

**26th COUNCIL  
CITY OF NANAIMO  
2014 – 2018  
(December 18, 2014)**



# TODAY'S AGENDA

- Role of local government
- Roles and responsibilities
- Departmental overviews
- Strategic Plan
- Governance
- Core Review
- Topical issues
- Budget

# WHAT BUSINESS DOES COUNCIL WANT TO BE IN?

- WE ARE IN THE “SERVICE” BUSINESS
- STAFF ACTIONS DEFINE OUR SUCCESS
- 3/4 OF OUR BUDGET IS STAFFING ISSUES
- CLARITY IN MISSION, VISION AND VALUES DEFINES OUR MANDATE



# WHO ARE OUR CLIENTS/CUSTOMERS?

- PUBLIC?
- SERVICE CLUBS?
- DEVELOPERS?
- DISSENFRACTISED?
- THE WEALTHY?
- ENVIRONMENTALISTS?
- OTHER GOVERNMENTS?
- COMMUNITY PARTNERS?
- NEIGHBOURHOOD ASSOCIATIONS?
- SPECIAL INTEREST GROUPS?
- MEDIA?



# ALL THINGS TO ALL PEOPLE

Some things  
to all people

All things to  
all people

Some things  
to some  
people

All things to  
some people

# CORPORATE STRATEGIC PLAN

## “Your Voice, Our Nanaimo”

- The Corporate Strategic Plan was approved in July 2012
- Included a long term-term vision, philosophy along with 6 priorities
- **DOES THE STRATEGY SUPPORT THIS COUNCIL’S PRIORITIES?**

# WILL WE CHANGE DIRECTION?



## STRATEGY

- Corporate Strategic Plan?
- Core Review?

## COMMUNITY INPUT

- Public Engagement?
- Revised Committee Structure?

## NEW DIRECTION

- Alignment of Staff work plans to Council New Policy Direction?

