



**AGENDA**  
**REGULAR COMMITTEE OF THE WHOLE MEETING**

Monday, January 28, 2019, 4:30 P.M.  
SHAW AUDITORIUM, VANCOUVER ISLAND CONFERENCE CENTRE  
80 COMMERCIAL STREET, NANAIMO, BC

	Pages
<b>1. CALL TO ORDER:</b>	
<b>2. INTRODUCTION OF LATE ITEMS:</b>	
<b>3. APPROVAL OF THE AGENDA:</b>	
<b>4. ADOPTION OF THE MINUTES:</b>	
a. <u>Minutes</u>	4 - 8
Minutes of the Special Committee of the Whole Meeting held in the Boardroom, Service and Resource Centre, 411 Dunsmuir Street, Nanaimo, BC, on Monday, 2019-JAN-07 at 1:00 p.m.	
b. <u>Minutes</u>	9 - 10
Minutes of the Special Committee of the Whole Meeting held in the Douglas Rispin Room, Vancouver Island Conference Centre, 80 Commercial Street, Nanaimo, BC, on Monday, 2019-JAN-14 at 1:00 p.m.	
c. <u>Minutes</u>	11 - 17
Minutes of the Special Committee of the Whole Meeting held in the Boardroom, Service and Resource Centre, 411 Dunsmuir Street, Nanaimo, BC, on Friday, 2018-JAN-18 at 9:00 a.m.	
<b>5. PRESENTATIONS:</b>	
<b>6. DELEGATIONS:</b>	
a. <u>Delegation from Paul Chapman, Acting Executive Director, Nanaimo and Area Land Trust, regarding the upcoming Water Stewardship in a Changing Climate Symposium</u>	18
Paul Chapman, Acting Executive Director, Nanaimo and Area Land Trust, to inform Council of some upcoming opportunities to learn about stream	

stewardship and streams as eco-assets at a Water Stewardship in a Changing Climate Symposium on April 2, 3 and 4, 2019.

- b. Delegation from Dennis McMahon regarding the Nanaimo Arts Community 19
- Dennis McMahon to provide Council with a verbal presentation regarding the need for suitable and affordable space for the Nanaimo Arts Community and designation of 580 Fitzwilliam Street as the location for a future Nanaimo Centre for the Creative Arts.
- c. Delegation from Angela Wood regarding Safety Concerns at Beban Park and Park Watch 20
- Angela Wood, Todd Vass and Michelle Corfield, to provide Council with findings and recommendations regarding safety concerns at Beban Park that were gathered by various community members who created a public group called "Park Watch".
- d. Delegation from Ken Clark regarding Crime and Safety in Nanaimo Neighbourhoods. 21
- Ken Clark to provide Council with a verbal presentation regarding the severity of crime in the neighbourhoods of Nanaimo.
- e. Delegation from Holden Southward regarding City of Nanaimo Property Taxes 22
- Holden Southward to provide Council with practical ways to reduce the City of Nanaimo property taxes by 25%.

## 7. REPORTS:

- a. Public Engagement Pilot Program Session Four 23 - 44
- To be introduced by Sky Snelgrove, Deputy Corporate Officer.
- Purpose: To provide Council with a review of the Public Engagement Pilot Program's fourth and final session.*
- Recommendation: That the report "Public Engagement Pilot Program Session Four", dated 2019-JAN-28, be received for information.
- b. Public Engagement Pilot Program - Final Report 45 - 62
- To be introduced by Sky Snelgrove, Deputy Corporate Officer.
- Purpose: To present to Council the Community Engagement Task Force's final report of the Public Engagement Pilot Program and the total cost for the pilot program.*

Presentation:

1. Nancy Mitchell, member, Community Engagement Task Force to provide Council with a verbal presentation regarding the Community Engagement Task Force Final Report.

Recommendation: That the Public Engagement Pilot Program – Final Report dated 2019-JAN-28 be received for information.

c. Code of Conduct

63 - 68

To be introduced by John Van Horne, Director, Human Resources.

*Purpose: To present Council with a draft revised Code of Conduct and a draft sign-off document for consideration.*

Recommendation: That the Committee of the Whole recommend that Council adopt the attached Code of Conduct and sign the accompanying declaration at the next regular meeting of Council.

8. **CORRESPONDENCE:**
9. **OTHER BUSINESS:**
10. **QUESTION PERIOD:**
11. **ADJOURNMENT:**

**MINUTES**  
SPECIAL COMMITTEE OF THE WHOLE MEETING  
BOARDROOM, SERVICE AND RESOURCE CENTRE,  
411 DUNSMUIR STREET, NANAIMO, BC  
MONDAY, 2019-JAN-07 AT 1:00 P.M.

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Present: Mayor L. Krog  
Councillor D. Bonner  
Councillor T. Brown  
Councillor Geselbracht (arrived 1:19 p.m.)  
Councillor E. Hemmens  
Councillor Z. Maartman  
Councillor I. W. Thorpe

Absent: Councillor S. D. Armstrong  
Councillor J. Turley

Staff: J. Rudolph, Chief Administrative Officer  
R. J. Harding, Director of Parks and Recreation (arrived 1:15 p.m., vacated 1:50 p.m., entered 2:10 p.m.)  
D. Lindsay, Director of Community Development (vacated 1:50 p.m., entered 2:10 p.m.)  
B. Sims, Director of Engineering and Public Works (arrived 2:29 p.m.)  
J. Van Horne, Director of Human Resources (vacated 1:50 p.m.)  
K. Fry, Fire Chief (arrived 3:52 p.m.)  
S. Gurrie, City Clerk (vacated 1:54 p.m., entered 2:10 p.m.)  
S. Snelgrove, Steno Coordinator (vacated 1:50 p.m., entered 2:10 p.m., vacated 4:20 p.m.)  
K. Gerard, Recording Secretary (vacated 1:50 p.m., entered 2:10 p.m., vacated 4:20 p.m.)

1. CALL THE SPECIAL COMMITTEE OF THE WHOLE MEETING TO ORDER:

The Special Committee of the Whole Meeting was called to order at 1:02 p.m.

2. APPROVAL OF AGENDA:

It was moved and seconded that the Agenda be adopted. The motion carried unanimously.

3. REPORTS:

(a) Council Code of Conduct 1:00 p.m. - 2:00 p.m.

John Van Horne, Director of Human Resources, provided Council with an overview and update of the proposed Council Code of Conduct. Mr. Van Horne requested that Council provide direction to Staff regarding the creation of a City of Nanaimo Council Code of Conduct.

R. Harding entered the Boardroom at 1:15 p.m.

Committee of the Whole discussion took place regarding:

- The importance of the Code of Conduct to Council and the public
- Examples from other local governments and the Union of British Columbia Municipalities that could be used as a template for the City of Nanaimo
- Creating the Code of Conduct as a bylaw type document vs. policy document
- Once the Code of Conduct is created and adopted regular reviews should be scheduled
- Code of Conduct should be written in plain language
- Repercussions and/or disciplinary action if a member of Council does not follow the Code of Conduct and who decides if a member is in non-compliance
- Third party intervention is important for any action taken against a member of Council

Councillor Geselbracht entered the Boardroom at 1:19 p.m.

Committee of the Whole discussion continued regarding:

- Sanctioning process and breaches of the Code of Conduct
- Code of Conduct should be signed at a public signing ceremony to show the public Council's commitment regarding behavior and respect
- Both the the Prince George Code of Conduct and the Union of British Columbia model are good examples that the City could use to create a Code of Conduct
- Signing document could state that Council recognizes that it is an honour and privilege to serve on this council
- Senior staff should have input and be able to review the document
- Consider a motion from Council regarding writing a letter to the Union of British Columbia Municipalities that the City of Nanaimo supports and appreciates their work

Jake Rudolph, Chief Administrative Officer, and John Van Horne, Director of Human Resources, summarized Council wishes and stated that Council has agreed to the following:

- City of Nanaimo Code of Conduct will include format and language taken from the Prince George Code of Conduct and the Union of British Columbia Code of Conduct model
- The Code of Conduct will include an executive summary that will summarize the Code of Conduct for Council and the public and will be signed, publically, at a future Council meeting
- Staff will return to a future Committee of the Whole meeting with a draft Code of Conduct for review

D. Lindsay, R. Harding and J. Van Horne vacated the Boardroom at 1:50 p.m.  
K. Gerard and S. Snelgrove vacated the Boardroom at 1:52 p.m.

4. PROCEDURAL MOTION TO PROCEED IN CAMERA:

It was moved and seconded that the meeting be closed to the public in order to deal with agenda items under the *Community Charter*:

Section 90(1) A part of a Council meeting may be closed to the public if the subject matter being considered relates to or is one or more of the following:

- (n) the consideration of whether a Council meeting should be closed under a provision of this subsection or subsection (2).

The motion carried unanimously.

The Committee of the Whole moved “In Camera” at 1:53 p.m.

The Committee of the Whole moved out of “In Camera” at 1:54 p.m., and reconvened the open meeting.

4. PROCEDURAL MOTION TO PROCEED IN CAMERA (continued):

It was moved and seconded that the meeting be closed to the public in order to deal with agenda items under the *Community Charter*:

Section 90(1) A part of a Council meeting may be closed to the public if the subject matter being considered relates to or is one or more of the following:

- (a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality;
- (d) the security of property of the municipality; and,
- (g) litigation or potential litigation affecting the municipality.

The motion carried unanimously.

S. Gurrie vacated the Boardroom at 1:54 p.m.

The Committee of the Whole moved “In Camera” at 1:55 p.m.

The Committee of the Whole reconvened at 2:10 p.m.

K. Gerard, S. Gurrie, R. Harding, D. Lindsay and S. Snelgrove returned to the Boardroom at 2:10 p.m.

B. Sims entered the Boardroom at 2:29 p.m.

3. REPORTS: (continued)

(b) Committee Structure 2:00 p.m. - 4:00 p.m.

Introduced by Sheila Gurrie, City Clerk.

Presentation:

George Cuff, George B. Cuff & Associates, joined the meeting electronically and reviewed Attachment E, "Governance Template" from the report titled "Committee Structure", as follows:

- Options for different governance models and suggestions for committee structures
- Advantages of implementing a Governance and Priorities Committee (GPC) as well as an Agenda's Committee
- GPC and Agenda's committees need a clear mandate
- GPC meetings allow for full and wholesome discussion on high priority items
- At GPC meetings, delegations, community representatives, guest speakers and Staff, are given more time to speak and Council can debate and ask questions of the delegations for a longer period of time
- Updates and "for information only" reports should be under the Consent Items heading the on Regular Council agenda
- GPC's are structured around key items throughout the year but new items can be added
- Summary of items from the GPC discussion are presented at Regular Council meetings and members have the option to debate again but majority of debate should be done at the GPC meeting
- Round table discussions where the public is invited have been very successful
- Following a round table a report goes to a GPC meeting for discussion and recommendations then to Council to be voted on

G. Cuff disconnected at 3:14 p.m.

Council discussion included:

- Difference between a well-functioning Committee of the Whole and the Governance and Priorities Committee
- Committees could branch off of the GPC and recommendations would then go to Council
- Debate items in front of the public, live-streamed, at Regular Council meetings and debate at the GPC meeting
- Suggestion that the Agenda's Committee reviews items and recommends if they should go to the GPC or to a Regular Council meeting
- Terms of Reference and mandate of Committees needs be clear, concise and easily understood
- Selecting committees before or after the Strategic Plan has been created
- Items that have been identified in the Strategic Plan could be the catalyst for the creation of committees
- Committee recommendation approval process

K. Fry entered the Boardroom at 3:52 p.m.

It was moved and seconded that the Committee of the Whole recommend that the Committee Structure report dated 2019-JAN-07 be received for information. The motion carried unanimously.

5. QUESTION PERIOD:

- Dennis McMahon re: Agenda Item 4(a) – Code of Conduct and Agenda Item 4(b) – Committee Structure and asked if a Code of Conduct vision statement will be created.

The Committee of the Whole moved “In Camera” at 4:02 p.m.

The Committee of the Whole moved out of “In Camera” at 4:32 p.m.

6. ADJOURNMENT:

It was moved and seconded at 4:32 p.m. that the meeting terminate. The motion carried unanimously.

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C H A I R

CERTIFIED CORRECT:

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CORPORATE OFFICER



**MINUTES**  
SPECIAL COMMITTEE OF THE WHOLE MEETING  
DOUGLAS RISPIN ROOM, VANCOUVER ISLAND CONFERENCE CENTRE,  
80 COMMERCIAL STREET, NANAIMO, BC  
MONDAY, 2019-JAN-14 AT 1:00 P.M. – 4:00 P.M.

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Present: Mayor L. Krog  
Councillor S. D. Armstrong  
Councillor D. Bonner  
Councillor T. Brown  
Councillor B. Geselbracht  
Councillor E. Hemmens  
Councillor Z. Maartman  
Councillor I. W. Thorpe

Absent: Councillor J. Turley

Staff: J. Rudolph, Chief Administrative Officer  
R. J. Harding, Director of Parks and Recreation  
D. Lindsay, Director of Community Development  
B. Sims, Director of Engineering and Public Works  
B. Corsan, Deputy Director of Community Development  
K. Fry, Fire Chief  
S. Gurrie, City Clerk  
J. Vanderhoef, Recording Secretary

1. CALL THE SPECIAL MEETING TO ORDER:

The Special Committee of the Whole Meeting was called to order at 1:02 p.m.

