
TO: Paul Thompson
Manager of Long Range Planning

DATE: June 21, 2011

FROM: Greg Keller
Senior Planner

FILE: 6480-01 EAAR

SUBJECT: Electoral Area 'A' Cedar Main Street Design Project - Terms of Reference

PURPOSE

To consider the Terms of Reference for the Cedar Main Street Design Project and initiate the planning process.

BACKGROUND

The Electoral Area 'A' Official Community Plan (OCP) has been given 3rd reading by the Board and is awaiting approval from the Ministry of Community, Sport and Cultural Development before being presented to the Board for adoption.

During the OCP review, the community expressed a desire to support community diversity, create and preserve community identity and a sense of place, and provide opportunities for local employment, services, and a range of housing types and sizes. In response, the new OCP includes a new land use designation titled "Cedar Main Street" which applies to the lands located on both sides of Cedar Road between MacMillan and Hemer Roads.

Uses supported by the OCP within the Cedar Main Street land use designation include local commercial, professional office use, personal service, residential, recreation, and mixed use which is of high quality design, is pedestrian oriented, and includes public space. The intent of the Cedar Main Street is to support a broad range of uses which are oriented towards Cedar Road and create a vibrant place where local residents can go to shop, access services, work, socialize, and participate in recreational activities.

The new OCP supports the creation of a Village Plan or other similar plan for lands within the Cedar Main Street land use designation. The Plan also includes general policies for these lands that are intended to apply as an interim measure until such time as a detailed plan is prepared and adopted by the Board. There was strong community support during the OCP review to include a design charrette as part of the Cedar Main Street planning project.

The purpose of the 'Cedar Main Street Design Project' (the Project) is to implement policy 6.2.2 of the new OCP by creating a detailed plan for lands within the Cedar Main Street land use designation. The resulting plan will be called the "Cedar Main Street Plan" (the Plan).

To guide the process for the Project, staff has prepared a Terms of Reference (*see Schedule No. 1*).

ALTERNATIVES

1. To receive the staff report and approve the Terms of Reference for the Project.
2. To receive the staff report, amend the Terms of Reference, then direct staff to proceed with the Project.
3. To not proceed with the Project at this time.

OFFICIAL COMMUNITY PLAN IMPLICATIONS

The *Local Government Act* defines an OCP as a “*statement of objectives and policies to guide local government decisions on planning and land use management within the planning area.*” The new OCP includes interim and somewhat generic policies and development permit area guidelines that apply to the Cedar Main Street land use designation.

The proposed Project, which is focused on a multi-day community design charrette, is designed to provide a greater level of detail for the Cedar Main Street land use designation to replace the existing generic interim policies. The proposed Project provides flexibility to allow the community to define the level of detail desired for the Cedar Main Street which could range from general illustrated guidelines to very detailed design guidelines and artists renderings. It is also intended that the Project provide an opportunity to fine tune the boundaries of the Cedar Main Street land use designation to best reflect community needs.

From a legislative and policy perspective, the Project will need to consider the direction provided by the new OCP's vision, sustainability principles, community goals, and objectives. In addition the Project will also need to consider the Regional Growth Strategy and other RDN plans, First Nations interests, as well as Federal and Provincial interests and legislation. The community, through the consultation process, will likely also identify other issues to be addressed.

The Project is scheduled to be completed in late 2012 with the adoption of the Cedar Main Street Plan. Staff are concerned that during the course of the Project, applications to amend the OCP or rezone lands within the Cedar Main Street land use designation may be received. Amendment applications received during the design process have potential to undermine the Project by proposing developments contrary or in some way inconsistent with the direction that the Project is going. Therefore, staff recommends that the Board adopt a policy to not proceed with applications to amend the OCP or to rezone lands within the Cedar Main Street land use designation while the Project is underway.

INTERDEPARTMENTAL IMPLICATIONS

The detailed nature of the Project requires a multijurisdictional collaborative planning process with participation and active involvement from key RDN departments, senior levels of government, First Nations, stakeholders, property owners, user groups, and community members because it crosses over jurisdictions (public highways, environment, transit, community servicing, parks and recreation, community energy and sustainability).

Staff are proposing to involve a number of RDN departments to collaborate throughout the Project and its implementation. The following is a brief outline of the proposed RDN involvement which is required to make the Project a success.

RDN Department	Role
Development Services (Long Range Planning)	<ul style="list-style-type: none"> • Take the lead role in the planning process, public engagement, plan preparation, adoption, and implementation.
Corporate Administration and Finance and Information Services	<ul style="list-style-type: none"> • Liaise with the Ministry of Transportation and Infrastructure and the Ministry of Community, Sport and Cultural Development to address issues which arise within the road right of way (ie sidewalks, jurisdictional issues, issues related to servicing, etc). • Play an active role in implementing portions of the Plan which involve the establishment of new services, financial, or servicing bylaws. • Provide GIS mapping support.
Recreation and Parks	<ul style="list-style-type: none"> • Advise on matters related to the design and acquisition of park land. • Play an active role in the community design charrette. • Assist with policy language related to parks and recreation. • Take the lead on implementation of park and recreation actions identified in the Cedar Main Street Design Project.
Regional and Community Utilities	<ul style="list-style-type: none"> • Explore options for community servicing including the possibility of accessing additional capacity from the Duke Point Pollution Control Centre. • Assist with developing a feasibility strategy for community sewer servicing that could be included in the Plan and considered for implementation following the adoption of the Cedar Main Street Plan Design Project. • Advise on issues that arise during the planning process relating to engineering and servicing.
Transportation Services and Solid Waste Services	<ul style="list-style-type: none"> • Advise on transportation planning issues.