Strategic Plan

OCP

Neighborhood  
Plans

Development  
Permits

Building  
Permits

**DECREASING PUBLIC INVOLVEMENT**

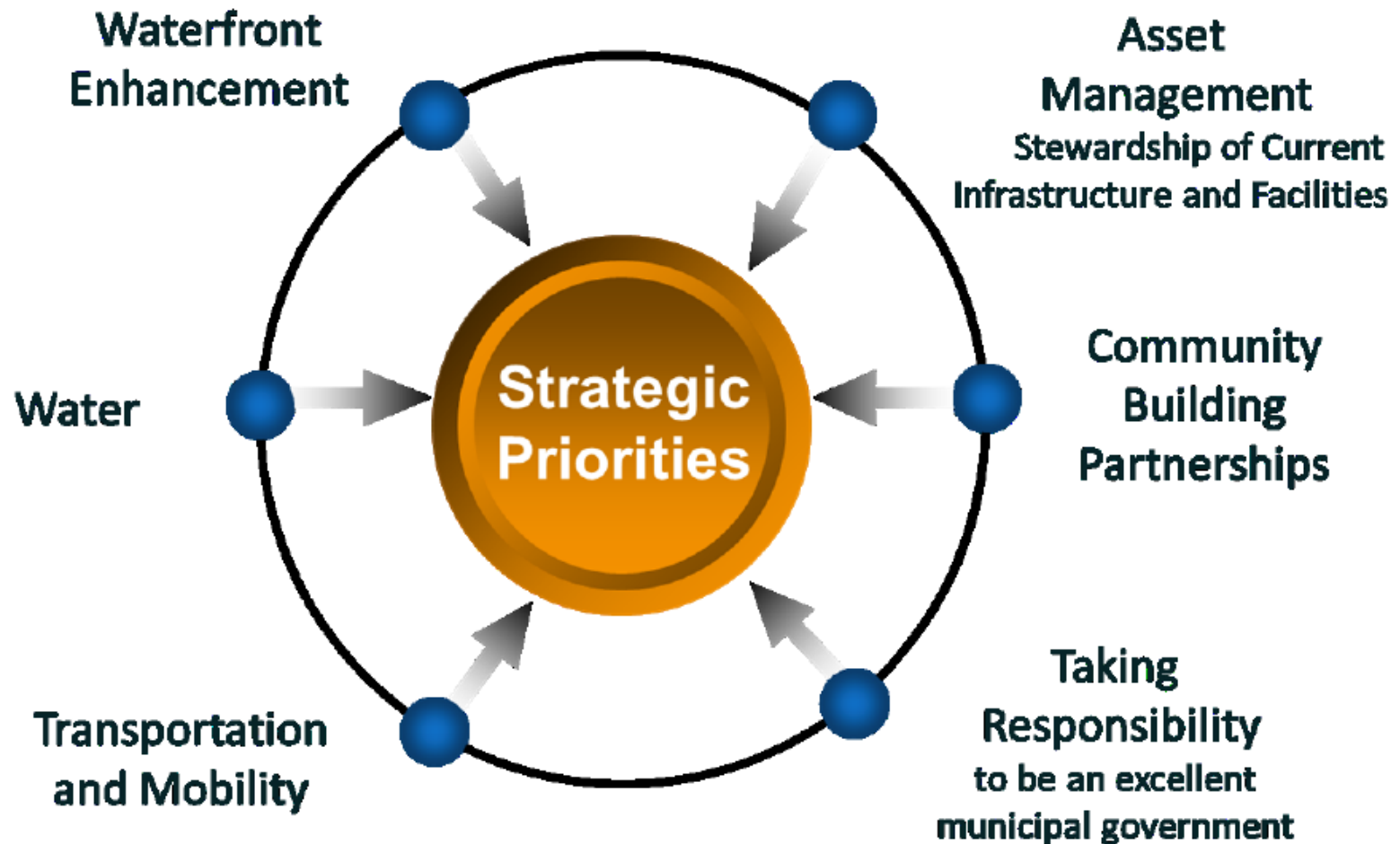


# CORPORATE STRATEGIC PLAN

## **“Your Voice, Our Nanaimo”**

- Council directed “enhanced” level of community engagement
- Council Steering Committee provided oversight
- involved the participation of about 4,500 people over a 6 month period
- The Corporate Strategic Plan was approved in July 2012
- Included a long term-term vision, philosophy along with 6 priorities
- Council receives quarterly reports on progress.

# Strategic Priorities – 2012-2015



# ASSET MANAGEMENT

- Asset Management Plan developed
- Incorporated into Financial Plan (1% per year in budget)
- Policy coming forward to Council for approval



# COMMUNITY BUILDING PARTNERSHIPS

- Nanaimo Social Health Network formed
- Partners in Chamber's "Inspire Nanaimo"
- Reviewed Municipal Role in Community Benefits Sector
- Team Nanaimo
- SD 68 Land swap

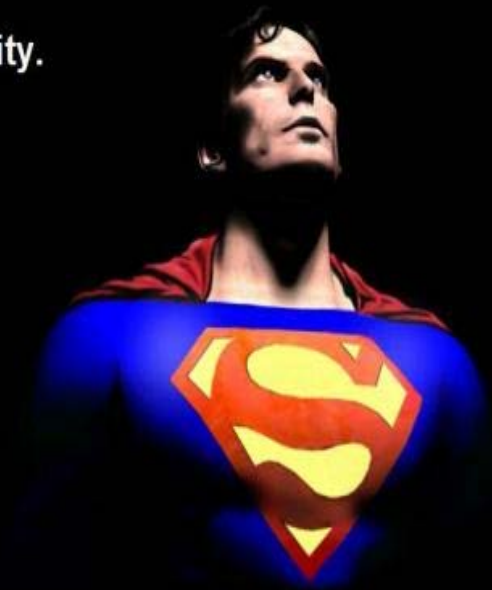


# TAKING RESPONSIBILITY

- Completed Governance Review
- Established Current Services Summary
- Aligned Balanced Scorecard with Strategic Plan
- Developed Communications Plan
- E-Town Hall Meetings established
- Report is coming to Council on Public Service Excellence Program
- Acted as Catalyst for investment in Nanaimo

With great power  
comes great responsibility.

- Batman



# TRANSPORTATION AND MOBILITY

- Completed Transportation Master Plan
- Working with other organizations on external connections
- Reviewing Development Cost Charge rates

## Transportation Mode Split Targets

Nanaimo Transportation Master Plan

Existing  
(2012)



88%



2.5%



1.1%

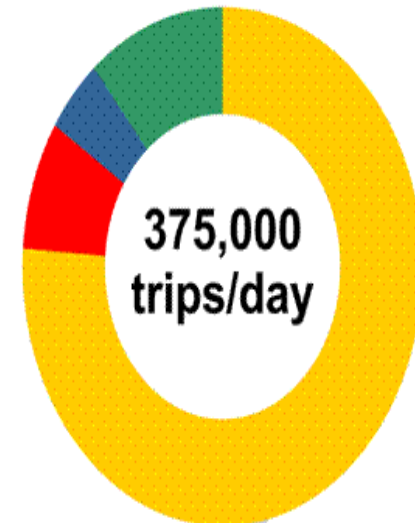


8.3%



250,000  
trips/day

Future Target  
(2041)



