



OPERATIONS MANAGEMENT

2021 Goals and Objectives

Department Staff Resources (21 Staff Positions)

18 FULL TIME POSITIONS	
Operations Manager (Darcy Mooney)	Protective Services Team Leader (Derek Sutherland)
Administrative Services Team Leader (Phaedra Turner)	Fire Services Coordinator (Sean Coubrough)
Administrative Services Assistant II (Dona Thiem)	Emergency Program Coordinator (Tom Hansen)
Administrative Services Assistant II (Chelsey Adams)	Community Services Team Leader (Ryan Nitche)
Asset Management Coordinator (Greg Cockburn)	Parks and Recreation Coordinators (3) (Jared Taylor, Veda Roberge, Kristina Flackman)
Environmental Health Services Team Leader (Ben Van Nostrand)	Utilities Team Leader (Terry Langlois)
Solid Waste Facilities Superintendent (Isaac Walker)	Utilities Coordinator (Dennis Dodd)
Waste Reduction Coordinator (Graham Cassleman)	Utilities Field Technician (Scott Beppe)

3 PART TIME POSITIONS	
Emergency Program Facilitator (Cathy Semchuk)	Environmental Services Coordinator (Hamish Kassa)
Milfoil Program Equipment Operators (2) (Reed Adams, Mitch Snow)	

Responsibilities

The Operations Management Department is responsible to plan, manage and operate a diverse range of service functions including parks and recreation, solid waste management, recycling, fire and emergency services, water systems and other utilities, airports, arenas and other civic buildings, weed and mosquito control, emergency dispatch and many others. The day to day management and supervision of these diverse services are delivered through staff and contract resources on a local, sub-regional and regional basis, dependant on the extent of the service area and the communities served.

The Operations Management Department conducts approximately \$6 – 10 million dollars of capital improvements and \$15 million of operational work annually across over 70 service functions throughout the Regional District.

Service Functions are assigned to Divisions within the Operations Management Department as follows:

DIVISION	ASSIGNED FUNCTIONS
Operations Administration	<ul style="list-style-type: none"> • Administrative Support • Asset Management • Health and Safety • Risk Management • Procurement
Environmental Health Services	<ul style="list-style-type: none"> • Solid Waste Management • Recycling Management • Food waste Management • Climate Action • Noxious Weeds • Mosquito Control • Liquid Waste Management Planning (LWMP) • Ground Water Monitoring • Dike Maintenance • Milfoil Control
Community Services	<ul style="list-style-type: none"> • Revelstoke Airport • Parks and Recreation • Rail Trail • Golden and Sicamous Arena • Golden Library • Golden Curling Rink • CSRD Office Maintenance and Security
Protective Services	<ul style="list-style-type: none"> • Fire Suppression Services • Emergency Management • Fire Dispatch
Utilities	<ul style="list-style-type: none"> • Water System Services • Sewer System Services • Street Lighting • Hydrant Maintenance

Operations Management - 2021 Goals and Objectives

Operations Administration Division

The Operations Administration Division provides ongoing administrative support and oversight to all of the functions within the Operations Management department, including administration of procurement processes, contract document management, operational guidelines, plans, strategies, licences of occupation and rights of ways, bylaws, reports, correspondence, and grant development. The Operations Administration Division provides departmental guidance to ensure initiatives are carried out in accordance with corporate policies and have a high degree of consistency, efficiency, accuracy and accountability.

The Operations Administration division also leads corporate asset management initiatives to advance corporate asset management goals and objectives. The Operations Administration Division is also active in corporate health and safety and risk management.

2021 Operations Administration Priorities

<i>Assist in the development of a corporate capital asset management system. Continue to develop and implement the capital asset database. Develop an Asset Management Plan for Falkland Water System (grant dependent)</i>	<i>Complete the Golden and Area A Indoor Aquatic Centre Feasibility Project</i>
<i>Conduct facility condition assessments for CSR D buildings</i>	<i>Review and assist in the update of the Corporate Occupational Health and Safety Program</i>
<i>Review Fire Services SOG's, training system with consultant support.</i>	<i>Review and update Policy F-32 Procurement of Goods and Services.</i>
<i>Implement the corporate electronic records management system within the department.</i>	

Environmental Health Services Division

The Environmental Health Services Division delivers services related to eight core functions: Residuals Management, Waste Reduction, Climate Action, Milfoil Control, Noxious Weeds, Mosquito Control, Liquid Waste Management Planning, and Dike Maintenance. Each function/service has its own mandate, budget and structure for delivering its program objectives.

1. Residuals Management (Solid Waste)

Residuals Management is a region wide service mandated through a Regional Solid Waste Management Plan (SWMP). Funding is allocated through user fee revenues, grants and landfill gas management contracts.