2. INTRODUCTION OF LATE ITEMS:

(a) Agenda Item 4 – Procedural Motion – Add *Community Charter* Section 90(1):

(a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality.

It was moved and seconded that *Community Charter* Section 90(1)(a) be added to Agenda Item 4 - Procedural Motion. The motion carried unanimously.

3. APPROVAL OF AGENDA:

It was moved and seconded that the Agenda, as amended, be adopted. The motion carried unanimously.

4. PROCEDURAL MOTION:

It was moved and seconded that the meeting be closed to the public in order to deal with agenda items under the *Community Charter* Section 90(1):

- (a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality;
- (e) the acquisition, disposition or expropriation of land or improvements, if the Council considers that disclosure could reasonably be expected to harm the interests of the municipality;
- (k) negotiations and related discussions respecting the proposed provision of a municipal service that are at their preliminary stages and that, in the view of the Council, could reasonably be expected to harm the interests of the municipality if they were held in public; and,

Section 90(2):

- (b) the consideration of information received and held in confidence relating to negotiations between the municipality and a provincial government or the federal government or both, or between a provincial government or the federal government or both and a third party.

The motion carried unanimously.

Committee of the Whole moved into "In Camera" at 1:03 p.m.  
Committee of the Whole moved out of "In Camera" at 4:28 p.m.

5. ADJOURNMENT:

It was moved and seconded at 4:28 p.m. that the meeting terminate. The motion carried unanimously.

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CHAIR

CERTIFIED CORRECT:

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CORPORATE OFFICER

**MINUTES**  
SPECIAL COMMITTEE OF THE WHOLE MEETING  
BOARDROOM, SERVICE AND RESOURCE CENTRE  
411 DUNSMUIR STREET, NANAIMO, BC  
FRIDAY, 2018-JAN-18 AT 9:00 A.M.

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Present: Mayor L. Krog  
Councillor S. D. Armstrong  
Councillor D. Bonner  
Councillor T. Brown  
Councillor B. Geselbracht  
Councillor E. Hemmens  
Councillor Z. Maartman  
Councillor I. W. Thorpe

Absent: Councillor J. Turley

Staff: J. Rudolph, Chief Administrative Officer  
R. J. Harding, Director of Parks and Recreation  
D. Lindsay, Director of Community Development  
B. Sims, Director of Engineering and Public Works  
J. Van Horne, Director of Human Resources  
L. Fletcher, Inspector, Nanaimo RCMP (vacated 12:20 p.m.)  
K. Fry, Fire Chief  
L. Mercer, Acting Director of Financial Services  
J. Elliot, Senior Manager of Public Works (entered 9:12 a.m., vacated 11:04 a.m.)  
D. Thompson, Acting Manager, Sani, Recycling, and Public Works Admin (entered 9:12 a.m., vacated 11:04 a.m.)  
P. Rosen, Senior Manager of Engineering (vacated at 12:05 p.m.)  
G. de Boeck, Senior Client Support Specialist (entered 12:41 p.m., vacated 12:42 p.m.)  
N. Sponaule, Legislative Services Clerk  
S. Gurrie, City Clerk  
S. Snelgrove, Recording Secretary  
G. Whitters, Recording Secretary (vacated 12:05 p.m.)

1. CALL THE REGULAR MEETING TO ORDER:

The Regular Committee of the Whole Meeting was called to order at 9:00 a.m.

S. Snelgrove vacated the Boardroom at 9:01 a.m.

2. INTRODUCTION OF LATE ITEMS:

(a) Add Agenda Item 7 – Procedural Motion

3. APPROVAL OF AGENDA:

It was moved and seconded that the Agenda, as amended, be adopted. The motion carried unanimously.

4. ADOPTION OF MINUTES:

It was moved and seconded that the Minutes of the Special Committee of the Whole Meeting held in the Shaw Auditorium, 80 Commercial Street, Nanaimo, BC on Monday, 2018-DEC-17 at 1:00 p.m. be adopted as circulated. The motion carried unanimously.

5. PRESENTATIONS:

(a) Strategic Planning Session with Tracey Lorenson, Paragon Strategic Services Ltd.

Introduced by Jake Rudolph, Chief Administrative Officer.

J. Elliot and D. Thompson entered the Boardroom at 9:12 a.m.

Tracey Lorenson, Paragon Strategic Services Ltd., outlined the purpose and elements of a Strategic Plan.

Committee discussion took place regarding the following:

- Frustrations around previous strategic planning processes
- Public expectations
- Management's support of Council
- Increasing good news stories
- Common issues and concerns heard during the campaign period included:
  - Governance
  - Public Safety, homelessness and housing
  - Environment
  - Community engagement
  - Relationships
  - Economic development
  - Transportation
  - Arts and culture
  - Protection of green spaces and recreational facilities
  - Waste management
  - Downtown and waterfront development

The Committee of the Whole broke into groups to discuss which stakeholders have expectations of the City.

Committee discussion continued regarding the following:

- Responsibility to the community
- Improving level of service
- Response times to public's concerns and where to direct them

The Special Committee of the Whole Meeting recessed at 10:10 a.m.  
The Special Committee of the Whole Meeting reconvened at 10:26 a.m.

Committee discussion took place regarding the definition of good governance and what makes Nanaimo unique which included:

- Bathtub race
- Location, size and spread of the City
- Amenities
- Social services
- Active deep water sea port
- Economy heavily dependant on development
- High crime rates
- High poverty

J. Elliot and D. Thompson, vacated the Boardroom at 11:04 a.m.  
Councillor Brown vacated the Boardroom at 11:09 a.m.

The Committee of the Whole discussed efficiency of meetings, community engagement, collaboration, and predictability & clarity of policies to improve certainty for investors.

Councillor Brown returned to the Boardroom at 11:20 a.m.  
J. Van Horne vacated the Boardroom at 11:31 a.m.  
Councillor Armstrong vacated the Boardroom at 11:33 a.m.  
Councillor Armstrong returned to the Boardroom at 11:40 a.m.  
J. Van Horne returned to the Boardroom at 11:40 a.m.

Committee discussion took place regarding management excellence, customer service and community engagement which included the following:

- Creating and optimizing a system to acquire feedback from the community
- Harnessing talent in the community
- Clarity of agendas
- Developing an engagement strategy
- The role of committees
- Creating clear terms of reference for all committees
- First Nations engagement
- Facilitating and improving conversations between Council, the public and Staff
- Staff efficiency

S. Snelgrove entered the boardroom at 12:05 p.m.  
P. Rosen vacated the boardroom at 12:05 p.m.

The Special Committee of the Whole Meeting recessed at 12:05 p.m.  
L. Fletcher vacated the Boardroom at 12:20 p.m.  
The Special Committee of the whole Meeting reconvened at 12:38 p.m.

Staff present: S. Gurrie, D. Lindsay, J. Rudolph, B. Sims, S. Snelgrove, N. Sponaugle, J. Van Horne

K. Fry and L. Mercer entered the Boardroom at 12:40 p.m.

G. de Boeck entered the Boardroom at 12:41 p.m.

Tracey Lorensen, Paragon Strategic Services Ltd., continued her presentation which included the following:

- Discussion regarding which topics to focus on in the afternoon portion of the session: Revitalizing downtown, Public safety, Economic Health, Climate Change

G. de Boeck vacated the Boardroom at 12:42 p.m.

Councillor Armstrong returned to the Boardroom at 12:42 p.m.

Committee discussion continued regarding:

- Council's role in social issues such as:
  - Child poverty
  - Drug addiction
  - Public safety
- Intentional design of the City related to:
  - Climate change
  - Environmental sustainability
  - Social isolation
  - Recreation

Committee discussion took place regarding:

- Social Issues in Nanaimo and advocacy for social issues
- Creating services such as health centres
- Areas of legal jurisdiction to deal with addiction
- Need of Provincial and Federal government support
- Advocacy, education, facilitation and strengthening systems already in place
- Focus on issues Council can directly solve and influence
- Council is willing to be part of a solution to donate assets if needed and is open to partnerships
- Connections between social service agencies and the City of Nanaimo
- Ready to mobilize with other levels of government to support our community
- Not interested in funding the work that is the legal responsibility of other levels of government

R. Harding returned to the Boardroom at 1:14 p.m.

- Affordability and economic strategy
- How to implement strategies in place
- Economic development:
  - Expanded marina
  - 1 Port Drive Development
  - Economic benefits of development, wellbeing and liveability related to economic development
  - Development and enhancements of the downtown area is important
  - Waterfront walkway may be a way to support downtown revitalization

K. Fry vacated the Boardroom at 1:30 p.m.

- Downtown revitalization may be different and distinct from development of last piece of undeveloped waterfront
- Walkway along waterfront part of enhancing downtown and linkages downtown
- Diligent in protecting and maximizing final piece of land downtown

S. Gurrie vacated the Boardroom at 1:32 p.m.

Committee discussion took place regarding the south downtown waterfront lands, restrictions on lands, known archeological sites downtown, permitting process and that the Port Drive Waterfront Master Plan has been completed.

The Special Committee of the Whole Meeting recessed at 1:36 p.m.

The Special Committee of the Whole Meeting reconvened at 1:54 p.m.

Committee discussion continued regarding:

- Including the Official Community Plan (OCP) changes in the strategic plan

B. Sims returned to the Boardroom at 1:56 p.m.

- Role of the OCP
- OCP guiding development and long term planning
- Vision of community should be aligned with strategic plan
- OCP has tools to make Nanaimo carbon neutral
- Embed agreed values into long term planning
- OCP linked to transportation, recreation, environment and long term decision making regarding land use
- A vision of Nanaimo that is livable and environmentally sustainable, full of opportunity for all generations and walks of life

Committee discussion took place regarding the environment, including the following points:

- Environmental sustainability in OCP
- Environment was identified as one of the five pillars of priorities
- Potentially reformat staff reports to include an environmental impact section
- Create communities and villages within cities
- Walkable neighbourhoods connected by efficient transit
- Natural asset management
- Evidence based decision making

Discussion took place regarding next steps for the strategic plan, including cleaning up the language, reviewing with the CAO and potentially coming back for another discussion.

The Special Committee of the Whole Meeting recessed at 2:52 p.m.

The Special Committee of the whole Meeting reconvened at 3:08 p.m.

Tracey Lorensen, Paragon Strategic Services Ltd., continued her presentation which included the following discussion topics:

- Arts and Culture
  - Demand of services for aging population
  - Targeted focus on what matters most to the community
  - Expansion of the Port Theatre Performing Arts Centre

K. Fry returned to the Boardroom at 3:22 p.m.

- Arts and Cultural plan coming forward for renewal
- Strong community groups around arts and culture
- Make it easier for groups to access grants and remove impediments to them being successful
- Truth and Reconciliation:
  - Snuneymuxw First Nation territory
  - Relationships with First Nations
  - Establish personal and intergovernmental relationships
  - Establish good relations with other partners including: Nanaimo Port Authority, Vancouver Island University, Chamber of Commerce, School Board, Regional District of Nanaimo and others
  - Protocol Agreement Working Group
  - Valuing relationships with others that impact and support our community

6. QUESTION PERIOD:

No one in attendance wished to ask questions.

7. PROCEDURAL MOTION:

It was moved and seconded that the meeting be closed to the public in order to deal with agenda items under the *Community Charter* Section 90(1):

- (e) the acquisition, disposition or expropriation of land or improvements, if the Council considers that disclosure could reasonably be expected to harm the interests of the municipality;
- (n) the consideration of whether a Council meeting should be closed under a provision of this subsection or subsection (2).

The motion carried unanimously.

The Committee of the Whole moved “In Camera” at 3:52 p.m.

The Committee of the Whole moved out of “In Camera” at 4:01 p.m.



It was moved and seconded that the meeting be closed to the public in order to deal with agenda items under the *Community Charter* Section 90(1):

- (a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality;
- (c) labour relations or other employee relations;
- (e) the acquisition, disposition or expropriation of land or improvements, if the Council considers that disclosure could reasonably be expected to harm the interests of the municipality;
- (k) negotiations and related discussions respecting the proposed provision of a municipal service that are at their preliminary stages and that, in the view of the council, could reasonably be expected to harm the interests of the municipality if they were held in public;
- (l) discussions with municipal officers and employees respecting municipal objectives, measures and progress reports for the purposes of preparing an annual report under section 98 [*annual municipal report*]; and,

90(2)(b)

- (b) the consideration of information received and held in confidence relating to negotiations between the municipality and a provincial government or the federal government or both, or between a provincial government or the federal government or both and a third party;

The motion carried unanimously.

Council moved into "In Camera" at 4:02 p.m.

Council moved out of "In Camera" at 5:02 p.m.

8. ADJOURNMENT:

It was moved and seconded at 5:02 p.m. that the meeting terminate. The motion carried unanimously.

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CHAIR

CERTIFIED CORRECT:

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CORPORATE OFFICER

Delegation Request

Paul Chapman has requested an appearance before Council.

The requested date is January 28, 2019.