PUBLIC PARTICIPATION AND AGENCY CONSULTATION IMPLICATIONS

The Project Terms of Reference has been drafted in accordance with both the RDN Board Public Consultation Policy and the *Local Government Act* requirements. In addition, the proposed public participation strategy has been developed in recognition of the input received during the recent Electoral Area 'A' OCP review, which identified the desire to include a high level of community involvement through various methods including the use of a community design charrette.

A community design charrette is an intensive interactive multi-day collaborative and creative design process where residents, business owners, interest groups, and various subject matter experts work together with design professionals to create a visual representation of the study area resulting in a feasible plan which visually represents the community's preference and is supported by charrette participants.

Following the process outlined in the Terms of Reference attached as *Schedule No. 1*, the Project will include ample opportunities for public participation which far exceed the minimum requirements of the *Local Government Act* including the formation of two advisory groups.

1. **A Technical Advisory Group** consisting of representatives from various RDN departments, provincial and federal agencies, First Nations, design professionals, North Cedar Improvement

District, and various other agencies that are responsible for collaborating on interjurisdictional and interdisciplinary issues.

2. **A Citizen's Advisory Group** consisting of affected property and business owners, residents at large, as well as members who represent a range of interests such as environmental protection, social issues and housing, and the local economy. The Citizens Advisory Group's role is to represent the community's interest in creating and guiding the Plan's goals, objectives, policies and implementation strategies.

In addition, as required by the *Local Government Act*, the Project will also provide opportunities for consultation with persons, organizations and authorities, that the Board considers will be affected by the resulting Plan. Staff have identified a list of agencies included the Terms of Reference that will, subject to Board consideration, receive formal referrals during the Project.

FINANCIAL IMPLICATIONS

All costs related to the Project have been accounted for in the RDN 2011 Budget. Staff may seek sources of grant funding to support a small-scale community project to build community identity and encourage participation in the Project. If a suitable funding source becomes available, staff will present a proposal to the Board for its endorsement.

Staff may seek other sources of funding to support a small-scale community project to build community identity and encourage participation in the Project. If a suitable funding source becomes available, staff will present a proposal to the Board for its endorsement.

Currently, close to one full-time staff equivalency has been slated for this Project. It is estimated that external costs, primarily related to the community design charrette and public consultation, will be in the order of \$50,000 to \$60,000.

LEGAL IMPLICATIONS

The process to draft and adopt an amendment to the new OCP must be consistent with the requirements outlined in the *Local Government Act*. By adopting the attached Terms of Reference, the Board is acknowledging that the Board has considered public consultation issues related to the proposed OCP amendment and adopted a Terms of Reference that satisfies the requirements contained in section 879 of the *Local Government Act*.

SUMMARY/CONCLUSIONS

The Project is scheduled to be initiated this summer with the community outreach process to begin as soon as the Terms of Reference is approved by the Board. The Project is centred on a multi-day community design charrette which will provide the foundation for drafting the policies, design guidelines, Development Permit Areas, and implementation actions which are required to achieve the vision created by the community during the charrette. The intent of the Project to create a plan for the Cedar Main Street land use designation which is incorporated into the new Electoral Area 'A' OCP.

As outlined in the attached Terms of Reference, the proposed planning process is designed to provide a range of opportunities for public participation at various stages of the process including the use of both a Technical and Citizen's advisory group.

RECOMMENDATIONS

1. That the staff report on the Cedar Main Street Design Project Terms of Reference be received.
2. That the Cedar Main Street Design Project Terms of Reference (*attached as Schedule No. 1*) be endorsed by the Board.
3. That the Board adopt the following resolution: "*that applications to amend the new Electoral Area 'A' Official Community Plan or to rezone lands in a way which is not consistent with the intent of the Cedar Main Street land use designation will not be considered while the Cedar Main Street Design Project is underway*".

Report Writer

General Manager Concurrence

Manager Concurrence

CAO Concurrence

Cedar Main Street Design Project Terms of Reference



June 2011

BACKGROUND

During the Electoral Area 'A' Official Community Plan (OCP) review, there was community desire to support community diversity, create and preserve community identity and a sense of place, and provide opportunities for local employment, services, and a range of housing types and sizes. In response, the new OCP includes a new land use designation titled "Cedar Main Street" which applies to the lands located on both sides of Cedar Road between MacMillan and Hemer Roads.

Uses supported by the OCP within the Cedar Main Street land use designation include local commercial, professional office use, personal service, residential, recreation, and mixed use which is of high quality design, is pedestrian oriented, and includes public space. The intent of the Cedar Main Street land use designation is to support a broad range of uses which are oriented towards Cedar Road and create a vibrant place where local residents can go to shop, access services, work, socialize, and participate in recreational activities.

The new OCP supports the creation of a village plan or other similar plan for lands within the Cedar Main Street land use designation. The Plan also includes general policies for these lands that are intended to apply as an interim measure until such time as a detailed village plan is prepared and adopted by the Board. There was strong community support during the OCP review to include a design charrette as part of the Cedar Main Street planning project.