Consistent with the CSR D's 2019-2022 Strategic Plan, the vision for both the Residuals Management function and the Waste Reduction function is to foster a zero waste community philosophy, where all wastes are considered as resources that can be recycled or reused in the community and marketplace. The residuals management function endeavours to identify costs and benefits through full cost accounting principles and to lead by example in the maximization of efficiencies and the minimization of environmental impact through fiscal and social responsibility.

2021 Solid Waste Priorities

<i>Transfer Station Bin Pad Upgrades, Salmon Arm Landfill \$50,000</i>	<i>Purchase Waste Containers \$30,000</i>
<i>Monitoring Well, Golden Landfill \$50,000</i>	<i>Monitoring Well, Revelstoke Landfill \$25,000</i>
<i>Litter Fencing, Golden and Revelstoke Landfills \$25,000</i>	<i>Padlock Replacement/upgrade all sites \$20,000</i>

2. Waste Reduction (Recycling)

In 2011, the Waste Reduction function was separated from the Residuals Management function into its own budget. The Waste Reduction function is funded by a combination of taxation, user fees and industry stewardship programs responsible for their product’s end of life management.

2021 Recycling Priorities

<i>Food Waste Bin Concrete Pad, Salmon Arm Landfill \$10,000</i>	<i>Transfer Station Upgrades, Scotch Creek \$20,000</i>
<i>Revelstoke Compost Facility completion, Revelstoke Landfill \$100,000</i>	

3. Climate Action

The Climate Action function is governed by the CSR D’s obligations as a signatory of the BC Climate Action Charter. The CSR D has achieved the highest level of carbon neutrality since the inception of the program. This function works with the Operations Administration division and the Finance department to facilitate the reporting as outlined in the requirements of the Ministry of Environment’s Climate Action Secretariat. No substantial new initiatives are planned for the Climate Action function in 2021.

4. Noxious Weed Control

The provision of the Noxious Weed Control service is delivered through a relationship with the Columbia Shuswap Invasive Species Society (CSISS). The CSR D is one of many members of the society and one of the many funding partners. CSISS collaborates with several members and external stakeholders to provide services related to invasive plant management within the regional district. No substantial new initiatives are planned for the Noxious Weed Control function in 2021.

5. Milfoil Control

The Milfoil function carries out Eurasian Water Milfoil control measures on Shuswap and Mara Lakes in Electoral Areas C, D, E, F, the City of Salmon Arm and the District of Sicamous, in order to reduce the nuisance impact of this non-native aquatic plant. No substantial new initiatives are planned for the Milfoil Control function in 2021.

Mosquito Control

The mandate of the Mosquito Control Program is to reduce the nuisance annoyance of mosquitoes within three identified service areas: Golden and Area A, Revelstoke and Area B, Scotch Creek and Area E. Mosquito control in Scotch Creek/Lee Creek area within Electoral Area F was discontinued in 2020. The largest control program is within the Town of Golden and Electoral Area A. This service area extends from Donald station south to Harrogate in the Columbia Valley and includes the Kicking Horse Mountain Resort. The Town of Golden and Electoral Area A jointly funds this program. Mosquito control in Revelstoke and the surrounding area is funded jointly by the City of Revelstoke and Electoral Area B.

<i>Work with the LSLB and BC Parks to reinstate the mosquito control program for Scotch Creek</i>

6. Liquid Waste Management Planning

Liquid Waste Management Plans (LWMP) have been developed within Electoral Area F, Seymour Arm, Electoral Area C, and Electoral Area E. These LWMP's are provincially mandated documents and processes that must be reviewed every 5-10 years. These LWMP's indicate the desire for community sewer systems in Scotch Creek, Blind Bay and Sorrento. Extensive staff work identifying feasible options and solutions for community systems continues to occur, including follow up engineering and planning studies, ongoing meetings with developers/stakeholders as well as the public. To date, viable options have not been realized.

Additionally, LWMP's provide the mandate for the development of educational information (CSR D Septic Smart Program) related to maintaining on-site sewer systems, and the provision of ground water monitoring for impacts. Groundwater monitoring is undertaken in Electoral Areas C, E, F, Falkland and Seymour Arm. The principal objective of the groundwater monitoring program is to determine the impacts from on-site sewage disposal systems on the groundwater. Data generated from successive years of groundwater monitoring is evaluated as part of the process for assessing the need for community wastewater systems.

2021 Liquid Waste Management Planning Priorities

LWMP Review for Area F, Seymour Arm, Area C, Area E \$125,000

7. Dike Maintenance

Dike maintenance is established at the time of land subdivision or as result of a flooding event. The CSR D has three specified service areas for dike maintenance: Sim Creek and Hummingbird Creek in Electoral Area E and Bolean Creek in Electoral Area D. Annual dike inspections for flood protection are undertaken as prescribed by the Ministry of Environment. When required, funds are utilized to facilitate repairs, control vegetation and maintain signage and general up keep of these dikes. No substantial new initiatives are planned for the Dike Maintenance function in 2021.