The requested meeting is:  
COW

Presenter's Information:

**Paul Chapman**

City: Nanaimo

Province: BC

Bringing a presentation: No

Details of Presentation:

To inform Council of some upcoming opportunities to learn about stream stewardship and streams as eco-assets at a Water Stewardship in a Changing Climate Symposium on April 2, 3 and 4, 2019.

### Delegation Request

Dennis McMahon has requested an appearance before Council.

The requested date is January 28, 2019.

The requested meeting is:  
COW

Presenter's Information:  
Dennis McMahon  
City: Nanaimo  
Province: BC  
Bringing a presentation: No

#### Details of Presentation:

The need for suitable and affordable space for the Nanaimo Arts Community. Designation of 580 Fitzwilliam Street as the location for a future Nanaimo Centre for the Creative Arts.

### Delegation Request

Angela Wood, Todd Vass and Michelle Corfield has requested an appearance before Council.

The requested date is January 28, 2019.

The requested meeting is:  
COW

Presenter's Information:  
Angela Wood, Todd Vass and Michelle Corfield  
City: Nanaimo  
Province: BC  
Bringing a presentation: Yes

#### Details of Presentation:

Angela Wood, Todd Vass and Michelle Corfield, to provide Council with findings and recommendations regarding safety concerns at Beban Park that were gathered by various community members who created a public group called "Park Watch".

### Delegation Request

Ken Clark has requested an appearance before Council.

The requested date is January 28, 2019.

The requested meeting is:  
COW

#### Presenter's Information:

Ken Clark

City: Nanaimo

Province: BC

Bringing a presentation: Yes

#### Details of Presentation:

To discuss the severity of crime in the neighborhoods of Nanaimo.

### Delegation Request

Holden Southward has requested an appearance before Council.

The requested date is January 28, 2019.

The requested meeting is:  
COW

Presenter's Information:  
Holden Southward  
City: Nanaimo  
Province: BC  
Bringing a presentation: No

Details of Presentation:

Practical ways to reduce property taxes by 25%.

DATE OF MEETING JANUARY 28, 2019

AUTHORED BY TRACY LOEWEN, COMMUNICATIONS AND MARKETING  
SPECIALIST

SUBJECT **PUBLIC ENGAGEMENT PILOT PROGRAM SESSION FOUR**

## **OVERVIEW**

### **Purpose of Report**

To provide Council with a review of the Public Engagement Pilot Program's fourth and final session.

### **Recommendation**

That the report "Public Engagement Pilot Program Session Four", dated 2019-JAN-28, be received for information.

## **DISCUSSION**

The Community Engagement Task Force, established in July 2017, has been working to fulfill the following Council motion:

"It was moved and seconded that Council direct Staff to prepare a report pertaining to starting and hosting informal community engagement and public conversation sessions, which must meet all procedural requirements, with the intent to further community engagement and public conversation by the accommodation of a regularly scheduled, open topic, facilitated dialog in a setting distinct from Council's formal business meetings with the following parameters:

- An ad hoc committee of Staff, Council and the public be struck to assist in the development of the format, schedule and launch of the initiative;
- First session to be held in January 2017;
- Sessions will be held on a three month schedule; and,
- After four sessions a follow up review will take place with the intent to evaluate the success, participation and accomplishments of the engagements."

Four sessions were held over one year with each session featuring a different format.

### **Sessions 1-3:**

- Session #1 (November 23, 2017) – Augmented Open Space Technology, Vancouver Island Conference Centre
  - Attendance: 60 members of the public
  - The purpose of this session was to hear from residents on the top most pressing issues they wanted to speak about with members of Council.
  - Cost for session: \$5,398.26

- Session # 2 (April 26, 2018) – A Mini Town Hall, Beban Park Social Centre
  - Attendance – 30 members of the public
  - The purpose of this session was to engage residents in a direct dialogue with members of city council about issues of concern to the community.
  - Cost for session: \$3,241.61
- Session #3 (July 28, 2018) – Collaborative Action Process, Oliver Woods Community Centre
  - Attendance – 60 members of the public
  - The purpose of this session was to find solutions to a chosen topic (Homelessness through collaboration).
  - Cost for session: \$3,891.14

#### **Session #4 (November 21, 2018) – Empowering Neighbourhoods, Beban Park Social Lounge**

Attendance – 70 members of the public

The final session featured the theme of “Empowering Neighbourhoods” with a goal to provide an opportunity for neighbourhoods to connect with Council. Each table represented one or more neighbourhoods grouped geographically. Participants shared what they loved about their neighbourhood and the areas/issues of concern. They then worked together on solutions they could take on as a neighbourhood.

The session was facilitated by Larissa Coser with members of the Young Professionals of Nanaimo moderating individual tables.

Feedback was mostly positive from participants. They particularly enjoyed connecting with others from their own neighbourhood/geographic area, connecting with members of Council and learning about their neighbourhood association.

Cost for session: \$2,648 – includes facility rental (Beban Park), refreshments, materials, advertising (News Bulletin, Facebook), table facilitator honorariums

Please see the attached detailed report on the session by the Community Engagement Task Force.

#### **Next Steps:**

The Community Engagement Task Force has prepared a final report on their findings from the pilot program with recommendations and is being presented at the 2019-JAN-28, Committee of the Whole Meeting.



### **SUMMARY POINTS**

- The fourth and final session of the Public Engagement Pilot Program took place on November 21, 2018.
- The format for the session featured participants discussing positive attributes and issues of concern about their neighbourhoods followed by a collaborative workshop on solutions
- The Community Engagement Task Force has prepared a final report on their findings from the pilot program with recommendations and is being presented at the 2019-JAN-28, Committee of the Whole Meeting |

### **ATTACHMENTS**

Community Engagement Task Force Detailed Report on Session 4 |

#### **Submitted by:**

Tracy Loewen  
Communications and Marketing Specialist |

## **NANAIMO: COMMUNITY ENGAGEMENT TASK FORCE**

### **Results of Pilot Project Session #4: Nov 21 2018 7-9:30 pm at Beban Park Social Centre *Empowering Neighbourhoods***

#### **Purpose of Report**

To present for City Council's information the results of the fourth and final community engagement pilot project and to let Council know that the Community Engagement Task Force will be submitting a final report early in 2019. The report will summarize the results of the four pilot sessions; evaluate what we have learned; and provide some recommendations to assist City Council and staff in enhancing's Nanaimo's community engagement culture.

#### **Introduction:**

The Community Engagement Task Force (CETF) consisting of nine self-selected residents supported by City staff was put together following a Council motion in 2016 to create a public engagement pilot program to *"further community engagement and public conversation"* in a less formal setting than a Council or Committee of the Whole meeting.

Up to November 2018, the CETF had held three pilot community engagement sessions. Pilot Project Session #1, in November 2017, was an open space technology discussion centred around *"Building Nanaimo for the Future: What are your priorities"* where five topics chosen by the community at large were debated and discussed in a round table format. Pilot Project Session #2, held in April 2018, utilized a *"micro town hall"* format with participants bringing their own questions that they wished to specifically ask of members of City Council again in a round table format. Pilot Project Session #3 held in July 2018 demonstrated a collaborative type of community engagement where residents partnered with the city in developing a strategy to meet an issue of importance selected by the community which, in this case, was *Homelessness: How do we increase understanding and move towards action?*

#### **Purpose of Pilot Project Session #4: Empowering Neighbourhoods**

The specific purpose of Community Engagement Pilot Project Session #4 was to *build relationships between Council and neighbourhoods by sharing what residents love about their neighbourhoods, identifying issues of concern and working together on solutions.*

The concept for this session was derived from a recommendation which arose at the first Pilot Project Session in November 2017 from residents discussing the topic of community engagement. This group suggested the need to strengthen neighbourhood associations to encourage citizen representation in the engagement process. The CETF believed that organizing a session geographically around neighbourhoods would provide an opportunity for a diverse group of residents of each neighbourhood to identify the issues that are of concern to them and perhaps, common across neighbourhoods. This would also provide incoming City Council members with an opportunity to better understand the needs at a neighbourhood level before embarking on its next strategic plan.

The CETF was also conscious that the majority of participants at our sessions have been more than fifty years old and, as a result, we were missing an active component of our population. To encourage the participation of youth, the CETF invited members of the Young Professionals of Nanaimo to be table moderators.

#### **Format of Pilot Project Session #4:**

The session was open to all members of the public with particular invitation extended to members of the Nanaimo Neighbourhood Network. When arriving at the session, participants were seated at ten round tables according to where they lived:

1. Dover/Parkwood
2. Stephenson Point/Hammond Bay/Rocky Point/Lost Lake
3. Departure Bay
4. Wellington
5. Hospital Area/Townsite
6. Newcastle/ Brechin Hill
7. Westwood Lake/Jingle Pot/College Park
8. Harewood/Fairview
9. Downtown/Old City/Nob Hill/ South End
10. Chase River

Opening remarks were provided by Chris Sholberg, Culture and Heritage Planner, City of Nanaimo who gave a brief history of the Nanaimo Neighbourhood Network noting the last time there had been a similar forum with neighbourhoods as the focal point was in 2003. Chris had also created a super-sized wall map of Nanaimo and its neighbourhoods which would prove very useful in providing a visual representation of the results of the session.

Our facilitator for the event was Larissa Coser who organized the round table discussions into three twenty-minute components charged with identifying:

- 3 things we love about our neighbourhood (printed on hearts & flower stickies);
- 3 main issues in our neighbourhood (printed on orange houses); and
- 3 action items we are willing to take on as a neighbourhood (printed on green houses).

The results of each of these conversations were posted on the large wall map which were then used by a reporter from each table at the end of the evening to present as a summary of their discussion. To conclude the event, participants were allowed some time to review the contents of the wall; compare results; take pictures and just generally mingle.

The session was attended by the Mayor and six Councillors (two Councillors sent regrets with previous commitments) who floated from table to table listening and responding to the discussion. Participants were able to move among tables if they so wished. As noted, table moderators were members of the Young Professionals of Nanaimo most of whom received about 2 hours' worth of facilitation training prior to the event. Members of the CETF assisted by taking notes at some tables.

### **Results of the Discussion:**

A full transcript of the discussion at each of the neighbourhood tables is attached.

What is evident from these notes is that each neighbourhood has its own set of clearly defined characteristics which are enjoyed and appreciated by its residents. While those in the downtown area love its heritage and its diversity; those in the Stephenson Point/ Hammond Bay area love their open green spaces and access to the ocean; and residents in Chase River appreciate their rural atmosphere. Harewood is affordable and walkable while Departure Bay just enjoys being Departure Bay. Wellington has a great mix of old and new homes and ample shopping facilities; the Hospital area is affordable; and Dover/ Parkwood has a good blend of seniors and families. Westwood Lake/ Jingle Pot/ College Park residents are convinced that they are earthquake resistant living on top of their safe bedrock; and for Newcastle/ Brechin it's all about location, location, location with its immediate access to the waterfront, proximity to downtown and great views.

In spite of this diversity, however, neighbourhoods have many issues in common. These are key issues which members of Council may wish to consider when looking at current and future municipal programs, services and budgets.

### **NEIGHBOURHOOD TRAFFIC**

- Highway going through centre of the city
- College Drive thruway & speed
- Westwood/ Jingle Pot intersection
- Ever expanding VIU increases traffic flow/ parking issues
- Parking at Departure Bay/ traffic congestion
- Motor vehicle/ traffic on Long Lake
- Speeders on Terminal, Stewart and Townsite
- Parking for community events at Maffeo Sutton leaves no room for residents to park
- Increased traffic/ congestion in Hospital area
- Traffic increasing along Hammond Bay
- Traffic through Parkwood to Superstore; speeding traffic; more traffic

### **NEIGHBOURHOOD SAFETY**

- Theft, garbage in alleys, littering, over saturation of social services
- Long Lake nuisance activities/teenage party at north end of Long Lake
- Temporary supportive housing at 250 Terminal: concern there will be break ins, littering, needles, insufficient security
- Vandalism
- Transients using neighbourhoods for access and living
- Needles
- Theft
- Crime

### **NEIGHBOURHOOD DIVERSITY & AFFORDABILITY**

- homelessness
- Lack of density
- Not a diverse community (primarily single family)
- Lack of affordable housing
- Lack of low-income housing

### **NEIGHBOURHOOD AMENITIES**

- Lack of community public spaces
- Lack of benches
- Lack of sidewalks in places
- Update to transportation plan: improve safety; more sidewalks
- Not very walkable
- More services like grocery stores/drycleaners
- Non-walkable to public services
- No longer a grocery store between downtown and Brooks Landing
- Dilapidated park playgrounds/broken and malfunctioning equipment
- Lack of functioning continuous bike paths
- Pedestrian crossings: not enough for walking safely/lighted crosswalks
- City not committing to road safety/sidewalks etc. being left to developers
- Walking/cycling transit safety
- Need more pedestrian routes
- Development: Schools are full

### **NEIGHBOURHOOD TRANSIT SERVICES**

- Lack of buses in College Heights
- Improve bussing
- Public transportation does not go into neighbourhoods like Departure Bay which is also on a hill
- Insufficient buses and routes at peak times to University/schools
- Lack of transit at peak times/Hospital bus routes are not well thought out
- Transit system in Chase River

### **NEIGHBOURHOOD ENVIRONMENTAL ISSUES**

- Preservation of Cat Stream & Waterways
- Preservation of tributaries of Chase River
- Threatened wildlife corridors
- Deer on Hammond Bay Road: traffic hazard
- Cleaning up after pets

### **ECONOMIC DEVELOPMENT GENERALLY**

- Revitalization of downtown
- Empty commercial space downtown
- Unknown future of Department of National Defence land
- Insufficient zoning: not enough commercial/too much industrial around Diver and Long Lake
- No year-round farmer's markets
- Empty shops, yet building more shops next door

### **CITY SERVICES/ ENGAGEMENT ISSUES**

- Service quality is not matching the growth, i.e. Policing & bylaws
- More consultation from City Council with residents
- Possibility of having a liaison person in present system
- Respecting First Nation cultures
- Newcastle/Brechin Neighbourhood plan not being implemented

Action items to resolve these issues ranged from neighbourhood initiatives like building neighbourhood pride, creating neighbourhood watches and supporting local businesses to more direct interactions with City Council and staff on particular items like moving a mail box to ease traffic congestion; installing a flashing light at a blind intersection or at pedestrian crossings; reviewing decisions about removing advance greens at high volume traffic intersections; or creating a new neighbourhood community centre.

