive data base of both quantitative and qualitative information concerning the regional parks service program.

CAO Recommendation 5 (Planning & Capital Development)

The Regional Parks Service program should continue with its long standing and budgeted interest to acquire and implement the necessary IT systems and programs which will facilitate the application, monitoring, and evaluation of performance and efficiencies of achieving parks maintenance standards (as well as other areas of performance). This will improve efficiency, effectiveness, planning, transparency and accountability. The Parks Services Department needs asset management/mapping and work order tools to keep track of its assets, develop maintenance and state of good repair plans and to assign and measure work performance. That which is measured improves and Parks Services Department is currently without any IT systems for this: it needs such a system to improve service, efficiency, responsiveness to the RDCO Board and customers.

CAO Recommendation 6 (Planning & Capital Development)

Develop and document a Comprehensive Report on the Status of Current Regional Parks Infrastructure in 2020. The development of a comprehensive report on the status of the current regional park infrastructure including “linear” assets such as infrastructure associated with trails (trailhead kiosks, signs, bridges, steps, boardwalks, viewing platforms, etc.) will support the subsequent preparation of an updated Official Regional Parks Plan and it will also prepare a valuable tool for the Department to use immediately to inform decision making and the assessment of options and alternatives associated with all aspects of the provision, management and operation of the regional parks system.

CAO Recommendation 7 (Planning & Capital Development)

Development of an updated Official Regional Parks Plan (ORPP). Once the development of a comprehensive report on the status of current status of the current regional park infrastructure has been completed, the Parks Services Department should focus attention on the preparation of an ORPP.

CAO Recommendation 8 (Planning & Capital Development)

The RDCO's regional parks exist to help protect and preserve, for current and future generations, the ecosystems, landscapes and natural assets of the region. Within the context of natural area protection, the regional parks system also exists to provide a range of passive outdoor recreation opportunities for the people who live in, and who visit, Central Okanagan. In concert with the completion of an updated ORPP, the RDCO Board should direct staff to create a ten-year regional parkland development capital plan that identifies the improvements that are required in each park. Using the ORPP, the parkland development capital plan should identify, for each category of regional parkland, the level and type of development that may occur (including specific facilities and works). A ten-year regional parkland development capital plan should encourage financial and operational resource focused partnerships with various “Friends of Regional Parks” groups and should identify the projected taxpayer-supported cost of

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development in the ten-year plan, as well as the distribution of planned regional parkland capital development expenditures within the region.

6. Parks & Resource Operations (PRO)

The RDCO's regional parks system owns or controls the largest amount of local government park land within the Central Okanagan. 2100 hectares Central Okanagan's total area is comprised of natural and maintained regional parkland, which includes 30 regional parks and 63 km of trails.

The standards for parks maintenance developed by PRO staff include:

- General Maintenance (i.e. litter and debris pick up, washroom cleaning, minor repairs of parks and park assets, and annual inspections),
- Turf Operations (i.e. integrated plant health care),
- Horticulture Operations (i.e. planting, weeding),
- Winter Maintenance and Operations (i.e. snow clearing and sanding on park roadways),
- Technical services (i.e. carpentry, plumbing, electrical, fountains, irrigation, compressors, pumps)

The primary purpose of the Parks & Resource Operations Division is to provide clean, safe and well-maintained green space and park amenities for passive and active permit use. To fulfill its purpose, the PRO division employs 17.9334 full-time equivalent (FTE) staff and 2.192 (FTE) seasonal/temporary staff. Its operations are organized into three zones:

- Westside (West Kelowna, Peachland and EA Central Okanagan West),
- North (Kelowna, Lake Country and EA Central Okanagan East) and,
- Central (Kelowna)

RDCO Parks service delivery standards depend on the service area level (i.e. level of development, visitation rates, requirements for aesthetic appearance, etc.) and are organized in hierarchical manner (from highest priority with the most regular maintenance and shortest response time to the lowest priority with longest period of time between regularly scheduled maintenance operations). Some examples of service levels are provided below:

- **Level 1 Services** – the highest level of maintenance is applicable to high traffic areas. It requires shortest response time. At this level, the maintenance is aimed primarily at protection from serious deterioration and user safety (i.e. removing storm damage, removing hazardous branches and maintaining warning signs);
- **Level 2 Services** – the moderate level of maintenance services is applicable to locations with moderated level of development and visitation rates. It also requires moderate period of time between regularly scheduled maintenance operations. At this level, the maintenance is aimed primarily at preservation activities (e.g. patching asphalt and stone dust at the trail, and repairing directional signs; and
- **Level 3 Services** – a low or minimum level of maintenance is appropriate to undeveloped lands and sites that have low visitor rates. It requires longest period of time between regularly scheduled maintenance operations. At this level, maintenance is aimed primarily at remedial activities (e.g. repairing interpretive signs).

It is important to note that PRO currently does not have the IT systems and capacity to map its assets successfully or track maintenance activities by staff, by task or by location. PRO staff are cognizant of the IT limitations for the Division and in concert with PSA and PCD Divisions had previously developed a comprehensive IT approach in response to this challenge. A Parks Services Department IT strategy has approved capital funding since 2016 but is currently “on hold” until a corporate wide asset / CMMS analysis and strategy is developed. Implementation of an IT system will allow PRO to determine further efficiencies moving forward.

Approaches to Parks & Resource Operations Service Delivery

Many local governments struggle trying to meet the ever expanding expectations of citizens for services, while having reduced resources to meet those expectations. In an attempt to realize savings without impacting on service quality, some local governments contract out park operations (in all or in part). However, in many local governments, existing collective agreements with unionized labour provide little or no opportunity to save costs through alternative service delivery mechanisms, leaving them with unpopular options of reducing service standards or increasing taxes.

Usually, the advantages of contracting out are cost savings, reduced liability, reduced requirements for equipment, and decreased time and overheads to recruit and support the work force. Also, public benefits will be extended because internal resources have an opportunity to focus on performing more specialized tasks. Moreover, outsourcing can increase in-house crew productivity and motivation due to the competition associated with continual comparisons to the costs of private labour for similar work. Local governments can bring contracted out work back in when staff demonstrate that they can do it better and for less or comparable costs. At the same time, a typical issue with outsourcing is a requirement for careful monitoring and contract administration. In addition, tasks and performance expectations should be clearly defined. In the case of reduced quality of contracted out services, the public will still hold the local government responsible for poor service. Based on the past five-year review and analysis of the regional parks service operations service delivery experiences, the following recommendations are provided:

CAO Recommendation 9 (Parks & Resource Operations)

Over the past 5 years’ costs associated with maintenance contracts for turf maintenance and snow clearing have increased primarily due to high labour and operating costs for contractors. Contractor quality control supervision has also been placing higher resource demands on the Parks & Resource Operations (PRO) division. Parks Services Department senior staff should identify a series of regional parks that could be evaluated to identify total cost to complete the work using RDCO term employees and leased equipment. This could be completed as a pilot for select locations for a three-year period to more accurately assess and compare costs and

standards prior to consideration of a larger change in approach.

CAO Recommendation 10 (Parks & Resource Operations)

Cleaning of public washrooms (in regional parks) is a workload driver that could be contracted out. RDCO Parks Services staff should examine the feasibility of entering into 3 year contracts at select urban and near urban regional park locations for less cost than the current service delivery model. This could be completed as a pilot for select urban & near urban regional park locations for a three-year period to more accurately assess and compare costs and standards prior to wider roll out.

7. CONCLUSION

This Report has presented the findings of the 2019 Regional Parks Service Review and was completed by the Director of Parks Services (Murray Kopp). The service review was designed to examine issues related to the administration of the Regional Parks service, the delivery approach for visitor services, community relations, environmental education and partnerships, the approaches to parkland planning, acquisition and development, and finally the regional parks program operational services model. In the RDCO Parks Department staff's view the recommendations that have been provided in this 2019 review will help to address the most pressing issues facing the RDCO's regional parks service program in the upcoming 5+ years.