The purpose the 'Cedar Main Street Design Project' (the Project) is to implement policy 6.2.2 of the new OCP by creating a detailed plan for lands within the Cedar Main Street land use designation. The resulting plan will be called the "Cedar Main Street Plan" (the Plan).

SCOPE AND PROJECT OBJECTIVES

Based on the direction provided by the new OCP, the Project involves creating a detailed plan, through public consultation for the Cedar Main Street land use designation as shown in figure 1 below. The Project is designed to provide flexibility to allow the community to define the level of detail desired for the Cedar Main Street which could range from general illustrated guidelines to very detailed design guidelines and artists renderings. It is also intended that the Project provide an opportunity to fine tune the boundaries of the Cedar Main Street land use designation to best reflect community needs.

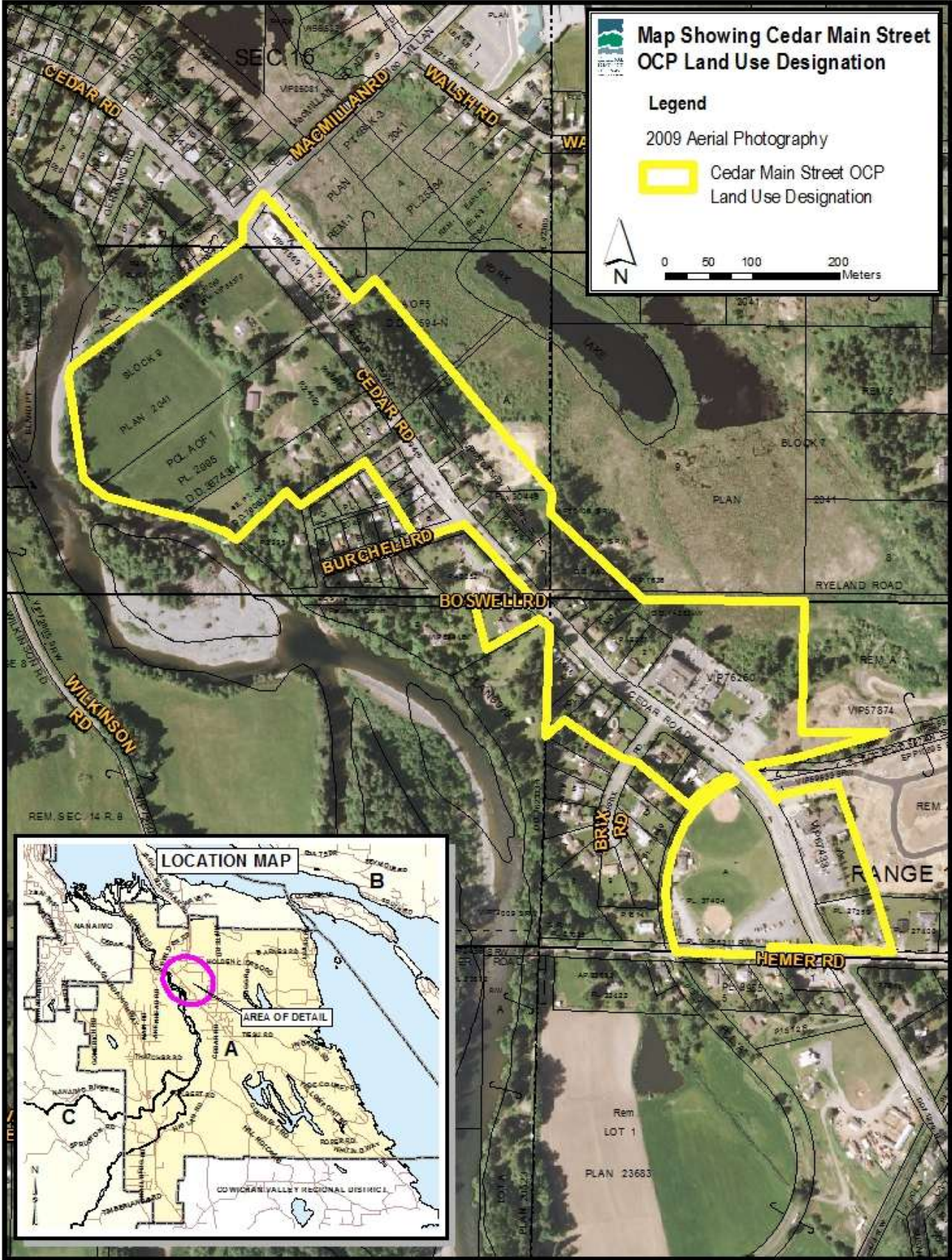


Figure 1: Cedar Main Street Study Area

DESIRED OUTCOME

The desired outcome of the Project will be a planning policy document, titled the "Cedar Main Street Plan", which is incorporated into the new OCP. The document is generally intended to include policies, design guidelines, development permit area guidelines, and an implementation strategy.

PUBLIC CONSULTATION STRATEGY

The detailed nature of the Project, because it crosses over jurisdictions (public highways, environment, transit, community servicing, parks and recreation, community energy and sustainability), requires a multijurisdictional collaborative planning process with participation and active involvement from key RDN departments, senior levels of government, First Nations, stakeholders, property owners, user groups, and community members. The Project is intended to be an interdepartmental and interdisciplinary design and implementation project.