Continuing to carrying on conversations between neighbourhood associations and Council was seen as critical to ensure that policy documents such as the Official Plan, neighbourhood plans and the Transportation Master Plan were not just sitting on the shelf but were being actively reviewed and implemented throughout the city; and understanding where new plans were required to be undertaken such as improving the safety of evacuation routes in the Hammond Bay and Chase River areas as well as Parkwood.

### **Results of Evaluation of Pilot Project Session #4:**

As in all sessions, participants were asked to complete an evaluation form about the public engagement process. Although there were sixty-eight registered participants for the session, only nineteen feedback forms were received which is comparable to the response rate in previous pilot project sessions. A summary of all the responses is also attached.

Of those completing the form, most were satisfied with the event with one person rating it just a 3 out of 6 on the continuum of satisfaction. They appreciated meeting and connecting with their neighbours and the Mayor and new Councillors; as well as the opportunity to share concerns in an open dialogue; and get an overview of neighbourhood associations and their issues. On the negative side, the venue was the least appreciated aspect of the session with it being too cold, noisy and difficult to hear. There was also concern expressed as to how the input and recommendations coming out of the session would be utilized or even taken seriously.

All respondents felt more comfortable engaging with the Mayor and Councillors as a result of this event with one person saying that “this level of interaction makes it feel as if they are more approachable.” There was some concern that Councillors might not have spent as much time as they could have at any one table but generally Council was well represented and listening.

As with previous pilot project sessions, the majority felt that they had some influence in identifying which topics which were important to them. They understood how to participate and felt welcome and respected while doing so. They felt that their input was valued and that the experience itself was of value.

Most had heard about the event via Facebook with the newspaper and word of mouth a close second and third. Given the purpose of the event to empower neighbourhoods, participants were pretty evenly distributed across the city. As in previous sessions, the majority of respondents were over 50 years old.

As this was the fourth and final pilot project session for the CETF, we asked respondents whether they had any comments or suggestions to help us prepare a report to Council on community engagement. One respondent suggested that this kind of event with neighbourhoods be done once a year and another recommended that, in our report, we be: “forthright – don’t avoid the difficult issues, don’t sugar coat.”

The CETF would like to thank Tracy Loewen and her colleagues who are always the backbone of the work of the task force as well as Chris Sholberg for his expertise and background on Nanaimo neighbourhoods. Special thanks go to Larissa Coser for her excellent facilitation of the event as well as to the members of the Young Professionals of Nanaimo who added greatly to the proceedings as table moderators.

*Pilot Program – Session Four, November 21, 2018*



**Downtown \* Old City \* Nob Hill \* South End**

**Things we love about our neighbourhood:**

- Walkability
- Waterfront
- Downtown
- Summer/Christmas markets
- Acceptance and inclusivity
- Diversity
- 'Small town' feeling
- Community and sense of belonging
- Looking after each other
- Heritage
- Creativity
- Sense of pride
- Community gardens
- Sharing
- Book shelves
- Nature
  - Lakes
  - Rivers
- Slower pace of life
- Mountains
- Parks
- Schools
- Festivals & Events

**Issues/concerns about our neighbourhood:**

- Affordability
- Homelessness
- Housing
- Over saturation of social services
- Safety
- Littering
- Garbage in alleys
- Lack of density
- Empty commercial space
- Industrial park in residential area
- Empty schools
- Theft

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- Highway going through the centre of the City
- Lack of community public spaces
- Lack of benches
- Revitalisation of downtown

**Action Items:**

- Present at a Council meeting
- Neighbourhood watches
- Steering committee to revisit the neighbourhood plan
- Neighbourhood Association
- Promoting community engagement & advertising neighbourhood
- Representation in city council
- Supporting local business
- Build neighbourhood pride
- Getting involved

**Westwood Lake \* Jingle Pot \* College Park**

**Things we love about our neighbourhood:**

- Safety
- Proximity to VIU
- Pub, restaurant in area
- Views
- Close to Westwood lake
  - Park
  - Fishing
- Eclectic housing
- Close to parkway - easy transportation
- Earthquake safe (bedrock)
- Continuity & Sense of community

**Issues/concerns about our neighbourhood:**

- Traffic
  - College Drive throughway & speed
- Lack of sidewalks in places
- Income suites
- Utility rates
- Lack of buses in College Heights
- Trail access blocked
  - Abandoned Okanagan place
- Westwood/Jingle Pot intersection



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**Action Plans:**

- Flashing sign – slow, blind corner
- Move mail box (Harwell Drive)
- Meeting between traffic safety depot and college heights association
- Speed bumps

**Harewood \* Fairview**

**Things I love about my neighbourhood:**

- History and independence
- VIU
- Quiet streets and alleys
- People
- Colliery Dam Park and access to nature
- No smell of Harmac
- Transitional neighbourhood and new QF
- Affordable, walkable, variety of people

**Issues/concerns about my neighbourhood:**

- Preservation of Cat Stream & Waterways
- New development is changing character
- Increased traffic flow
  - An ever expanding VIU
- Parking
- Preservations of tributaries of Chase River
- Possibility of having a liaison person in present system
- Update to transportation plan
  - Improve safety
  - More sidewalks
  - Improve bussing
- Service quality is not matching the growth, ie. Policing & bylaws
- Unknown future of Department of National Defence land
- More consultation from city council with residents

**Action Plans:**

- Request funding from City for Harewood Neighbourhood Association (HNA)
- Invite Councillors to hear issues
- Communications from the City automatically get posted on HNA Facebook sites
- City funds neighbourhood associations to publish newsletters
- City can help forward emails/newsletters from neighbourhood associations to residents
- Improve/bring back communications department to support/enhance communication
- Fill out transit surveys and attend public meetings

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- Recruit volunteers to build awareness for community association

**Departure Bay**

**Things we love about our neighbourhood:**

- Departure Bay beach
- Quiet single family neighbourhood
- Nature and scenery
- Close to some major facilities
  - Beban
  - Downtown
  - Hospital
- Good balance of schools, residential houses, and businesses

**Issues/concerns about our neighbourhood:**

- Not a diverse community
- Not very walkable
- Public transportation
  - Uphill
  - Does not go into neighbourhoods
- Parking
- More services
  - Grocery stores
  - Dry cleaners
- More traffic congestion
- Respecting First Nation cultures

**Action Items:**

- Better contact lists for association members
- Closer communication between community associations and City Councillors
- Create a plan/vision to create a community village
- Create a parking plan
- City purchase residential properties to re-zone multifamily use
- Neighbour shuttle buses in local communities
  - Peak activities and events
- City allocated funds to individual community associations
  - Get association members to create in their own areas

**Wellington**

**Things I love about my neighbourhood:**

- Mix of old and new homes

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- Lots of trees
- Mix of underground and above ground services
- Central
- Easy transportation
- Ample shopping
- Community halls
- Farmers Markets
- Safety
- Lake Access
- Close to A.R.L
- New parks and trails

**Issues/concerns about my neighbourhood:**

- Long Lake nuisance activities - safety concerns
- Teenage party at north end of Long Lake
- Motor vehicle/traffic on long lake
- Non-walkable to public services
- Insufficient zoning
  - Not enough commercial
  - Too much industrial – (around Diver and Long Lake)
- Insufficient buses and routes at peak times
  - To University
  - To Schools
- No year-round farmer's markets

**Action Plans:**

- None noted

**Newcastle \* Brechin**

**Things I love about our neighbourhood:**

- Location: on the waterfront;
  - close to town
  - Swy-a-lana Lagoon
  - Maffeo Sutton Park
  - Bowen Park
- Transportation: close to ferry terminal (pro and con attribute); good bus service
- Marinas
- Views
- Trees; wildlife including lots of deer
- Diversity of housing: mix of single family and apartments
- Walking on waterfront
- Access to amenities/ restaurants and some groceries at Terminal and Brooks Landing

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- Not crowded
- Safe and comfortable: quiet at night; women can walk alone at night; friendly
- New paved road on Terminal

**Issues/concerns about our neighbourhood:**

- Speeders on Terminal, Stewart and Townsite
- Temporary supportive house at “Newcastle Place” (250 Terminal Avenue)
  - concerns about actions of people who visit or who are “add ons” to those who live there such as break-ins; littering; needles in the neighbourhood
  - Fears that there will not be effective security particularly in first couple of months
- Newcastle/Brechin Neighbourhood Plan not being implemented
- Lack of affordable housing
- Parking for community events at Maffeo Sutton leaves no room for residents to park
- No longer a grocery store between downtown and Brooks Landing
- Dilapidated park playgrounds/ broken and malfunctioning equipment

**Action items for top three issues:**

Control of Speeders on Terminal, Stewart and Townsite

- Form a neighbourhood speed watch (RCMP may have a volunteer program for this)
- Add flashing lights to crosswalk at Townsite and Stewart
- Educate drivers re: protocol at crosswalks
- Install crosswalks on Terminal at Mt Benson and Rosehill as recommended in Neighbourhood Plan
- Coordinate enforcement of speeders/ crosswalks/ traffic calming on Stewart / Highway 1 between city and province
- Apply traffic calming principles of Nanaimo Master Transportation Plan to neighbourhood

Temporary supportive housing at Newcastle Place (250 Terminal)

- Need a timeline for upcoming actions as soon as possible which should include:
  - Immediate formation by Island Crisis Care Society (operator of housing) of Community Committee to include representatives from Newcastle neighbourhood (Pacifica Housing’s Uplands Walk on Uplands Drive is a good model for a committee)
  - Establishment of a “good neighbour agreement” between neighbourhood and Island Crisis Care Society
  - Confirmation of security measures to be provided with either RCMP or private firm which may have an impact on 2019 Budget discussions coming up
- Newcastle residents to take it upon themselves to welcome new residents into the neighbourhood.

Implementation of Newcastle/ Brechin Neighbourhood Plan

- Newcastle Association to meet with planning staff to review the plan to determine what needs to be done, e.g. pedestrian crossings on Terminal and Stewart

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**Hospital Area \* Townsite**

**Things I love about my neighbourhood:**

- Affordable and supportive housing
- Green spaces
- New developments – walkability
- Good public transit
- Diversity of the neighbourhood
- Access to amenities and facilities

**Issues/concerns about my neighbourhood:**

- Transit/congestion
- Lack of transit at peak times
- Hospital bus routes are not well thought out
- Transportation
- Increased traffic
- Safety
- Lack of low income housing

**Active Items:**

- Traffic light on Bowen Road
- Bowen/ Dufferin intersection
  - Advance lights going off of Bowen/Dufferin
- Look at traffic patterns associated with emergency response vehicles

**Stephenson Point \* Hammond Bay \* Lost Lake**

**Things I love about my neighbourhood:**

- Great neighbours
- Parks
- Communications
  - Neighbourhood walks
- History
- Open green spaces
- Access to Linley Valley
- Pacific Biological System
- Variety of houses
- Access to ocean
- Walking
  - Safe
  - Wildlife

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**Issues/concerns about my neighbourhood:**

- Traffic
  - Increasing along Hammond Bay
- Lack of functional continuous bike paths
- Deer on Hammond Bay Road
  - Traffic hazard
- Threatened wildlife corridors
- Pedestrian crossings
  - Not enough for walking safely
  - Lighted crosswalks
- “City not committing to Road Safety – Sidewalks etc. – being left to developers”

**Active Items:**

- Evacuation Plan for area
- Limited routes
- Start a petition
  - Improve Hammond Bay safety
  - Exit strategies for Emergencies - “Hammond Bay Road is our Life Line”
- Audit of current infrastructure along Hammond Bay
- Gather data for Hammond Bay Road improvements
  - From City Staff
  - Gain access of City Plan
- Advocate for change of City process for improvements

**Dover \* Parkwood**

**Things we love about our neighbourhood:**

- Diversity of ages
  - Seniors and families
- Parkwood Park
  - Residents maintain and create events
  - Facebook page
  - Sharing food
- Dover
  - Transit
  - Biking
- Connectivity with walking
- Access to the beach

**Issues/concerns about our neighbourhood:**

- Vandalism
- Cleaning up other pets

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- Walking/cycling transit safety
- Traffic through Parkwood to Superstore
- Speeding traffic
- Speed limits
- More traffic
- More population
- Need more pedestrian routes
- Transients using neighbourhoods for access and living
- Empty shops, yet building more shops
- Needles
- Theft