76%



8%



4%



12%

375,000  
trips/day

Population & Employment Growth 2011-41 = 50% Total More Trips



# WATER

- Water supply presentation has been to Protocol Agreement Working Group (PAWG)
- Water supply strategy coming to Council
- Water Conservation Strategy updated
- Blue Community initiative implemented
- Review of water rate structure and water billing information is upcoming



# WATERFRONT ENHANCEMENT

- South Downtown Waterfront Committee established
- Maffeo-Sutton Park and Georgia Park Improvement Plan coming to Council
- Construction on upgrade to Departure Bay section of waterfront trail to commence in 2015





# WATERFRONT ENHANCEMENT

- Walkway expansion in front of Nanaimo Yacht Club
- Walkway improvements in front of Hilton Hotel
- Business Plan for Newcastle Island to include options for improving access
- Walkway extension to Departure Bay

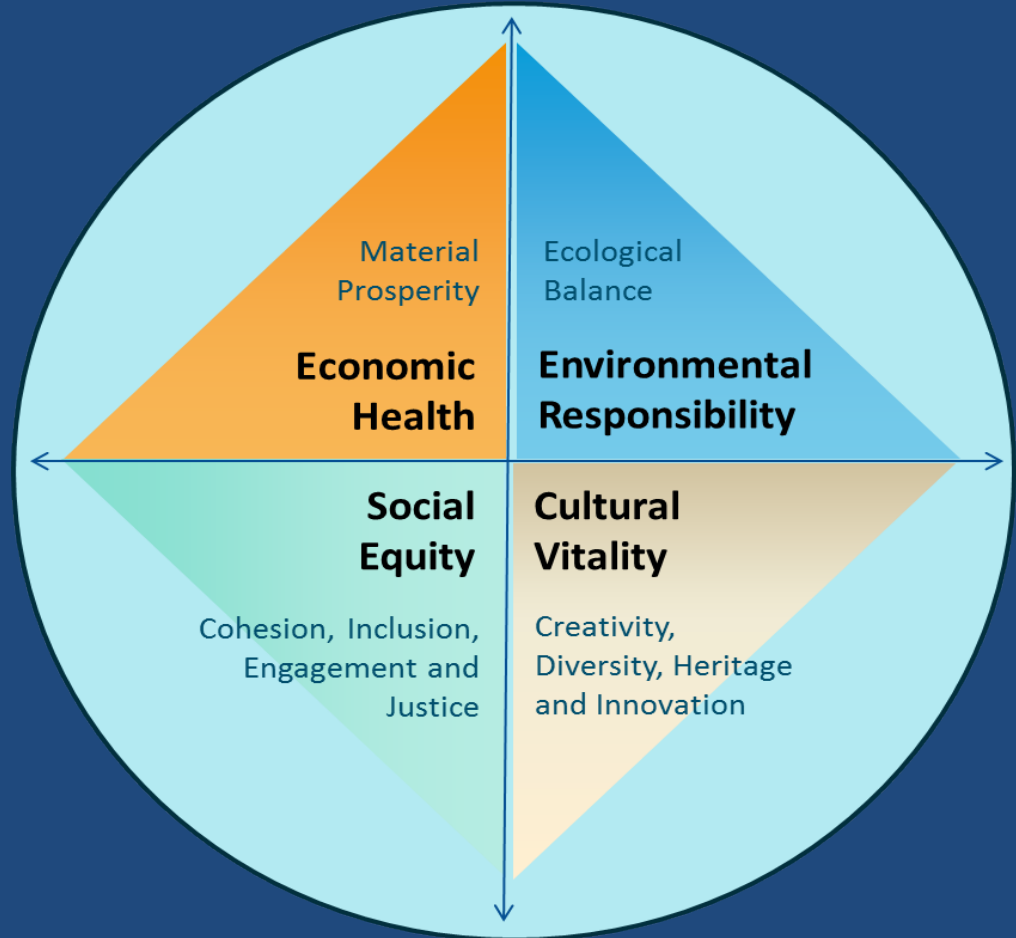


# PILLARS OF SUSTAINABILITY

In addition to the 6 strategic priorities Council endorsed 4 pillars of sustainability:

- **Economic Health**
- **Social Equity**
- **Environmental Responsibility**
- **Cultural Vitality**

Ongoing work in these areas, which is reported semi-annually to Council



# CORPORATE STRATEGIC PLAN

## NEXT STEPS:

- Early in 2015, Council will be asked to consider the process for development of the 2015-2020 Corporate Strategic Plan
- Council will need to consider where this fits with other Corporate priorities, ESPECIALLY, a Core Review

# WHAT IS GOVERNANCE?

- The process of exercising leadership by Council on behalf of the citizens
- Not meant to eliminate public input
- Not just about Roberts Rules
- Trust and confidence to the citizens about decision making
- Community engagement
- Strategic Planning
- Respectful debates
- Communication



# 'TRADITIONAL' DICHOTOMY

GOVERNANCE EFFECTIVENESS

Political  
Realm

COUNCIL

Set Direction

Make Decisions

Reflect Public Interest

Administrative  
Realm

STAFF

Implement Directions

Provide Information

Technical Knowledge

OPERATIONAL EFFICIENCY

# 'CONTEMPORARY' DICHOTOMY

GOVERNANCE EFFECTIVENESS

Political  
Realm

## COUNCIL

Set Direction  
Make Decisions  
Reflect Public Interest

Administrative  
Realm

## STAFF

Implement Directions  
Provide Information  
Technical Knowledge

## CAO

Translate Direction  
Provide Advice  
Managerial Expertise

Political/  
Administrative  
Interface

Organizational  
Effectiveness/  
Efficiency

OPERATIONAL EFFICIENCY

# GOVERNANCE REVIEW

- Initiative identified through strategic planning process (“Taking Responsibility”).
- Established Steering Committee to oversee process.
- Engaged consultant who conducted interviews and reviewed documents.
- Summary Report, dated June 2013, contains 59 recommendations.
- Steering Committee identified priority level and time-lines for recommendations.
- Council approved implementation plan.

# **GOVERNANCE REVIEW**

- 1. Clarify roles and responsibilities**
- 2. Review and update committee structure**
- 3. Develop Council-Staff Communications Protocol**
- 4. Strengthen Council-Staff alignment**
- 5. Enhance effectiveness of Council meetings**
- 6. Adopt a Code of Conduct**



# GOVERNANCE REVIEW

- 7. Adopt written frameworks for Strategic Planning, Financial Stewardship, Risk Oversight and Leadership Development**
- 8. Establish agreed-upon behaviors for Council members and senior staff**
- 9. Provide for more regular reporting on Financial and other key measures; including review of City Manager performance management process and consideration of an internal audit function**

# GOVERNANCE REVIEW

- **Next Steps:**
  - Mayor and Council declarations
  - Committee Structure?
  - Procedures Bylaw?

**OR**

**CORE REVIEW?**



# WHAT IS A CORE REVIEW?

- **Different things to different people**

- Can be done to separate legislative services
- Can be done in effort to save money (i.e. Penticton)
- Can be done to improve processing (i.e. Vancouver, Regina)
- Can be done to realign organizational structure
- Can be done to find new efficiencies and increase value for money
- Can be done as a financial “report card” to evaluate the City’s financial status
- Can be done to evaluate the current staffing levels of both union and management

# WILL WE CHANGE DIRECTION?



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- Corporate Strategic Plan?
- Core Review?

## COMMUNITY INPUT

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- Revised Committee Structure?

## NEW DIRECTION

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# CORE REVIEW CONSIDERATIONS

- Nanaimo's financial situation
- Union contract language will make it challenging to make service level shifts
- Last year's Service level budget review did not result in service reductions
- Organizational disruption
- Cost \$50,000 - \$350,000 + ?