The Project will be incorporated into the new Electoral Area 'A' OCP which will require a bylaw amendment. Therefore, the proposed consultation strategy is designed to be consistent with the requirements of the *Local Government Act*. Specifically, Section 879 of the *Local Government Act* requires, during an amendment to an OCP, the Board to provide one or more opportunities it considers appropriate, in addition to the Public Hearing, for consultation with persons, organizations, and authorities it considers will be affected. Staff have identified a list of agencies that the Board should consider consulting with as part of the Project. It should be noted that the groups and agencies listed below exceeds the minimum requirements of the *Local Government Act*.

Subject to Board approval, the following agencies will receive formal referrals from RDN with respect to the Project.

<p><i>Local Governments</i></p> <ul style="list-style-type: none"> ▪ City of Nanaimo ▪ Cowichan Valley Regional District 	<p><i>Provincial Agencies</i></p> <ul style="list-style-type: none"> ▪ Ministry of Community, Sport, and Cultural Development ▪ Ministry of Transportation and Infrastructure ▪ Ministry of Natural Resource Operations ▪ Agricultural Land Commission
<p><i>Federal Agencies</i></p> <ul style="list-style-type: none"> • Department of Fisheries and Oceans Canada 	<p><i>First Nations</i></p> <ul style="list-style-type: none"> ▪ Snuneymuxw First Nation ▪ Stuz'Uminus First Nation
<p><i>Other Government Agencies</i></p> <ul style="list-style-type: none"> ▪ School District No. 68 ▪ Vancouver Island Health Authority ▪ North Cedar Improvement District ▪ British Columbia Hydro ▪ Terasen Gas 	

In addition to the above-noted agencies, other groups and service providers will be consulted as part of the broader consultation process.

The proposed public consultation strategy is also consistent with the Regional District of Nanaimo's Public Consultation Policy and is based on the following core values:

1. Anyone likely to be affected by a decision shall have opportunities for input into that decision.
2. The consultation process shall allow for a meaningful level of involvement.
3. All positions and input received will be considered; not all input can and will be accommodated.
4. The process shall recognize and take into account the different characteristics and abilities of the community.
5. The process shall recognize interdepartmental issues and concerns, and shall involve and coordinate internal staff resources as necessary or appropriate.
6. The integrity of broad public involvement must be paramount to the process and must not be superseded by any individual or interest group.
7. The RDN shall provide feedback, in a timely manner, about how public input has been utilized in Board decisions, and how the public will be affected.
8. An evaluation component shall be built in to the process to allow those involved to learn from past experiences and to ensure the proper use of resources.

PROPOSED PROCESS AND WORK SCHEDULE

Figure 2 below provides a simplified version of the proposed planning process which is to be used as a general guide that may be amended in response to community input and to accommodate specific issues and community needs.

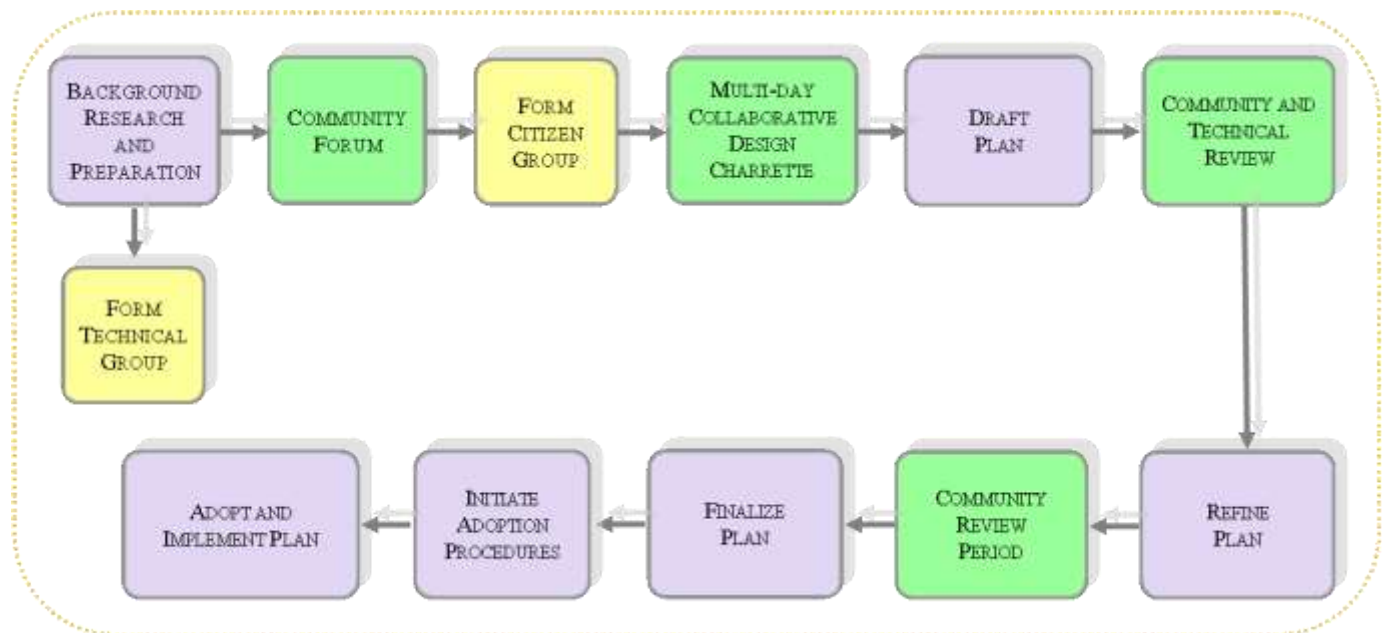


Figure 2: Cedar Main Street Design Project Process Diagram

The following outlines the schedule of events and publications and sets out the key elements of each step in the Project. Please note, all steps following the preparation of the Technical Background Report are subject to the adoption of the new Electoral Area 'A' OCP.