**Action Items:**

- Create an Official Community Plan
  - Website
  - Discussions
  - Problem solving
  - Get restarted with association involvement
- Safety Plan
  - Emergency
  - Traffic
  - Vandals
  - Block watch
  - Digital Communities
  - Facebook, etc
- Easy and safe routes of bikes, walking, busses to schools, parks, recreation facilities
- Empty storefronts
  - Create activities in empty storefronts
  - Book sharing

**Chase River**

**Things I like about my neighbourhood:**

- Long-time residents
- Parks
- Amenities nearby
- Rural atmosphere
- Beautiful nature
- Halloween celebrations & trick or treating
- Community participation
- Clean

**Issues/concerns about my neighbourhood:**

- Transit system

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- Crime
- Development
  - Schools are full

**Action Items:**

- Working with City of Nanaimo
  - Social housing location via public consultation  
Community Centre
  - Grant proposal and update of Official Community Plan
- Involve City re: Traffic access



PUBLIC ENGAGEMENT PILOT PROGRAM – SESSION 4 – NOVEMBER 21, 2018

*Total Feedback forms received: 20*

**Please rate your overall satisfaction with this event [scale of: 1 (dissatisfied) - 6 (satisfied)]**

1. None
2. None
3. One
4. Two
5. Eight
6. Seven
- Blank - Two

**What did you like most/least about this event?**

- City wide focus rather than neighbourhoods
- Having this opportunity with guided discussion and mayor and Council present
- “Open” format leads to drifting a bit from issue that needs discussion – i.e. supportive housing locations etc.
- Lots of people in attendance
- Nothing – event was really good
- Meeting people/connecting from my neighbourhood
- Meeting neighbours and hearing concerns
- Diversity and co-operation
- Opportunity to discuss neighbourhood issues
- Face to face and councillors present
- Open dialog and hearing other communities successes and struggles
- Face to face and good questions
- Met councillors – positive and creative thinking
- Common main issues
- Opportunity to share concerns, open dialog, many communities present
- Everyone’s contribution/participation. Very interesting
- Got an overview of neighbourhood associations and their issues
- Active facilitators at every table
- **Least** - it was difficult to hear
- **Least** – Venue was cold
- **Least** – not sure how these recommendations/input will be utilized/taken seriously?
- **Least** – the room was not good for discussion
- **Least** – a bit hard to hear everyone due to noise in room
- **Least** – need more time/more often?
- **Least** – venue was cold and loud/echoed
- **Least**- need more time for discussions
- **Least**- Cold and couldn’t hear

**Do you feel more comfortable engaging (Email, phone, appearing as a delegation etc.) with an elected official?**

- No, I was fine before and that has not changed

- Yes, it is a challenging process to engage with busy officials – sometimes best via email than only briefly in person
- Yes, this level of interaction makes it feel as if they are more approachable
- Yes
- Yes
- Yes
- Yes – I would be quite comfortable
- Yes - never have a problem doing that
- Yes
- Yes, email, phone or personal delegation
- Yes, a bit more – reminds me of the importance of it all
- Councillors didn't spend much time at our table (Harewood)
- Yes
- Yes, great way to meet
- Yes
- Yes, the council was well represented and listening well
- I am a new resident and would be happy to participate again
- 

**Do you have comments or suggestions to help us prepare a report to City council on community engagement?**

- None
- Be forthright – don't avoid the difficult issues, don't "sugar coat" - communicate them clearly and respectfully
- Give suggested actions with a positive focus.
- Perhaps a few particular current issues could be put on the table to discuss as opposed to a completely "open" format
- People need to stop judging people with mental health, not a lot of us use drugs
- Thank you very much for having/holding this series for public engagement
- Timeline city responses
- Do this once a year – please continue what this committee has begun. Engagement with Council and with other neighbourhoods is so valuable.
- Maybe I could help? [REDACTED]
- Crosswalks at Mt. Benson and Rosehill for safety trying to cross Terminal Ave
- Would like City Council to support Community Association websites or Facebook pages or block watch sites

**How did you hear about this event?**

1. Word of mouth – ~~NI~~
2. Newspaper – ~~NI~~
3. Printed poster –
4. Facebook – ~~NI~~
5. City Facebook page –

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6. City Website - I
7. Other – Friend – I
8. Other – email from City of Nanaimo - I
9. Facebook event – II

**How much do you agree with the following [scale of: 1 (dissatisfied) - 6 (satisfied)]:**

***“I felt that I had influence in identifying which topics are important to me.”***

1. None
2. None
3. None
4. Three
5. Six
6. Ten
- Blank - One

***“I understood how to participate, and felt welcome and respected while doing do”***

- 1) None
- 2) None
- 3) None
- 4) None
- 5) Seven
- 6) Twelve
- Blank - One

***“I felt that my input was valued”***

- 1) None
- 2) None
- 3) One
- 4) None
- 5) Seven
- 6) Eleven
- Blank - One

***“I felt the experience tonight was of value to me”***

- 1) None
- 2) One
- 3) None
- 4) One
- 5) Three
- 6) Thirteen
- Blank – two

PUBLIC ENGAGEMENT PILOT PROGRAM – SESSION 4 – NOVEMBER 21, 2018

**Which area of Nanaimo do you live in (May we contact you to follow up on your feedback?) if so, please specify how to contact you.**

- Wellington – [REDACTED]
- Knobb Hill/ Harewood [REDACTED]
- Newcastle
- Central – [REDACTED]
- Bowen park/Hospital/Quarterway [REDACTED]
- Parkwood [REDACTED]
- Newcastle [REDACTED]
- Harewood
- Dover & Parkwood
- Harewood
- Wellington [REDACTED]
- Old City Quarter
- Border of NOLA and Harewood
- Wellington
- Newcastle
- [REDACTED]

**What is your age?**

1. Under 18 –
  2. 18-34 –
  3. 35-49- II
  4. 50-64 – ~~III~~ II
  5. 65 or older – ~~III~~ IIII
- Blank - II

DATE OF MEETING | JANUARY 28, 2019 |

AUTHORED BY | TRACY LOEWEN, COMMUNICATION & MARKETING SPECIALIST |

SUBJECT | PUBLIC ENGAGEMENT PILOT PROGRAM – FINAL REPORT |

## **OVERVIEW**

### **Purpose of Report**

To present to Council the Community Engagement Task Force's final report of the Public Engagement Pilot Program and the total cost for the pilot program.

### **Recommendation**

That the Public Engagement Pilot Program – Final Report dated 2019-JAN-28 be received for information.

## **DISCUSSION**

With the fourth and final session in the Public Engagement Pilot Program wrapped up, the Community Engagement Task Force has completed their final report with recommendations for Council (see attachment for report).

The four sessions each featured a different format with a different purpose, or goal, in mind:

- Session #1 (November 23, 2017) – Augmented Open Space Technology, Vancouver Island Conference Centre
  - Attendance: 60 members of the public
  - The purpose of this session was to hear from residents on the top most pressing issues they wanted to speak about with members of Council.
- Session # 2 (April 26, 2018) – A Mini Town Hall, Beban Park Social Centre
  - Attendance – 30 members of the public
  - The purpose of this session was to engage residents in a direct dialogue with members of city council about issues of concern to the community.
- Session #3 (July 28, 2018) – Collaborative Action Process, Oliver Woods Community Centre
  - Attendance – 60 members of the public
  - The purpose of this session was to find solutions to a chosen topic (Homelessness through collaboration).
- Session #4 (November 21, 2018) – Empowering Neighbourhoods, Beban Park Social Centre
  - Attendance – 68 members of the public
  - The purpose of this session was to provide an opportunity for neighbourhoods to connect with Council.

## Program Cost

In March 2018, Council approved a \$20,000 budget for the task force to use in the remaining pilot program session. See table below for costs associated with the remaining sessions.

Item	Cost
Rental – Beban Park Auditorium (April 26, 2018)	\$376.72
Rental – Oliver Woods Community Centre (July 28, 2018)	\$356.53
Rental – Beban Park Social Lounge (November 21, 2018)	\$166.23
Staff wages	\$5,265.60
Honorariums	\$2,200.00
Materials, supplies and gifts	\$136.07
Advertising	\$3,502.16
Live-streaming hardware	\$892.23
Catering	\$1,915.44
<b>Total budget spend</b>	<b>\$14,810.98</b>

As a budget only came into effect in March 2018, the costs associated with the first session held on November 23, 2017 are not included in the above table. Please see the table below for costs associated with this session.

Item	Cost
Rental – Vancouver Island Conference Centre	\$1,852.50
Refreshments	\$1,636.48
Advertising	\$909.28
Honorarium	\$1,000.00
<b>Total cost of session 1</b>	<b>\$5,398.26</b>

The total cost for all pilot sessions was \$20,209.24.

Five feedback sessions we also held in July and August 2017 to gain sentiment from residents as to their preferred methods of engagement. This data was used to inform format development for each of the four sessions in the pilot program. Please see the table below for costs associated with the feedback sessions.

Item	Cost
Rentals	\$327.90
Refreshments	\$992.18
Advertising	\$1,016.37
<b>Total cost for feedback sessions</b>	<b>\$2,336.45</b>

This makes the total cost for the program including the data-gathering feedback sessions \$22,545.69.

Please see the attached detailed report by the Community Engagement Task Force for their findings and recommendations from the pilot program.

### **SUMMARY POINTS**

- The Public Engagement Pilot Program has wrapped up.
- The Community Engagement Task Force has completed their final report with their findings and recommendations as attached.

### **ATTACHMENTS**

Attachment A - Public Engagement Pilot Program Final Report by Community Engagement Task Force

#### **Submitted by:**

Tracy Loewen  
Communication and Marketing Specialist

#### **Concurrence by:**

Sheila Gurrie  
City Clerk

## **Community Engagement Task Force: FINAL REPORT TO NANAIMO CITY COUNCIL · JAN 14 2019**

### **Executive Summary**

In July 2017, the Community Engagement Task Force (CETF) was formed to assist Council to “*further community engagement and public conversation.*” The CETF held four pilot community engagement sessions between November 2017 and November 2018. Each one had a specific consultation purpose around which the format was designed.

From various perspectives, the work of the CETF in carrying out these 4 pilot project sessions was a success. Participants generally felt that their input was valued, that they understood how to participate and felt welcomed and respected while doing so. The task force demonstrated that even in an environment that was, at times, less than congenial, it was possible to have a mutually respectful conversation between residents and elected representatives. In this regard, we have opened the door to an improvement in citizen participation in the City of Nanaimo and demonstrated that Council and staff have little to fear from involving residents in the decision-making process.

Community engagement is more than a town hall meeting or an open house: it is a culture fostered within an entire organization and a community. It is a culture where communication is meaningful and authentic; and asking questions makes a resident feel heard and respected at all levels. We believe there are opportunities for Council to improve the culture of engagement in Nanaimo and by doing so enhance the relationship and level of trust between the community and the city. The following actions are recommended:

1. Be committed to working more closely with the community to improve engagement and participation in council decisions, so that residents feel empowered to be more active in shaping their community and future.
2. Begin with something as simple as a published calendar of what Council intends to engage residents about over the next year.
3. Ensure that existing methods for community engagement are fully understood and utilized.
4. Begin a process of strengthening and empowering neighbourhoods to better ensure that programs and projects are actually meeting community needs.
5. Consider how to improve community engagement through advertising, social media and online technology.
6. Consider establishing a central focus for community engagement within the city.

The CETF is pleased to have been a part of this process to make public engagement a part of everyday life in the city of Nanaimo. We encourage members of Council to consider not only our recommendations for the future but also the specific data that arose from each of the sessions. This information was created and presented by the citizens of this community and should be considered as critical input to the preparation of Council’s 2019 strategic plan and priorities as well as future programs and projects.



## Purpose of Report

To present for City Council's consideration a summary of the results of the four pilot sessions undertaken by the Community Engagement Task Force (CETF); an evaluation of what we have learned; and some recommendations to assist City Council and staff in enhancing Nanaimo's community engagement culture.

## Part 1: Introduction

The Community Engagement Task Force (CETF) consisting of nine volunteers from the community supported by City staff was put together following a Council motion on Sept 12, 2016 to create a public engagement pilot program to "*further community engagement and public conversation*" in a less formal setting than a Council or Committee of the Whole meeting. Four pilot community engagement projects were to be undertaken. Specifically, the motion said that:

*Council direct Staff to prepare a report pertaining to starting and hosting informal community engagement and public conversation sessions, which must meet all procedural requirements, with the intent to further community engagement and public conversation by the accommodation of a regularly scheduled, open topic, facilitated dialog in a setting distinct from council's formal business meetings with the following parameters:*

- *An ad hoc committee of Staff, Council and the public be struck to assist in the development of the format, schedule and launch of the initiative;*
- *Sessions will be held on a three-month schedule; and*
- *After four sessions a follow up review will take place with the intent to evaluate the success, participation and accomplishments of the engagements.*

Some of the discussion around this motion during the Council meeting was useful to the CETF in interpreting its mandate: These included "*dialogue not a monologue*"; "*facilitate more general dialogue*"; "*better environment for people to get up and talk*"; and "*more opportunities to hear from the public.*"

Although the original council motion was made in 2016, the CETF was not formed until July 11, 2017. By that time, City communication staff had already put in place a set of information boards as well as an online survey to obtain feedback from residents about five method options of community engagement. The five methods up for discussion were: Open Houses, Town Hall meetings, Revolving Conversations (also known as Samoan Circles), Open Space Meetings and World Cafes. Once the survey was closed, the CETF reviewed the results and began work on forming a structure for this "*public engagement pilot program.*"<sup>1</sup>

While these information sessions provided some interesting results in terms of which methods of engagement the community might prefer, there was no attempt to link the purpose of the engagement with the type of methodology that might be appropriate in that circumstance.<sup>2</sup> It was only late in these information sessions that the concept of what the community wanted to engage about, as opposed to how they wanted to engage, was asked of residents.