Utilities Division

The Utilities Division delivers services to four core functions: Community Water Services, Community Sewer Services, Street Lighting and Fire Hydrant servicing. The Utilities Division strives to provide these services in the most cost effective manner possible, while meeting and exceeding regulatory requirements.

1. Community Water Services

The CSR D owns and operates ten community water systems (Anglemont, Cedar Heights, Eagle Bay, Falkland, Galena Shores, MacArthur/Reedman, Saratoga, Cottonwoods, Sunnybrae and Sorrento), and five fire hall/community hall water systems (Malakwa, Silver Creek, Scotch Creek, Swansea Point and White Lake). The community water systems are funded by parcel tax and user fees, while the fire hall systems are funded through the respective fire service area budget. The CSR D's Water Acquisition Strategy provides opportunity for the CSR D to acquire community water systems from developers and owners of private systems.

2021 Community Water Services Priorities

<i>Update and implement the asset management software for CSR D water systems in collaboration with Asset Management Coordinator</i>	
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2. Community Sewer Services

At present, the CSRD does not own or operate any community sewer systems. The framework of the Sewer Acquisition Strategy allows for the CSRD to consider acquisition of existing sewer systems and any proposed new sewer systems with over 50 connections.

3. Street Lighting

The CSRD provides street lighting to many urbanized rural communities. There are seven established service areas comprised of both ornamental and overhead hydro-supplied street lights. No substantial new initiatives are planned for the Street Lighting function in 2021.

4. Fire Hydrant Servicing

Fire hydrant inspection services are provided to rural community water systems that have fire hydrants and are within an established fire suppression service area. The program inspects hydrants twice per year and includes a complete tear down inspection every second year. This service is provided by contract and funded through the fire service area budgets. Utilities staff work closely with Fire Services staff to provide this service. No substantial new initiatives are planned for the Fire Hydrant Servicing function in 2021.

Protective Services Division

The Protective Services Division delivers services related to three core functions: Fire Services, Emergency Fire Dispatch (911) and Emergency Management.

1. Fire Services

The CSRD operates 13 fire departments within eight local fire suppression service areas. Six fire departments have a separate budget and tax base. In Electoral Area C, there are four fire departments that operate five separate fire halls with a shared common tax rate within a single service area. Electoral Area F has three departments all operating under the same common service area, similar to Electoral Area C.

Fire Services manages 14 fire halls, over 45 major pieces of apparatus and over 300 active paid per call fire fighters. In addition, there are four fire suppression service areas which receive services through contract from adjacent municipalities. Fire suppression services are also provided by the CSRD to portions of the Little Shuswap Indian Band territory and to a specified area within the Regional District of North Okanagan.

2021 Fire Services Priorities

<i>Tender/Utility Truck Nicholson \$375,000</i>	<i>SCBA Compressor Swansea Point \$40,000</i>
<i>Hall Expansion and Siding Replacement White Lake \$200,00</i>	<i>Flooring Replacement Swansea Point \$12,000</i>
<i>Paving Shuswap Hall \$12,000</i>	<i>Bay Door Replacement Malakwa \$14,000</i>
<i>Compressor Eagle Bay \$40,000</i>	<i>Landscaping Malakwa \$10,000</i>
<i>Siding Replacement Eagle Bay \$50,000</i>	<i>Property Acquisition for Hall Replacement Anglemont \$100,000</i>
<i>Storage Shed and Garage Rancho \$15,000</i>	<i>Bathroom Renovation Scotch Creek \$10,000</i>
<i>Command/Utility Truck Silver Creek \$60,000</i>	<i>Sealcoat pavement Celista \$10,000</i>
	<i>Training land improvements Celista \$30,000</i>

2. Emergency Fire Dispatch (911)

The CSRD facilitates the provision of a regional 911 dispatch service (fire, police, ambulance) for all properties within the Regional District. The City of Surrey dispatches the 911 fire emergency dispatch

service for the 13 fire departments within the CSR D, four member municipality fire departments and the Town site of Field. No substantial new initiatives are planned for this function in 2021.

3. Emergency Management

The CSR D is responsible for emergency management within its jurisdiction. There are three sub-regional emergency programs within the CSR D. Electoral Area A is managed through a contractual relationship with the Town of Golden. Electoral Area B is managed through a contractual relationship with the City of Revelstoke. The CSR D directly manages the Shuswap Emergency Program for Electoral Areas C, D, E and F, as well as the City of Salmon Arm and the District of Sicamous. The emergency programs are responsible for the direction and control of a coordinated response to and recovery from a major emergency event or disaster. This is accomplished by maintaining effective emergency management organizational structures with well trained and practiced personnel and community volunteers, and up to date emergency plans.