Estimated Start Date	Project Description	
June 2011	Background Research and Preparation	<u>Terms of Reference:</u> Draft Terms of Reference for the OCP review.
June 2011		<u>Initiate Community Outreach:</u> <ul style="list-style-type: none"> • Create a project website designed to provide information on the Cedar Main Street design project. • Set up email alert system for those who wish to receive information of upcoming events by email. • Prepare a newsletter to be sent to all properties in Cedar. • Contact affected local business and property owners to advise them of the process and how they can participate. • Consider the use of social media such as Facebook or Twitter. • Send preliminary referrals to affected agencies and community groups listed below.
July 2011		<u>Form the Technical Advisory Group (TAG):</u> Following the guidance provided by the TAG Terms of Reference included as <i>Attachment No. 1</i> , staff will proceed with identifying potential candidates to participate in the group. The TAG will assist staff in providing technical expertise required to prepare the Technical Background Report.
July/September 2011		<u>Technical Background Report (TBR)/Design Brief:</u> Staff will conduct an in-depth review of the existing OCP policies and zoning and produce background information, build out tables, and a report. The report will be used to provide baseline information and will be the primary input towards the creation of the design brief for the collaborative design charrette. Part of this work involves collecting information from local commercial business owners to establish commercial needs for the study area.
June 2011- Ongoing		<u>Seek grant funding:</u> Staff will check periodically for grants and other sources of funding. Additional sources of funding are desirable to support a small-scale community project to build community identity and encourage participation in the Project. If a suitable funding source becomes available, staff will present a proposal to the Board for its endorsement.
August/September 2011		<u>Terms of Reference:</u> Draft Terms of Reference for community design charrette and issue RFP following the Community Forum.
September/October 2011		<u>Community Forum:</u> Following the preparation of the TBR, a community forum will be held to introduce the community to the Project, obtain feedback on the process, and establish preferred methods of communication. The main focus of the Community Forum will be to undertake a visual preference survey to develop a vision and gain an understanding of what the community prefers with respect to a number of design alternatives including density, built form, building height,

Estimated Start Date	Project Description
	and streetscape design and function. This information will be used to inform the preparation of the design brief for the collaborative design charrette.
September/October 2011	<p><u>Form the Citizen's Advisory Group:</u> Following the guidance provided by the Citizen's Advisory Group (CAG) Terms of Reference included as <i>Attachment No. 2</i>, staff will proceed with identifying potential candidates to participate in the group. Once potential candidates have been identified which represent the broad range of interests identified in the Terms of Reference, staff will present a report to the EAPC providing details about the CAG candidates with recommendations for appointment. As per the CAG Terms of Reference, members shall be recommended by the EAPC.</p> <p>The CAG will participate in the community design charrette and assist staff in drafting and evaluating the Cedar Main Street Plan. The CAG is intended to provide a community perspective and non-binding recommendations on a range of issues and topics that arise during the planning process.</p>
October 2011	<p><u>Obtain the services of a consultant:</u> In response to the RFP, a consultant will be hired to work with staff to prepare a design brief and to undertake a multi-day collaborative design charrette. The goal of the charrette is to produce a visual representation of what the community's vision is for the Cedar Main Street land use designation.</p>
October 2011	<p><u>E-Newsletter 1:</u> A newsletter will be published for the purpose of updating the community on the Project and upcoming charrette.</p>
November 2011/January 2012	<p><u>Prepare for and hold a community design charrette:</u> Staff will work with a consultant to design, manage, and undertake a multi-day community design charrette. Staff will then assist the consultant by bringing together design professionals, volunteers, key stakeholders, community groups, and community members to participate in a multi-day interdisciplinary collaborative community design charrette.</p>
January 2012	<p><u>E Newsletter 2:</u> A newsletter will be produced for the purpose of sharing the final results of the charrette which will form the basis of the draft Plan and how to participate in the planning process.</p>
February - April 2012	<p><u>Draft the Cedar Main Street Plan:</u> Using the results of the design charrette and ongoing input from the Citizen's and Technical groups, RDN staff will draft a plan which translates the visual representation into design guidelines and policies. The Plan will also include implementation actions which are required to achieve the goals, objectives, and policies of the Plan.</p>
April/May 2012	<p><u>Community and Technical Review Period:</u> The draft plan will be presented to the general public for review and comment.</p>
June 2012	<p><u>Refine draft plan:</u> Amendments to the draft Plan will be considered based on input from the general public as well as the citizen's and technical groups.</p>
June 2012	<p><u>Finalize the Plan:</u> Amendments to the draft Plan will be considered in preparing the final version of the Plan that gets introduced to the Board for approval as an amendment to the Electoral Area 'A' OCP.</p>
June 2012	<p><u>E Newsletter 3:</u> A newsletter will be published providing an update to the community on the planning process.</p>