# TOPICAL ISSUES



# COLLIERY DAMS

History

Current Status

- Council direction is to review flow rates and alternate swale option

Next Steps

- Seek Council direction





Printed Dec 08 2014

## Colliery Dams Restoration



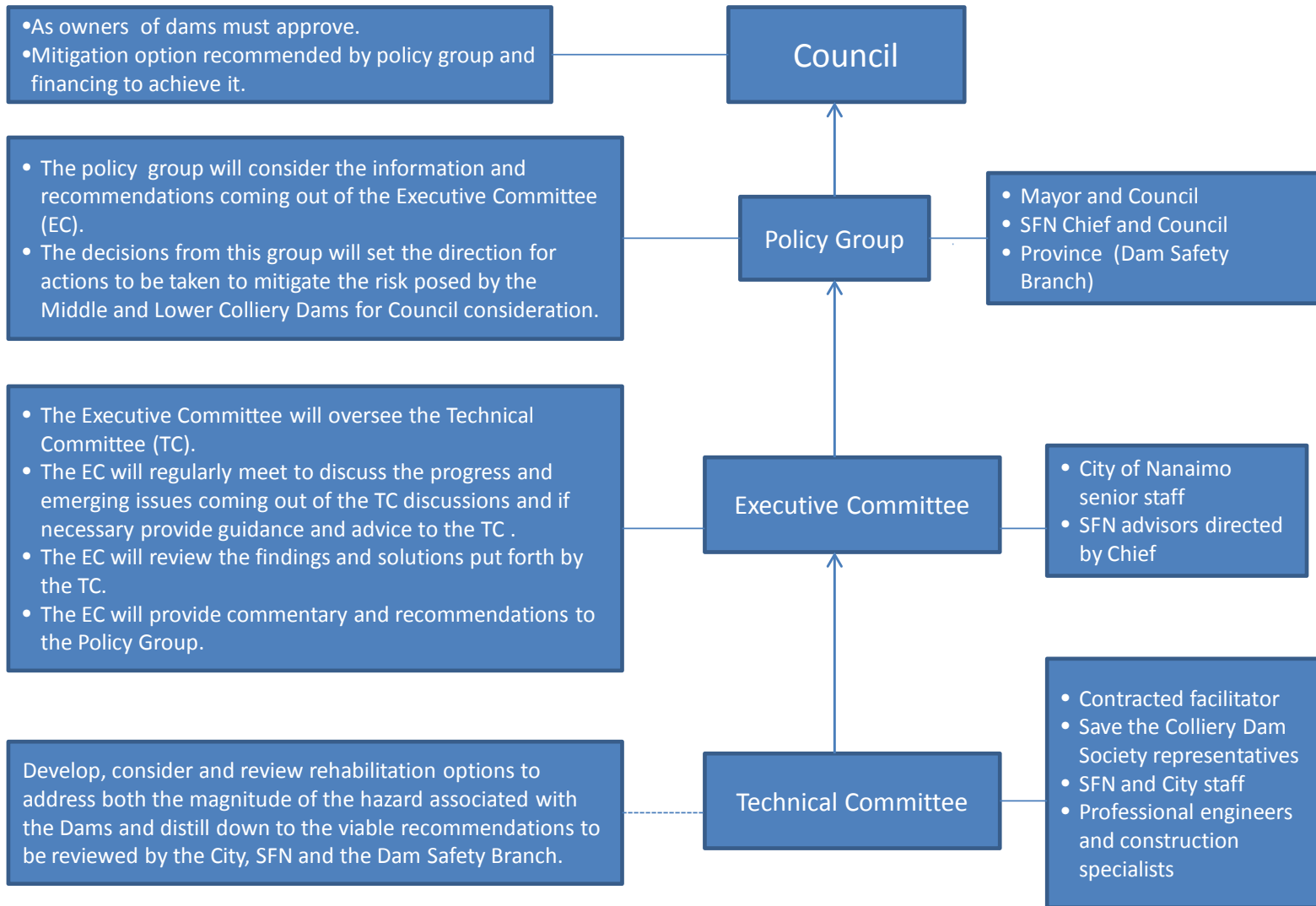
# Lower Dam







# Long-Term Mitigation Processing Structure



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# Next Steps

Is there a risk?

- public safety, property damage, environment, fishery

Key Issues:

• safety	• provincial regulations (DSS)
• cost/budget	• Snuneymuxw (SFN)
• engineers studies (5)	• asset management
• risk assessment	• liability

Classification:

- *Extreme, Very High, High* (Report from Golder)

# Options

## 1. Remediation Options for the Lower Dam:

- overtopping - \$7.2 million
- deepen spillway - \$8.1 million
- alternate swale - \$ \_\_\_\_\_? \_\_\_\_\_