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<sup>1</sup> News Release: City of Nanaimo, August 28, 2017

<sup>2</sup> Community Engagement Consultations July-August 2017: Open Houses and Online Survey Feedback Analysis <https://pub-nanaimo.escribemeetings.com/FileStream.ashx?DocumentId=8317>

Two basic questions were not asked at this time:

1. What kind of issues/ topics do the public want to engage city council about?
2. What would be the purpose or outcome of the engagement on these topics?

This connection between determining the purpose and scope of community engagement before deciding on the methodology is central to the work of the CETF. The task force recognized the need to widen the consultation process, and to engage with residents not just on their preferred engagement methodologies, but on which topics they wished to engage.

At its initial meetings, the CETF drafted a mission statement as well as indicators of success for the pilot program:

***Mission Statement:*** *Our mission is to work alongside fellow residents, City Council and staff to design, implement and refine a community engagement pilot program which provides a clear and accessible means for citizens to discuss their thoughts and ideas with the community and its leaders*

***Indicators of Success:***

- *Residents feel that they have influence in identifying which topics are important to them.*
- *Residents understand how to participate and feel welcomed and respected while doing so; and*
- *Residents feel that their input is valued.*

## **Part 2: The public engagement pilot program sessions**

The CETF held four pilot community engagement sessions between November 2017 and November 2018. Each one had a specific consultation purpose around which the format was designed. Complete reports on each session are available online.<sup>3</sup>

Pilot Project Session #1, on Thursday, November 23, 2017 from 6 to 9 p.m. at the Vancouver Island Conference Centre, was an open space technology discussion centred around “*Building Nanaimo for the Future: What are your priorities?*” where five topics chosen by the community at large were debated and discussed in a round table format. The purpose of pilot project session #1 was to allow for some positive input by residents on issues and opportunities which they felt were facing the community. The goal was simply to obtain feedback on issues of concern to residents and to acknowledge those concerns.<sup>4</sup>

The theme of this first pilot project was intentionally broad and positive. The CETF determined that the best engagement technique or methodology to accomplish this intent was open space technology the goal of which is to create time and space for people to engage deeply and creatively around issues of concern to them. We also wanted to try this method as it was one of the five identified earlier. The session was facilitated by Pam Shaw, Director, VIU Master of Community Planning program, and the table discussions featured moderated notes taken by students of the graduate planning program. City Council’s role was to participate in the conversations, both listening and speaking. At the conclusion of the session, VIU table moderators presented a summary of the points discussed. There were 60 attendees at Session #1.

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<sup>3</sup> <https://www.nanaimo.ca/your-government/boards-committees/community-engagement-committee>

<sup>4</sup> Based on the Spectrum of Public Participation developed by the [International Association of Public Participation](#) (IAP2)

Pilot Project Session #2, held on Thursday, April 26, 2018 from 6 to 9 p.m. at Beban Park Social Centre, utilized a “*micro town hall*” format with participants bringing their own questions on any topic that they wished to specifically ask of members of City Council again in a multiple dispersed round table format. The purpose was to engage residents in a direct dialogue with members of City Council about issues of concern to the community in a mutually respectful and helpful way. Our facilitator for the session was Reed Botwright, senior applications analyst, City of Nanaimo.

Many are familiar with the usual public town hall events where citizen questions are directed at the elected officials and they answer them. The recent e-Town hall on the 2019 Budget is an example. Sometimes the answers can be lengthy, and so this restricts the number of questions that can be asked. As well, because the elected officials are often separated from the citizens by formality and authority, this can often give the appearance of a “*we-they*” mentality. In addition, some people feel intimidated by speaking in front of a crowd. The “*micro town hall*” format sought to reduce the amount of disruption and grandstanding and instead provide an environment that would be safe, comfortable and conducive to dialogue between residents and members of council.

Participants were seated at tables with one member of Council per table. Residents were to come prepared with up to three questions they would like to ask members of council. At each table, residents would have a maximum one minute to ask their question and the member of council would have a maximum two minutes to respond. If other people at the table wished to contribute to that discussion then there would be five minutes allowed for this collective participation before the next person was able to ask their question. The process would be repeated until time was called for members of Council to switch tables and another round would begin. Each table had a facilitator whose job was to manage the timing of the questions, ensure fairness for all participants and maintain decorum. There were 30 attendees at Session #2.

Pilot Project Session #3 held on Saturday, July 28, 2018 from 11 a.m. to 3 p.m. at Oliver Woods Community Centre demonstrated a collaborative type of community engagement where residents partnered with the city in developing actions to meet an issue of importance selected by the community in an online poll which, in this case, was *Homelessness: How do we increase understanding and move towards action?* Our facilitator for this session was Dyan Dunsamor-Farley, Wave Consulting Ltd of Gabriola Island.

The intent of this process was to dive deeply into a single issue of importance to our community, examine it from all angles and collectively identify potential solutions. This being the third Pilot Project Session of the Task Force, it was intentionally designed to move beyond conversation and into knowledge building and action planning. The session would begin with a panel of relevant experts to provide a common ground of information about the issue for all participants. This would be followed by multiple table discussions on various aspects of the issue to potentially arrive at viable solutions.

To select the topic, the CETF reached out to the community at large for input asking for a single topic ‘problem’ statement, which allowed participants to think about the current situation (where are we?), the ideal state (where do we want to go?) and what is needed to bridge the two (how do we get there?). Forty-six responses were received with the most popular topic being homelessness with thirteen responses.

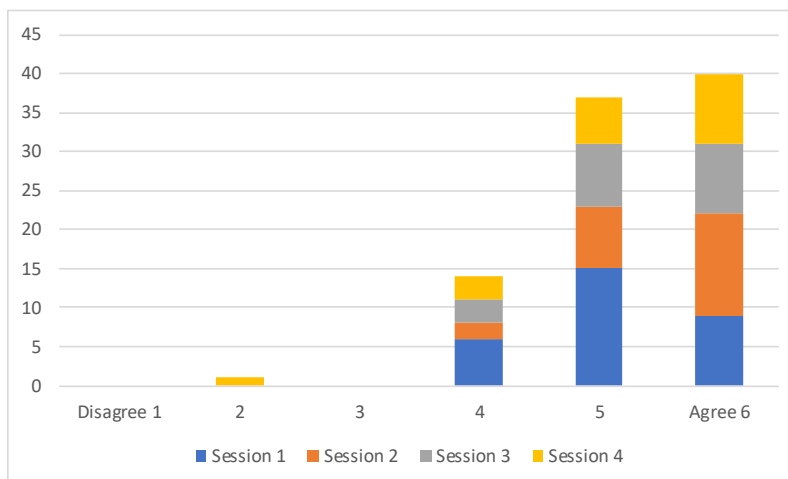
The role of council members was to see it as an opportunity to listen to a full range of perspectives on the topic; hear how citizens are processing the issue; and reflect on what the community thinks is important to focus on. At the time, the issue of homelessness was front and centre in Nanaimo. The CETF knew that it might not be an easy conversation to have, but those participating more than rose to the occasion and the results were an outpouring of community support for solutions to what had been described at the beginning of the day as a complex topic. There were 60 attendees at Session #3.

The specific purpose of Community Engagement Pilot Project Session #4 held on Wednesday, November 21, 2018 from 6 to 9 p.m. at Beban Park Social Centre was to *build relationships between Council and neighbourhoods by sharing what residents love about their neighbourhoods, identifying issues of concern and working together on solutions*. By organizing a session geographically around neighbourhoods, the CETF provided an opportunity for a diverse group of residents of each neighbourhood to identify the issues that were of concern to them and perhaps, common across neighbourhoods. It also enabled the new Mayor and most of Council to experience their first community engagement session. Our facilitator for the session was Larissa Coser with table moderation and notetaking by members of the Young Professionals of Nanaimo and members of the CETF. There were 68 attendees at Session #4.

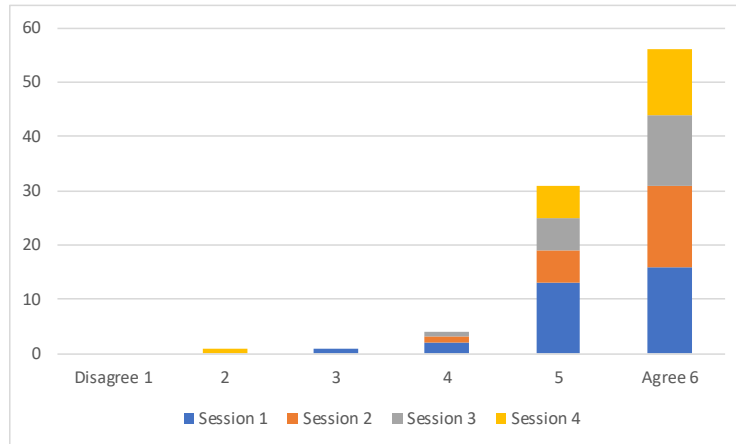
### Part 3a: Evaluation of the process -- criteria and assessment

Prior to the first pilot project session the CETF established four evaluation questions for participants to answer at the end of each session based on the Task Force's indicators of success. The answer to each question was on a continuum of 1 – 6 with #1 being disagree the most and # 6 being agree the most.

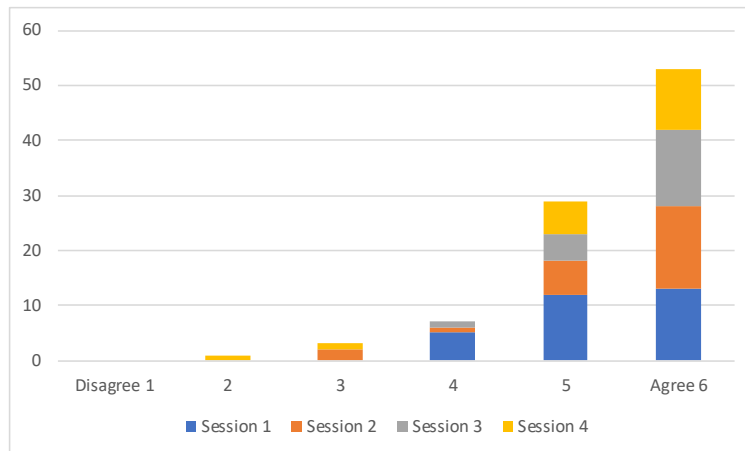
#### 1. I feel that I had influence in identifying which topics are important to me



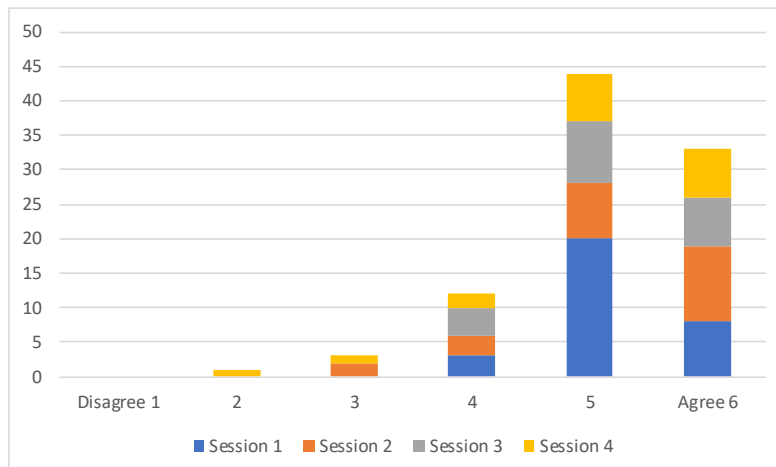
**2. I understood how to participate and felt welcome and respected while doing so**



**3. I felt that my input was valued.**



**4. Please rate your overall satisfaction with this event.**



Some additional comments made at the sessions are indicative of the desire and willingness of residents to participate in discussing issues of concern to them:

Session # 1 *“Building Nanaimo for the Future: What are your priorities?”*

- Opportunity to speak to what is important
- Opportunity to listen to others’ views
- Opportunity to share opinions with members of my community on a variety of important, current issues
- I felt like my opinion mattered.
- Citizens need to feel like they are involved rather than passive participants

Session #2 *Micro-Town Hall*

- Respectful discussion
- Non-threatening atmosphere
- Enjoyed having the Councillors rotate tables
- Enjoyed intimate conversational opportunity
- Low pressured, respectful conversation with Councillors
- Great opportunity to listen to each Councillor
- Saw Councillors as ‘real’ people with high commitment to the City of Nanaimo

Session #3: *Homelessness: How do we increase understanding and move towards action?*

- Having panelists was excellent as it centralized the whole forum
- Respectful discussion – great exchange of ideas
- Sense of shared purpose, compassion shown
- Diverse attitudes and participation
- Listening to the community on issues

Session #4: Empowering Neighbourhoods

- Meeting people/ connecting from my neighbourhood
- Open dialog and hearing other communities’ successes and struggles
- Met councillors – positive and creative thinking
- Having this opportunity with guided discussion and Mayor and Council present
- Got an overview of neighbourhood associations and their issues
- Little opportunity to truly engage with new councillors
- Needed more opportunity to discuss how neighbourhoods could really be empowered

At Session #4, since this was the last of our pilot projects, we also asked participants if they had any suggestions to help the CETF prepare a report to Council on community engagement:

- Be forthright – don’t avoid difficult issues, don’t sugar coat” – communicate with them clearly and respectfully
- Give suggested actions with a positive focus
- Do this once a year – please continue what this committee has begun. Engagement with Council and other neighbourhoods is so valuable.