Estimated Start Date	Project Description
July 2012	<u>Initiate Bylaw Adoption Process:</u> A report and corresponding OCP amendment bylaw will be prepared and forwarded to the Board for consideration of 1 st and 2 nd reading.
July 2012	<u>Formal Referrals:</u> Formal referrals will be sent to the agencies and organizations listed below.
September 2012	<u>Public Hearing:</u> A Public Hearing will be held in accordance with Section 890 of the <i>Local Government Act</i> .
September 2012	<u>Consideration of 3rd Reading:</u> The OCP bylaw and a staff report will be forwarded to the Board for consideration of 3 rd reading.
October 2012	<u>Ministerial Approval:</u> The OCP Bylaw will be forwarded to the Ministry of Community, Sport and Cultural Services for the Minister's approval.
November 2012	<u>Adoption:</u> The OCP amendment bylaw and a staff report will be forwarded to the Board for adoption.
November 2012 - Ongoing	<u>Implementation:</u> A report and a bylaw containing the implementation actions identified in the OCP will be prepared and presented to the Board for consideration.

As outlined above, the Project is designed to provide opportunities for a technical and citizen's advisory groups as well as the general public to participate and provide input towards the creation of the draft Plan. Once the Plan is drafted there is an opportunity built into the process to allow it to be reviewed by the process participants and then further refined prior to finalizing the Plan and initiating the adoption process.

TIMEFRAME

It is proposed that the Plan will be finalized by June 2012 and adopted as an amendment to the Electoral Area 'A' OCP by November 2012.

ROLES AND RESPONSIBILITIES

The role of the **Technical Advisory Group (TAG)** is defined in the Terms of Reference attached as *Attachment No. 1*. In general the TAG's role is to provide professional and technical expertise to address issues that cross departmental and jurisdictional boundaries and to coordinate the efforts of the participating departments and agencies to work towards common goals for the advancement of the Project.

The role of the **Citizen Group (CAG)** is defined in the Terms of Reference attached as *Attachment No. 2*. In general the CAG's role is to represent the interests of the community at large by acting as the community's eyes and ears, serving as sounding board for opportunities and ideas, and providing comments and non-binding recommendations to the RDN on various topics related to the Plan.

The role of the **General Public** is to provide general guidance and direction on how the community wishes to design and ultimately implement the Cedar Main Street Plan. The general public's role is to participate in the planning process and to provide various forms of feedback.

The Role of the **Electoral Area Director** is to provide situational leadership throughout the community planning process by chairing, facilitating, and/or presenting at public events, and reporting to the RDN EAPC and Board on the process as required.

The Role of the **Electoral Area Planning Committee** is to review the Plan from a regional and sub-regional perspective and make recommendations to the RDN Board on the Plan as it proceeds through the bylaw adoption process.

The Role of **RDN Planning Staff** is to organize and provide technical support for the Project. This includes gathering and collating data, consulting with the public, producing and designing documents/consultation materials, and drafting the Plan and corresponding OCP amendment.

RESOURCES AND BUDGET

All of the work to gather and collate data, consult with the public, produce and design documents/consultation materials, and draft the Plan will be completed by RDN staff as outlined in the 2011 RDN budget.

The cost of hiring a consultant to conduct the proposed community design charrette is included in the 2011 RDN budget.

Close to one full-time staff equivalent and mapping resources will be assigned to the Project through to completion. The Community Planning Budget for 2011 includes funds to cover costs associated with the public consultation process, mailings, advertising, and rentals.

MONITORING PROGRESS ON THE PLAN

The Project will be considered successful if the resulting product is a feasible and buildable Plan, adopted as an amendment to the OCP, which has general support from the community and the other agencies and stakeholders involved. The degree of success of the Plan will be measured by the extent of its implementation over its lifespan.

Attachment No. 1



Terms of Reference

Electoral Area 'A' Cedar Main Street Design Project Technical Advisory Group

Background

The Regional District of Nanaimo (RDN) has initiated a village planning project in Electoral Area 'A', hereafter referred to as the Cedar Main Street Design Project (the Project). The purpose of the Project is to implement one of the recommendations of the new OCP by producing a detailed visual plan of the Cedar Main Street land use designation called the Cedar Main Street Plan (the Plan).

The desired outcome of the Project is the adoption of a feasible Plan which is supported by the community and will have a positive social, economic, and environmental impact on how the Plan Area grows and changes over time.

Role of the Technical Advisory Group

As a result of the technical, interjurisdictional, and interdisciplinary nature of the Project and the need to foster cooperation and participation, a group of key agencies and professionals is being assembled to provide advice. The role of the Technical Advisory Group (TAG) is to provide technical expertise which supports the planning Project and augments broad public participation to assist in the preparation of a feasible Plan.