## 2. Cancel/delay remediation

## 3. Signage

## 4. Schedule for decision



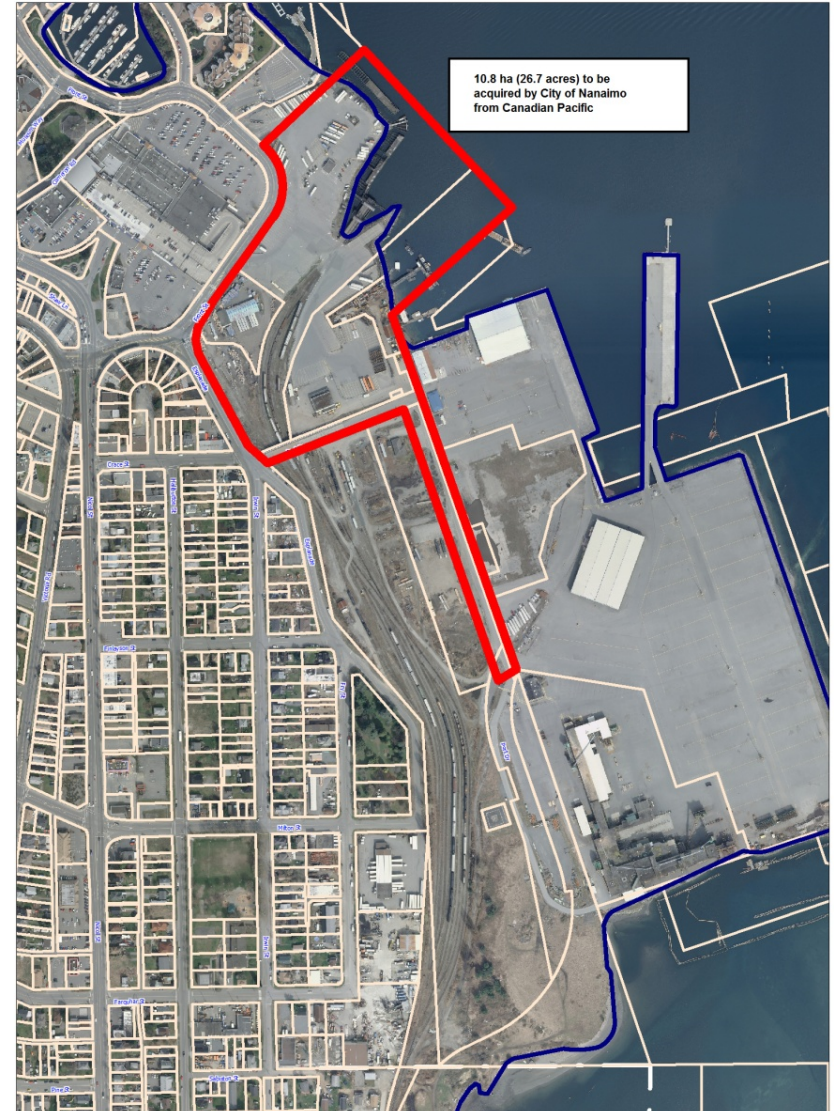
# WELLCOX LAND PURCHASE





# Purchase Summary

- 10.82 ha (26.7 acres)  
Land and Water
- Acquisition Price:  
\$3,400,000
- Acquired Property  
on March 29, 2013



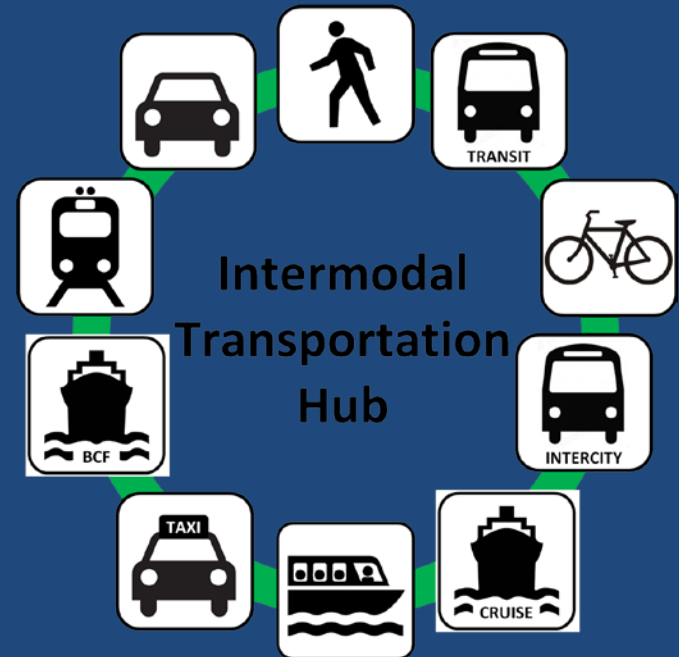
# Acquisition Rationale

- Waterfront Access
- Multi-Modal Transportation Hub
- Comprehensive Master Plan
- Long Term Hold
- Need to secure public access
- Complex issues associated with access and tenure
- Island Ferry Service proposal