- Should be a follow-up meeting that truly discusses the details of how the structure, process, and transparency inhibits full and productive public engagement.

### COMPARISON OF SOME DIRECT COSTS BY PILOT PROJECT SESSION (\$'s)

Location	Rent	Advertising	Supplies/Gift	Refreshments	Honourarium
1: VICC	\$1,852.50	\$909.28		\$1,636.48	\$1,000.00
2: Beban Park	376.72	869.78	946.08	217.88	700.00
3: Oliver Woods	356.53	1,362.55	82.22	1,334.29	400.00
4: Beban Park	166.23	1,269.33		231.00	1,100.00

Obviously, location has a significant impact on cost although some of the facility location expense will actually be returned to the City in the form of rental revenue that might have not otherwise been earned. Included in the cost of supplies for Session #2 is an expenditure of \$892.23 for live-streaming hardware which can continue to be used by the City in the future.

### Part 3b: Content of Pilot Project Sessions for Council's consideration

In pilot project session #1, we asked the public to submit topics in answer to the question *Building Nanaimo for the future: what are your priorities?* Ten general themes emerged from the submitted topics ranging from social issues like affordable housing; to parks, trails and green space projects like the waterfront walkway; and to tourism opportunities like the proposed Ocean Discovery Centre. Out of these ten themes, we asked those attending the session to pick their top three. The five topics with the most votes were then selected for detailed discussion at round tables. The top five topics chosen, in order of priority, were: Downtown Revitalization; Transportation; Community Engagement; Garbage/ Recycling; and Social Issues. We also had a "wildcard" table for those who wanted to pursue an alternative topic.

A comprehensive summary of the conversations which took place at session #1 can be viewed online under the CETF tab of the City's webpage. However, the task force wants to ensure that this City Council is aware of these six high-level priorities which emerged from the discussion:<sup>5</sup>

1. Downtown Nanaimo is important to this community and support should be provided to stimulate development;
2. The need to enhance biking/ walking/ transit in Nanaimo through connectivity and improving safety on community streets is seen as a priority;
3. Nanaimo needs to assess the need for a one-stop recycling facility;

<sup>5</sup> Website link to flip chart detailed and summary notes from November 23, 2017 Pilot Project #1 <https://www.nanaimo.ca/docs/your-government/boards-and-committees/nov-23-discussion-notes-transcribed.pdf>

4. An affordable housing strategy is a must;
5. We need to ensure that new development, including south downtown waterfront, reflects community values; and
6. We need to provide a more concerted and direct effort to support economic development

While a specific count of the nature and type of questions was not made at Session #2, many of the issues raised revolved around housing for the homeless; development of 1 Port Drive; relations with Snuneymuxw; and the 2018-2019 budget with a few questions relating to better walking, cycling and transit and proposed and approved parking variances.

A full transcription of the panel presentations and group discussions at Session #3 is also available online.<sup>6</sup> At the first break out session after the panel presentation, the participants were asked to reflect on what they felt as they listened to the panelists and identify what needs were underneath these emotions. From this initial discussion, seven themes emerged which in a second round of discussion resulted in a number of recommended actions which are transcribed here from the original flip charts.

1. Building an inclusive community:
  - Share information/ stories about homelessness with everyone
  - Create neighbourhood drop-in centres
  - Actively engage and include the homeless on assessing their needs and future planning
2. Safety: overcoming fear:
  - Address the issues of nimbyism
  - Build and strengthen our forums for community discussion and integration
  - Know whom to mobilize to address these issues
3. Addressing gaps in health care:
  - More mental health and substance abuse education
  - Collaboration between various levels of government, across cultures and health authorities
  - Self-care for citizens and other strategies to restore humanity
4. Housing and homing solutions:
  - Better understanding of definition of homelessness
  - Identify specific housing solutions for needs of individuals
  - Engage local First Nations and find out how we can work collaboratively
  - Investigate tenancy and insurance barriers for renters
5. Targeted focus and supports for youth:
  - Make a personal commitment to support youth
  - Recognize gap for youth 19-21 aging out of care
  - Provide alternative home share options
  - Increase collaboration between service providers
  - Child help phone 24/7
  - Enhance life skills programs for youth
6. Addressing the economic impacts of homelessness: and
  - Top priority is to provide affordable housing
  - Island Health to deal with drugs and mental health
  - Personally, support homeless issue organizations

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<sup>6</sup> Website link to video of Session #3 <https://www.nanaimo.ca/get-involved/community-engagement/community-engagement-archive/public-engagement-pilot-archive>



- Keep our elected officials' feet to the fire
7. Improved processes for public engagement and accountability of all players:
- City leadership and key stakeholders (e.g. Homeless Coalition; Chamber of Commerce) take out a full-page advertisement in the newspaper which acknowledges that this is a big issue in our community; commit to having regular conversations with the community about the issue;
  - establishing a set of shared values about the issue; and to communicating a plan.
  - Included in the ad would be the sharing of stories about how this person got to this place as a really powerful mode of communicating a complex issue; re-humanizing those who are having an experience of homelessness; and collectively beginning to see ourselves in the issue.

We would encourage members of Council to read the document in its entirety as a guideline for future directions to implement the City's affordable housing and homelessness strategies.

In pilot program session #4, we asked neighbourhoods what were their most pressing issues many of which were in common with other neighbourhoods. These are key and often basic neighbourhood issues which members of Council may wish to consider when looking at current and future municipal programs, services and budgets:

- too much traffic;
- not enough safety;
- need for diversity and affordability;
- lack of amenities;
- need for improved transit services; and
- threats to the environment.

Again, the complete results of the discussion are available online.<sup>7</sup>

## Part 4: What we learned

From various perspectives, the work of the CETF in carrying out these 4 pilot project sessions was a success:

- Participants generally felt that their input was valued, that they understood how to participate and felt welcomed and respected while doing so.
- The task force demonstrated that even in an environment that was, at times, less than congenial, it was possible to have a mutually respectful conversation between residents and elected representatives.
- We also demonstrated that we should not be afraid, as a community, to have a compassionate and action directed dialogue about a highly contentious issue like homelessness.

In this regard, we have opened the door to an improvement in citizen participation in the City of Nanaimo. Neither Council nor staff have little to fear from involving residents in the decision-making process.

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<sup>7</sup> Website link to flip chart results of Session #4 <https://pub-nanaimo.escribemeetings.com/FileStream.ashx?DocumentId=19332>

The number of attendees ranged from 30 to 60 at any one session. This is not at variance with other public participation sessions held by the City of Nanaimo. It was not the intention of the task force to attract the maximum number of participants possible from within the city but rather to demonstrate how to have an effective dialogue with residents no matter how many there are. It is interesting to note that the session which was the least attended was the micro town-hall which was the only session where participants did not have an opportunity to develop solutions or actions to mitigate an issue.

As for the costs, the location of the sessions played a large part in the budget with the Vancouver Island Conference Centre being the most expensive. The task force felt, although not unanimously, that the facilitators deserved some monetary recognition for their participation and that, along with venue, was a large part of the cost of any one session. An effort was made to vary the locations throughout the city to involve different parts of the city and equalize the transportation burden. In regard to venues, the task force would not recommend holding a round table discussion in the Social Lounge at Beban Park: it is too noisy and, even in November, extremely cold.

One of the byproducts of this process was bringing various groups into active engagement with the community such as Vancouver Island University's Master of Community Planning program students and facilitating professor; numerous stakeholders involved in the discussion of homelessness; Toastmasters and Young Professionals of Nanaimo members to assist with table facilitation. There are numerous groups such as these who are quite willing to assist with engagement activities, and learn from this. By involving them, it demonstrates that they are valued, and it showcases their contribution to the city and democracy.

Effective table discussion facilitation played an invaluable part in the success of these sessions. Training of the facilitators as to the purpose and process of the session was extremely important. We observed that the process at each of the tables was more varied in sessions where we didn't have consistent training. Having citizens learn to facilitate community discussions is an important development of social capital that comes from bottom up community engagement.

The CETF also made an effort to incorporate online technology such as *Facebook Live* for citizens who wish to engage but find attending in person a challenge. For all sessions, video recordings of the results were provided online as were complete transcripts of the discussion.

## **Part 5: Recommendations moving forward**

Throughout this process, the task force gained a greater understanding and perspective of what community engagement is and can be. Community engagement is more than a town hall meeting or an open house: it is a culture fostered within an entire organization and a community. It is a culture where communication is meaningful and authentic; and asking questions makes a resident feel heard and respected at all levels. We believe there are opportunities for Council to improve the culture of engagement in Nanaimo and by doing so enhance the relationship and level of trust between the community and the city.

1. Council should start with the premise that:

- it is committed to working more closely with the community to improve engagement and participation in council decisions, so that residents feel empowered to be more active in shaping their community and future.<sup>8</sup>
- there should be some level of community engagement on every subject and project considered by Council and
- what requires definition is the level and intensity of the engagement **and, most importantly, how will the information gained from the process be used by staff and Council.**

The broadly recognized expertise of the International Association of Public Participation (IAP2) suggests that there is a continuum of increasing levels of public participation which range from merely “informing” the public to “consulting” to “involving” to “collaborating” and finally to “empowering.” Each level of participation involves different techniques for achieving its goal. As a result, determining the goal of the community engagement initiative is an important first step in identifying the most appropriate public participation format or technique. Open Houses, for example, are extremely useful for informing while, at the other end of the scale, referendums are useful for empowering. Many communities have adopted this spectrum as a framework for their consultation strategies.<sup>9</sup> In all instances, the purpose of the consultation should be decided first before determining the method of consultation since the latter is highly dependent on what you want to accomplish as a result of the consultation.

A particular challenge for communities is communicating clearly about the role and impact of citizen input on decision-making. Some communities have provided examples of specific opportunities when and how citizens can engage.<sup>10</sup> This would be useful for Nanaimo but identifying and defining these opportunities needs to be done through a community engagement collaboration process. When, for example, is it appropriate to engage the community in the development of a new bylaw? Is it during the drafting? Is it when it is discussed at the committee level? Or, is it only at a public hearing when a decision is made on the bylaw immediately following the hearing?

Community engagement is not one-way communication unless the purpose of the engagement is just to provide information and not to obtain feedback in any way. Real consultation is meaningless when it excludes from the outset any form of accommodation and is only designed to tick a box in an approval process whose outcome has already been decided. This is why it is also important to evaluate the consultation process and ask participants to rate its success. The answers may be surprising: what one individual thought was collaboration, for example, was seen by the participant as just providing information.<sup>11</sup>

2. Council should start with something as simple as a published calendar of what it intends to engage residents about over the next year.<sup>12</sup> This provides an opportunity for the city to clarify and prioritize engagement activities and reduce participant fatigue. It also demonstrates that this has

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<sup>8</sup> Taken from the community engagement framework of “let’s talk Niagara Falls”

<sup>9</sup> City of Victoria: A Strategy to Improve Civic Engagement at the City of Victoria

<sup>10</sup> City of Victoria Engagement Framework: “Opportunities to participate”

<sup>11</sup> City of Pitt Meadows, Alberta: Civic Engagement Framework particularly “the input zone versus the engagement zone”

<sup>12</sup> City of Victoria Public Engagement Road Map

<https://www.victoria.ca/assets/Departments/Communications/Documents/PE%20Road%20Map%20Illustration%20FEB2018e.jpg>

been planned, and is not merely opportunistic politics. There are opportunities in 2019 for some major community engagement events in Nanaimo:

- The Chief Administrator of Nanaimo has recommended that in the first quarter of 2019, Council develop a new strategic plan to set out priorities for the term. This represents the first opportunity since 2012 for Council to embark on a major community engagement process to develop a plan that is representative of community priorities. This cannot be a mere updating of the current plan which has been adjusted only by Council since 2016. It is time for all of us together to consider the direction we want to go as a municipality over the next four years and how we want to get there. Our suggestion is that the engagement be comprehensive but that the plan be clear, simple and contain action items that are able to be implemented.
- There are two other major projects for 2019 under Council's purview which are of special interest to the community at large: development of 1 Port Drive; and the Waterfront Walkway. The current budget proposes, for example, that we incur new debt in the amount of \$29 million for construction of the Waterfront Walkway over the next five years making this our largest capital project during that time period. Council must be assured that they understand the community's wishes with regard to these two projects before proceeding to implementation. In regard to 1 Port Drive, our waterfront is our major asset and we must ensure that the vision and values that were developed in 2013 as part of the South Downtown Waterfront Initiative are respected.
- And, finally there is the City of Nanaimo Official Plan which is also scheduled to begin to come under review in 2019. This will guide development for the next ten years and requires innovative community engagement strategies to ensure that residents and businesses feel part of this important conversation.