Purpose

The purpose of the TAG is to participate directly and actively in the planning process as technical advisors on various interdisciplinary and interjurisdictional issues that arise out of the planning process. TAG is generally responsible for the following roles:

1. coordinating efforts between departments, jurisdictions, and disciplines to achieve the Cedar Main Street vision;
2. identifying limitations and obstacles that must be overcome to achieve the Cedar Main Street Vision;
3. responding and/or commenting on inquiries from RDN staff on various issues related to the creation and implementation of the Cedar Main Street Plan;
4. providing expertise and direction on how to overcome any of the obstacles identified in the planning process;
5. identifying opportunities for servicing, design, and or other efficiencies that may be achieved by working collaboratively;
6. collaborating on potential designs, solutions, and strategies; and,
7. actively seek solutions to complex technical issues related to design, transportation, servicing, etc.

Membership Composition

The TAG should include representatives from all agencies that have responsibilities related to managing land use, transportation, community water and sewer servicing, parks and recreation, and environmental protection. In addition, TAG should also include representatives who have knowledge in local market conditions and housing and commercial needs. The agencies/local governments that should be considered for the TAG include:

RDN	Staff responsible for community and regional planning, regional and community servicing, engineering, transit, parks and recreation, and administration.
City of Nanaimo	Staff with authority over treatment allocations and agreements for access and use of the Duke Point Pollution Control Centre.
Provincial Ministries	Ministry of Transportation and Infrastructure, Ministry of Environment, Ministry of Community, Sport and Cultural Development, and the Agricultural Land Commission.
School Districts	School District 68
First Nations	Snuneymuxw First Nation
North Cedar Improvement District	Staff responsible for water servicing, street lighting, and fire protection.
Other Agencies/Expertise	BC Housing, Emcon, Electoral Area resident.

Recruitment

RDN staff will request appropriate agency representatives to serve on the TAG by personal invitation based on the interest areas identified above.

Online Collaboration

Once the TAG is established, RDN staff will contact each TAG member to determine an appropriate form of online media to use for TAG communication. An online communication tool shall be selected that:

1. provides the ability to post questions and have TAG members respond in a forum which is visible to other TAG members;
2. allows users to post documents and graphics;
3. provides the ability to have online discussion;
4. is secure and provides a method for controlling access if required;
5. is accessible from any computer with internet access;
6. is simple and free to use; and,
7. is low or no cost to operate.

Except on rare occasions, TAG members will not be required to attend meetings in person. TAG members will be asked to frequently check in to whichever online media is used to respond to comments, ideas, and questions.

TAG Recommendations

Recommendations from the TAG shall be in the form of written recommendations recorded on line. RDN staff shall be responsible for sharing the recommendations with the Citizen's Group and the general public.

Attachment No. 2



Terms of Reference

**Electoral Area 'A' Cedar Main Street Design Project
Citizen's Advisory Group**

Background

The Regional District of Nanaimo (RDN) has initiated a village planning project in Electoral Area 'A', hereafter referred to as the Cedar Main Street Design Project (the Project). The purpose of the Project is to implement one of the recommendations of the new OCP by producing a detailed visual plan of the Cedar Main Street land use designation called the Cedar Main Street Plan (the Plan).

The desired outcome of the Project is the adoption of a feasible Plan which is supported by the community and will have a positive social, economic, and environmental impact on how the Plan Area grows and changes over time.

Role of the Citizen's Advisory Group

The role of the Citizen's Advisory Group (CAG) is to represent the community's interest in creating and guiding the Plan's goals, objectives, policies and implementation strategies. Specifically, the CAG will discuss and provide recommendations on various topics related to the Plan, in collaboration with RDN staff and the Technical Advisory Group that will compliment, not replace, broad public participation in the process.

Purpose

The purpose of the CAG is to participate directly and actively in the planning process. In addition, both as a group and as individual members, the CAG will be responsible for:

1. Identifying key issues relating to the community, future development, and growth management;
2. Sharing information about the Project with the community;
3. Reviewing and providing comments on the Technical Background Report to ensure that the information in the report is correct and complete and to identify additional issues and information that should be considered in the Project;
4. Identifying issues and questions from the community and bring them to the RDN;
5. Responding to ideas and proposals from the RDN prior to presenting them to the community;
6. Making non-binding recommendations to the RDN on various components of the draft Plan throughout the process;
7. Playing an active role in the multi-day collaborative community design charrette;
8. Assisting in the public consultation program, advertising, and scheduled events;

9. Reviewing and providing comments and recommendations on the draft Plan;
10. Reviewing and providing comments on any other issues of relevance to the Plan referred from the RDN or Technical Advisory Group;
11. Assisting RDN planning staff in identifying and evaluating potential alternatives to key issues relating to the community, future development, and growth management; and,
12. Providing information about the review process to the community and encouraging community involvement.

Membership Composition

1. The CAG will be comprised of a maximum of 12 members.
2. Member selection will strive to maintain a balance between social/cultural, economic, and environmental interests and expertise, and citizens at large. The Citizen's group is intended to include targeted representatives from the following key interest areas:
 - a. landscape or urban design professional – 1 member
 - b. affected business owners – maximum 3 members
 - c. affected property owners – maximum 3 members
 - d. residents at large – maximum 3 members
 - e. environmental protection – 1 member
 - f. social issues and housing – 1 member
3. Those selected for the group should reside, be employed, and/or own or have interest in property or business within the Plan Area. Residents at large could reside outside the Plan Area but must be familiar with that portion of Cedar Road that is the subject of the Project.
4. The Electoral Area Director or his/her alternate shall serve on the CAG as the Chair and a non-voting Ex Officio member and shall not be included towards the maximum number of members. Notwithstanding the above, the Chair may, at its discretion, step down as Chair and ask the CAG members to appoint a replacement Chair on either a temporary or permanent basis.