# Multi-Modal Transportation Hub

- Partnership between RDN and City
- Central location for multiple modes of transportation in the downtown core
- VIA Rail, intercity bus, cruise, fast ferry, transit, bike, pedestrians, heli jet



# Securing Access to Working Waterfront

- Existing Trestle requires \$30,000-\$45,000 – annual maintenance
- Rapid Deterioration – Replace by 2016 - Cost to replace \$3.7 to \$5 million
- Alternative Option - Dedicate Front Street through the Seaspan Right of Way area:
  - Cost \$3 million includes \$1 million to distinguish the right of way for the road and \$2 million to construct the road and utilities.
  - Long term access to the site would be secured.

# WELLCOX DEVELOPMENT COSTS

- **Costs so far:**

- \$3,400,000 Initial Acquisition Costs (March 27, 2013)
- \$70,000 South Downtown Waterfront Initiative (2013)
- \$500,000 Demolition of Island Pallet (Nov 2014)
- \$100,000 Servicing of Island Ferries Lease Area (Dec 2014)
- \$230,000 Detailed Site Investigation (2014) (\$115,000 Grant from FCM)
- 

- **Costs next year:**

- \$400,000 Demolition of Former CP Ferry Dock
- \$210 Detailed Risk Assessment & Ministry Releases (\$60,000 Grant from FCM)
- \$20,000 Trestle Assessment
- \$100,000 Detailed Master Plan
- \$20,000 for an Archaeological Assessment
- \$200,000 for Trestle Study/Front St Extension
-

# Other Costs:

- **Compensation to Seaspán for ROW acquisition**  
**Construction of Front Street Connector Acquisition of the Bowtie property from NPA**
- 
- **Other facts:**
- **Working with Seaspán to create a MOU outlining their departure in late 2016.**
- **Seaspán/Southern Rail will retain a portion of the right of way.**
- **Anticipate around 10 acres of marketable land by end of 2016.**

# Alternate Waterfront Access





# South Downtown Waterfront Lands

Lease and Licence  
to IFSL

Future Road

Demolition of pallet building

Seaspan  
ROW

ICF

Trestle

Fry St.

Esplanade

Irwin St

Haliburton St

5th Ave

Esplanade



# Island Ferries Services LTD Lease

- Lease agreement and preparation of site for Island Ferry Services foot passenger terminal.