3. Council should ensure that existing methods for community engagement are fully understood and utilized.

- Community engagement is not just applicable to the "big" projects. How Council and Committees of Council handle delegations is an important part of the engagement process. Community engagement begins at the Advisory Committee level and residents and businesses should be encouraged to make presentations or be a delegate. Speaking before Council often comes too late in the process to have any meaningful impact.
- All reports going to Council and Committees should include a section on community engagement identifying level of engagement based on the IAP2 spectrum; how the engagement was or will be undertaken; what were the results; and how they would be taken into consideration.
- Feedback on the results of engagement should be provided online indicating what people said and how it impacted the final product or recommendation.
- Committee and Council meeting minutes need to be made available as soon as they are drafted so that decisions are clear and easily accessible.

- Council needs to clarify its correspondence practices to ensure that there are realistic expectations about feedback to and from the city. There is no point in encouraging residents to write to the mayor and council if there is no reply to their letters or emails.
  - Real consultation needs to take place not just at the visionary level of policies and programs but also when it comes to implementation. Community engagement doesn't stop when it comes to implementation of City projects that may have been approved without scrutiny as part of a larger capital project program. In the absence of Ward Councillors, there is nowhere for a resident to turn to express concern about or want to appeal the details of certain engineering projects.
  - Consultants employed to drive and/or support major city projects and initiatives should be made aware of the City's community engagement policy and process, and make efforts to use these and act in ways that align with them.
4. Council should begin a process of strengthening and empowering neighbourhoods to better ensure that programs and projects are actually meeting community needs.
- City programs and projects function better when neighbourhood associations and other community and stakeholder groups (such as businesses, environmental groups, arts groups, etc.) are involved in engagement efforts.
  - Neighbourhood associations can provide advice about neighbourhood priorities for engagement to City Staff and Council and be engaged in developing systems for gathering public input on these engagement priorities
  - Neighbourhood associations need to be consulted about how to manage difficult land use issues such as the placement of supportive housing before projects are initiated not when they are ready to be implemented
  - Councillors can represent their constituents by staying in touch and working with citizens to determine top priorities for engagement. Staying in touch could include at least two regular annual community engagement sessions similar to our micro town hall "meet your councillors" and the empowering neighbourhood sessions
  - Neighbourhood associations need to take responsibility for their credibility and ensure that they are representative of all interests. Council should require that associations have annual meetings and elections of officers.
  - Community engagement also only works when promises are honoured. Developing a neighbourhood plan becomes a contract between the city and its residents with the hope that some of it might be implemented - a promise that is not very often kept.
5. Council should consider how to improve community engagement through advertising, social media and online technology:

- Establish a plan for using social media to increase citizen participation;<sup>13</sup>
- Try new technologies which are fun and visual to get ongoing feedback from residents;<sup>14</sup>
- Understand the purpose of online surveys and the use of the captured information before creating them;
- Create effective online surveys to seek feedback on topics/ details incorporating digital identification and residency requirements to ensure legitimate and defensible engagement;
- Publish City Council minutes online earlier;
- Improve existing newspaper advertisements concerning zoning and official plan amendments to make them more accessible to the reader;
- Allow questions from home to City Council in question period;
- Improve SAR audio and video during Committee of the Whole meetings;
- Video record committee meetings;
- Create an online engagement panel where citizens sign up to receive regular emails to provide opinions;
- Establish a Twitter town hall.

6. Council should also consider establishing a central focus for community engagement within the city by:

- Creating an Office of Community Engagement to help implement these activities across the city and shift resource focus from one-way communications to formalized two-way dialogue.<sup>15</sup>
- Establishing a more formal Community Engagement Committee which would:
  - Work from recommendations of the CETF
  - Liaise with council and staff on community engagement matters
  - Help to organize future engagement sessions
  - Continue to explore new worlds of community engagement
  - Produce a community engagement charter for Nanaimo
  - Help to produce a community engagement handbook for Nanaimo
  - Build on the entire concept of community interaction by residents, staff of Nanaimo and Council Members further than the task force was able to do.

## Part 6: Conclusion

The CETF is pleased to have been a part of this process to make public engagement a part of everyday life in the city of Nanaimo. We encourage members of Council to consider not only our recommendations for the future but also the specific data that arose from each of the sessions. This input was created and presented by the citizens of this community and should be considered critical to the preparation of Council's 2019 strategic plan and priorities.

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<sup>13</sup> Alberta Urban Municipalities Association and the Alberta Association of Municipal District and Counties Social Media Resource Guide  
[https://www.auma.ca/sites/default/files/Advocacy/Programs\\_Initiatives/citizen\\_engagement/social\\_media\\_resource\\_guide.pdf](https://www.auma.ca/sites/default/files/Advocacy/Programs_Initiatives/citizen_engagement/social_media_resource_guide.pdf)

<sup>14</sup> For example: MetroQuest Public Involvement Software Company in Vancouver. <https://metroquest.com/>

<sup>15</sup> City of Penticton: Community Engagement Builder position. <https://www.penticton.ca/assets/Departments/16-50E%20Community%20Engagement%20Builder.pdf>

DATE OF MEETING | JANUARY 28, 2019 |

AUTHORED BY | JOHN VAN HORNE, DIRECTOR OF HUMAN RESOURCES |

SUBJECT | **Revised Code of Conduct** |

## **OVERVIEW**

### **Purpose of Report**

To present Council with a draft revised Code of Conduct and a draft sign-off document for consideration.

### **Recommendation**

That the Committee of the Whole recommend that Council adopt the attached Code of Conduct and sign the accompanying declaration at the next regular meeting of Council.

## **DISCUSSION**

At the Special Committee of the Whole meeting on 2019-JAN-07, Council reviewed and discussed a variety of options for developing a Code of Conduct. Based on the discussions at that meeting, staff committed to:

1. Bring a revised draft Code of Conduct to a future meeting;
2. Utilize the Union of British Columbian Municipalities (UBCM) Model Code of Conduct and the Code of Conduct for the City of Prince George as the primary sources of the revised draft;
3. Develop a one-page document that spoke to the reasons for developing the Code of Conduct, that Council could sign to demonstrate their commitment to uphold the letter and spirit of the Code of Conduct.

The UBCM and Prince George versions appealed to members of Council based on their plain-language format and ease of reading. At the same time, it was clearly the desire that the document be, and be seen to be, a formal document with a substantial pledge to uphold its ideals. A sign-off sheet was identified as a preferred way to demonstrate this commitment.

Attachment A is a slightly-modified version of the Draft Code of Conduct that was created using the UBCM Model Code of Conduct. The Introduction paragraph has been removed and used in the development of the sign-off sheet that accompanies the Code of Conduct.

Attachment B is a draft of the sign-off sheet. It incorporates the material removed from the Code of Conduct blended with a similar paragraph taken from the City of Prince George's Code of Conduct. |

### **SUMMARY POINTS**

- Council generally expressed a preference for a Code of Conduct that is written in plain language, and is easy for people to read and understand.
- Council has indicated a desire to have a document for each member of Council to sign, as evidence of their commitment to abide by the Code of Conduct.
- Staff have revised a Draft Code of Conduct and developed a sign-off sheet based on the discussions from the Special Committee of the Whole meeting on 2019-JAN-07.

### **ATTACHMENTS**

Attachment A: Revised Draft Code of Conduct

Attachment B: Revised Draft Code of Conduct sign-off sheet

#### **Submitted by:**

John Van Horne  
Director of Human Resources



## CITY OF NANAIMO



### Council Policy

<b>Policy: Code of Conduct</b>	<b>Number:</b>
<b>Applies To: Council</b>	<b>Effective Date:</b>

This Code of Conduct applies to the members of Council of the City of Nanaimo (the “Members”). It is each Member’s individual responsibility to uphold both the letter and the spirit of this Code of Conduct in their dealings with other Members, staff, and the public. Elected officials must conduct themselves in accordance with the law. This Code of Conduct is intended to be developed, interpreted and applied by Members in a manner that is consistent with all applicable Federal and Provincial Laws, as well as the bylaws and policies of the City of Nanaimo, the common law and any other legal obligations which apply to Members individually or as a collective council.

### FOUNDATIONAL PRINCIPLES OF RESPONSIBLE CONDUCT

1. **Integrity** – means being honest and demonstrating strong ethical principles. Conduct under this principle upholds the public interest, is truthful and honourable.
2. **Respect** – means having due regard for others’ perspectives, wishes and rights; it also means displaying deference to the offices of local government, and the role of local government in community decision making. Conduct under this principle is demonstrated when a Member fosters an environment of trust by demonstrating due regard for the perspectives, wishes and rights of others and an understanding of the role of the local government.
3. **Accountability** – means an obligation and willingness to accept responsibility or to account for one’s actions. Conduct under this principle is demonstrated when council Members, individually and collectively, accept responsibility for their actions and decisions.
4. **Leadership and Collaboration** – means an ability to lead, listen to, and positively influence others. It also means coming together to create or meet a common goal through collective efforts. Conduct under this principle is demonstrated when a Member encourages individuals to work together in pursuit of collective objectives by leading, listening to, and positively influencing others.

### STANDARDS OF CONDUCT

**Integrity:** Integrity is demonstrated by the following conduct:

1. Members will be truthful, honest, and open in all dealings, including those with other Members, staff and the public.
2. Members will ensure that their actions are consistent with the shared principles and values collectively agreed to by the council.

3. Members will follow through on their commitments, correct errors in a timely and transparent manner, and engage in positive communication with the community.
4. Members will direct their minds to the merits of the decisions before them, ensuring that they act on the basis of relevant information and principles and in consideration of the consequences of those decisions.
5. Members will behave in a manner that promotes public confidence in all of their dealings.

**Respect:** Respect is demonstrated through the following conduct:

1. Members will treat every person with dignity, understanding, and respect.
2. Members will show consideration for every person's values, beliefs, and contributions to discussions.
3. Members will demonstrate awareness of their own conduct, and consider how their words or actions may be perceived as offensive or demeaning.
4. Members will not engage in behaviour that is indecent, insulting or abusive. This behaviour includes unwanted physical contact, or other aggressive actions that may cause any person harm or makes them feel threatened.

**Accountability:** Accountability is demonstrated through the following conduct:

1. Members will be responsible for the decisions that they make and be accountable for their own actions and the actions of the collective council.
2. Members will listen to and consider the opinions and needs of the community in all decision-making, and allow for appropriate opportunities for discourse and feedback.
3. Members will carry out their duties in an open and transparent manner so that the public can understand the process and rationale used to reach decisions and the reasons for taking certain actions.

**Leadership and Collaboration:** Leadership and collaboration is demonstrated through the following conduct:

1. Members will behave in a manner that builds public trust and confidence in the local government.
2. Members will consider the issues before them and make decisions as a collective body. As such, Members will actively participate in debate about the merits of a decision, but once a decision has been made, all Members will recognize the democratic majority, ideally acknowledging its rationale, when articulating their opinions on a decision.
3. Members will recognize that debate is an essential part of the democratic process and encourage constructive discourse while empowering other Members and staff to provide their perspectives on relevant issues.
4. As leaders of their communities, Members will calmly face challenges, and provide considered direction on issues they face as part of their roles and responsibilities while empowering their colleagues and staff to do the same.

5. Members will recognize, respect and value the distinct roles and responsibilities others play in providing good governance and commit to fostering a positive working relationship with and among other Members, staff, and the public.
6. Members will recognize the importance of the role of the chair of meetings, and treat that person with respect at all times.

Draft

## CITY OF NANAIMO



The public expects a responsive local government with the highest standards of professional conduct from those elected to it. The residents of the City of Nanaimo are entitled to have a fair, ethical and accountable municipal Council that has earned the public's full confidence for integrity. It is an honour and a privilege to serve the public.

As local elected representatives ("Members"), we recognize that responsible conduct is essential to providing good governance for the City of Nanaimo. We further recognize that responsible conduct is based on the foundational principles of integrity, accountability, respect, and leadership and collaboration.

In order to fulfill our obligations and discharge our duties, we are required to conduct ourselves to the highest ethical standards by being active participants in ensuring that these foundational principles, and the standards set out in the Code of Conduct, are followed in all of our dealings with other Members, staff, and the public.

Our signatures below are evidence of our individual commitments to abide by the spirit and letter of the Code of Conduct.

Signed at the City of Nanaimo, this \_\_\_\_\_ day of \_\_\_\_\_, 2019

\_\_\_\_\_  
Mayor Leonard Krog

\_\_\_\_\_  
Councillor Sheryl Armstrong

\_\_\_\_\_  
Councillor Don Bonner

\_\_\_\_\_  
Councillor Tyler Brown

\_\_\_\_\_  
Councillor Ben Geselbracht

\_\_\_\_\_  
Councillor Erin Hemmens

\_\_\_\_\_  
Councillor Zeni Maartman

\_\_\_\_\_  
Councillor Ian Thorpe

\_\_\_\_\_  
Councillor Jim Turley