Recruitment

The Electoral Area Director, with the assistance of RDN staff, will recruit members to serve on the CAG by personal invitation based on the interest areas identified above and proximity to and interest in the study area. Staff will draw upon the network of organizations and community members who participated in the Electoral Area 'A' OCP review as well as local knowledge to attempt to fill each position. In doing so, staff are proposing the following techniques:

- a. in person and/or telephone conversations;
- b. addressed invitation letters; and,
- c. in the event that the above methods are unsuccessful in recruiting a broad range of members who represent a balance between all of the interests listed above, other methods of recruitment such as advertising in local newspapers, community bulletin boards, and the RDN website may be used.

Once a list of potential candidates is created, staff will present a report to the EAPC to consider appointment of the candidates to the group.

Meetings

Conduct

1. All meetings will be conducted in an orderly and business-like manner and will be advertised on the RDN website and open to the public.

2. The order of business will be indicated in an agenda which will be prepared by RDN staff in conjunction with the Chair. Any additions or changes in the prepared agenda may be requested by any member of the group and must be approved by a majority vote of the group members in attendance at the meeting.
3. All meetings shall commence at the stated time. The conduct of meetings shall enable members of the group to consider information presented, weigh evidence related thereto, and make informed recommendations.
4. Group members will respect the following rules of meeting conduct:
 - group discussion is important; and everyone should get a chance to speak;
 - provide honest, open opinions;
 - agree to disagree; consensus may not always be achieved; and,
 - promise to stay on track and on topic.

Meeting Frequency

Dates, times and places of the meetings will be established at the first meeting. Once established, notice of these meetings will be posted on the RDN website.

Procedure

1. The CAG will generally operate on a consensus basis. Consensus means there is substantial agreement where all group members work together to develop a recommendation which is acceptable by all members.
2. If consensus is not achieved, the Chair may ask for a show of hands to gauge the CAG's opinion on any particular issue. All positions will be taken in to account by the Electoral Area Director who will be responsible for working with RDN staff to make an informed decision.
3. Whichever members are in attendance at any particular meeting shall be considered a quorum for the purpose of soliciting input from the group and non-binding recommendations to the RDN. CAG members are strongly encouraged to attend all meetings.
4. The CAG is appointed by the Regional District Board, and reports to the Electoral Area Director who reserves the right to recommend to the Electoral Area Planning Committee amendments to the group's structure as required, the appointment of new members to the CAG, or the termination of group members. The reasons for any decision in these matters will be publicly stated.
5. The CAG shall endeavour to forward meeting minutes to the technical advisory group.
6. The CAG may hear delegations on issues being considered or on proposed content in the Plan.
7. Members of the CAG must declare their property interests at the on-set of the planning process.
8. RDN staff or consultants contracted to undertake parts of the Project will be available, as required, to explain the legislative and technical context which affects the Project, and the implications of proposals or recommendations made by the CAG.
9. Staff or consultants will also be responsible for drafting the Cedar Main Street Plan and corresponding OCP amendment.
10. As an Ex Officio member of the CAG, the Electoral Area Director or Alternate Director will provide background information, advice and direction. The Electoral Area Director or Alternate Director may participate in the discussion and debate but will not vote on motions. The Director may offer advice on how to resolve a problem or word a motion.
11. A secretary will be provided by the RDN to prepare agendas, take meeting notes, and distribute those notes to each member after the meetings.

12. The CAG has no authority to call public meetings, commit funds, enter into contracts, or represent the RDN.
13. The recommendations of the CAG shall be considered by the Electoral Area Director, but shall not be binding.

Meeting Notes

Verbatim minutes shall not be recorded, the RDN will prepare meeting notes for all meetings which highlight the major points and key results. The meeting notes shall be signed by the Chair and made available to the public and CAG members.

Delivery of Meeting Notes

Prior to a meeting a copy of the agenda with the previous meeting's notes attached will be delivered by email or be available for pick up from the RDN Planning Department. Copies of communications and other documents and exhibits, which are available and pertinent to the meeting, will also be available.

CAG members should become familiar with the agenda and supporting materials prior to the meeting, and shall obtain any additional information that may be necessary to participate in the meetings and make well-informed recommendations.

CAG Recommendations

Recommendations from the CAG shall be in the form of written recommendations recorded in the meeting notes.

Attendance at Meetings

Attendance at meetings will be encouraged for all members. In situations where a particular member cannot attend, the RDN will forward a copy of the meeting notes to that member. Each member is responsible for informing staff if they will be absent at the next meeting. Frequent non-attendance by a group member will be reviewed by the Electoral Area Director and may warrant a replacement being sought.

Meeting Facilitator

The Chair shall preside over all meetings, maintain order, and ensure the rules of the CAG are followed. An alternate chair may be selected by the members of the group in the event of an unexpected absence of the Chair.

Remuneration

1. Members of the CAG will serve without remuneration but the RDN will pay appropriate preapproved and necessary expenses that arise directly out of the performance of their duties as members of the CAG.
2. The RDN will cover necessary meeting expenses (room rental, meals, etc.) if applicable.
3. Secretarial services will be provided by the RDN.
4. Meeting locations will be decided by the CAG and coordinated by the RDN.