2021 Emergency Management Priorities

<i>Sprinker Protection Unit \$60,000</i>
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Community Services Division

The Community Services Division delivers services related to five core functions: Parks and Recreation, Revelstoke Airport Management, Recreational Facilities and Building Maintenance and Security and Rail Trail Planning and Development.

1. Parks and Recreation

The Community Parks and Recreation Division is responsible for the planning, managing, construction and operation of community parks and trails within the Regional District. Each of the six electoral areas within the CSR D has an independent community parks function. Each Electoral Area makes up the boundary for the local service area. The budget for each electoral area varies, depending upon the level of tax requisition allocated. Each electoral area with a parks plan has an active Community Parks and Recreation Advisory Committee, and a program of park development and maintenance.

2021 Parks and Recreation Priorities

<i>Trail head Construction Mount 7, Area A \$25,000</i>	<i>Trail Development, Loftus Lake, Area C \$155,000</i>
<i>Boat Launch Construction Nicholson, Area A \$503,000</i>	<i>Shoreline Protection, Pebble Beach, Area C \$20,000</i>
<i>Playstructure Tom Kelly, Area A \$45,000</i>	<i>Trail head Construction Glennemma, Area D \$245,000</i>
<i>Park Acquisition, Barnard, Area C \$50,000</i>	<i>Planning/Design Lynes Road, Area D \$10,000</i>
<i>Sport Court Resurface, Sorrento Blind Bay, Area C \$90,000</i>	<i>Planning/Design shelter, North Fork Wild, Area E \$10,000</i>
<i>Park Playground Development, Eagle Bay, Area C \$425,000</i>	<i>Blueway development, Eagle River, Area E \$25,000</i>
<i>Parallel Trail Development, Area F \$75,000</i>	<i>Boat Lanch Repairs, Windsor Road, Area E \$25,000</i>
<i>Boat Launch Dock, Bristow Road, Area F \$75,000</i>	

2. Revelstoke Airport

The Revelstoke Airport was constructed in 1968 as a BC Hydro initiative to replace the former adjacent air field, which was flooded as the result of the new reservoir. It was built to accommodate BC Hydro and Medivac flights, as well as the local flying club. Upon completion, the Airport was turned over to the City of

Revelstoke, and in the early 1980's, the assets were transferred over to the CSR D. Currently, the Airport is recognized as a Medivac facility, a forestry firefighting base and an overall economic opportunity stimulator for the benefit of the City of Revelstoke and the surrounding area.

2021 Revelstoke Airport Priorities

<i>Terminal Building Roof Replacement \$30,000</i>	<i>Fuel Dispenser Card Lock System Replacement \$70,000</i>
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3. Recreational Facilities

The CSR D owns the Sicamous & District Recreation Centre, the Golden Library, the Golden Curling Rink and the Golden & District Recreation Centre. In the role of landlord, the CSR D has a mandate to ensure that all buildings are properly maintained, kept safe for public use and that reserve funds are healthy in order to fund long-term capital needs. In the role as a major stakeholder, the CSR D has a mandate to ensure that the agencies responsible for the management and operation of the two arenas are delivering a level of service that meets the standards specified in each respective agreement. The CSR D partners with the following agencies to deliver effective and cost efficient service to each respective community:

Facility	Agency	Community
Sicamous & District Recreation Centre	Sicamous & District Recreation Society	Sicamous and Electoral Area E
Golden & District Recreation Centre	Town of Golden	Golden and Electoral Area A
Golden & District Library	Okanagan Regional Library Board	Golden and Electoral Area A
Golden & District Curling Rink	Golden Curling Club	Golden and Electoral Area A

2021 Recreational Facilities Priorities

<i>Compressor Rebuild Golden Arena \$30,000</i>	<i>Lighting Replacement Golden Library \$15,000</i>
<i>Flooring Upgrade Golden Arena Lobby \$40,000</i>	<i>Replace Dressing Room Tube Heaters Sicamous Arena \$15,000</i>
<i>Zamboni Room Make Up Air Exhaust Golden Arena \$45,000</i>	<i>Replace Water Heaters and Furnace Sicamous Arena \$17,500</i>
<i>Replace Zamboni Batteries Golden Arena \$20,000</i>	<i>Replace Player Bench Gates \$10,000</i>
	<i>Replace Bathroom Stalls and Counters Sicamous Arena \$10,000</i>

4. CSR D Building Maintenance and Security

There are a number of service contractors utilized for maintenance at the main CSR D office building located at 555 Harbourfront Drive. No new initiatives are planned for the Building Maintenance function in 2021.