VIEW FROM SOUTHWEST



VIEW FROM NORTHWEST



VIEW FROM NORTH



VIEW FROM SOUTHEAST



INTERIOR OF WAITING ROOM

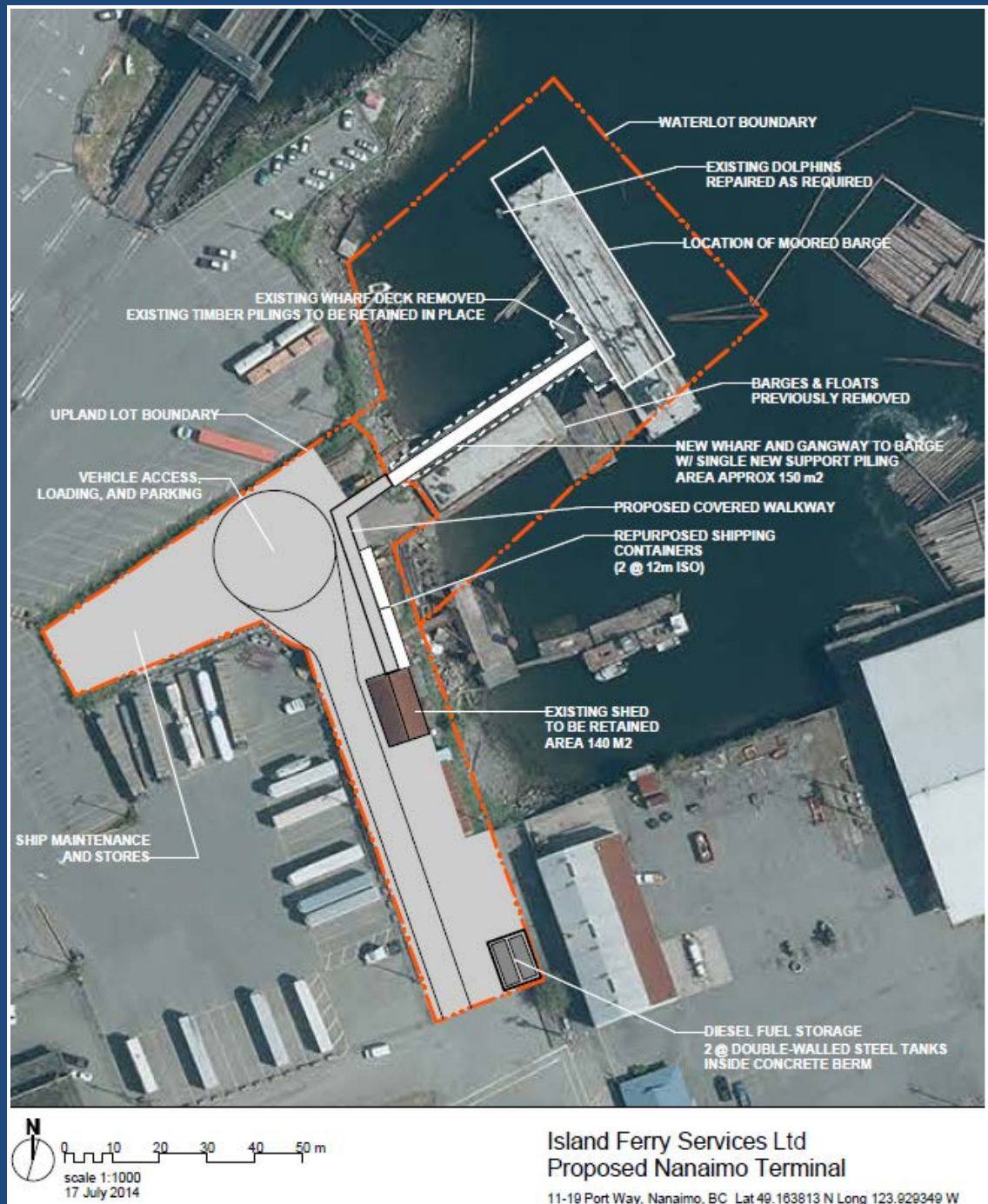


VIEW TO WEST FROM DOCK RAMP



- ## Economic Impact :
- Job Creation
  - Taxation
  - Investment
  - Direct/Indirect Benefits

# Island Ferry Services Ltd.





# Rezoning Highlights

## Hilton Hotel, Front Street

- To construct a hotel containing 303 rooms. The proposed building is 32 storeys from Front Street including a six-storey mid-rise component, on a two-storey podium.



# Major Projects with Active Development Permits

## Conference Centre Hotel, 100 Gordon Street

- A 21-storey, 240-suite hotel with 14 commercial units.





# LESSONS LEARNED?

- Minimize surprises
- Communicate equally and effectively
- The public expects to observe government openly
- Consistency
- Responsiveness
- Accountability
- Don't act in haste
- Two sides to every story
- All things to all people is not financially sustainable



# ISSUES CAN BE DIVISIVE



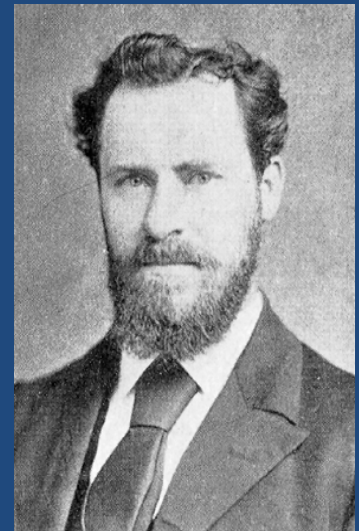
# MANY UNKNOWNNS





*“He trusted that in their deliberations they would treat each other with courtesy and forbearance, work together in harmony, and as, there was a great deal of business to be done, .....he hoped that each member of council would .....aid in forming and bringing to a satisfactory issue, the different matters that would come before them. He advocated economy in the expenditure of the city Revenue and urged the desirability of being mild with taxation.”*

**Mark Bate,  
First Mayor of Nanaimo,  
First meeting of the Municipality of Nanaimo  
January 22, 1875**



# QUESTIONS?

