

**MINUTES**  
**SPECIAL COMMITTEE OF THE WHOLE MEETING**  
**BOARDROOM, SERVICE AND RESOURCE CENTRE**  
**411 DUNSMUIR STREET, NANAIMO, BC**  
**FRIDAY, 2019-FEB-15 AT 8:30 A.M.**

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Present: Mayor L. Krog (vacated 11:00 a.m.)  
Councillor S. D. Armstrong (arrived 8:54 a.m.)  
Councillor D. Bonner  
Councillor T. Brown (vacated 11:05 a.m., returned 11:26 a.m.)  
Councillor B. Geselbracht  
Councillor E. Hemmens  
Councillor I. W. Thorpe  
Councillor J. Turley

Absent: Councillor Z. Maartman

Staff: J. Rudolph, Chief Administrative Officer  
R. J. Harding, Director of Parks and Recreation (vacated 3:37 p.m.)  
D. Lindsay, Director of Community Development  
B. Sims, Director of Engineering and Public Works  
J. Van Horne, Director of Human Resources  
K. Fry, Fire Chief (arrived 12:21 p.m.)  
T. Doyle, Deputy Fire Chief – Operations  
L. Mercer, Acting Director of Financial Services  
D. Blackwood, Client Support Specialist (vacated 8:45 a.m.)  
S. Gurrie, City Clerk  
N. Sponaule, Legislative Services Clerk  
K. Gerard, Recording Secretary (vacated 12:15 p.m.)  
G. Whitters, Recording Secretary (arrived 12:09 p.m.)

1. **CALL THE SPECIAL MEETING TO ORDER:**

The Special Committee of the Whole Meeting was called to order at 8:35 a.m.

2. **APPROVAL OF AGENDA:**

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

3. PRESENTATIONS:

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

Tracey Lorenson, Paragon Strategic Services Ltd., provided Mayor and Council with a brief review of the last strategic planning meeting and spoke regarding the goals and possible outcomes of this planning session including identifying the priorities and putting the priorities in order of importance and the role of the final strategic plan.

D. Blackwood vacated the Boardroom at 8:45 a.m.

S. Armstrong entered the Boardroom at 8:54 a.m.

Committee discussion took place regarding:

- Implementing a Smart City approach
- Future projects and plans should be included within the adopted strategic plan
- Creating and defining the vision statement
- Ensuring the language of the strategic plan focuses on issues Council can actually influence, within our jurisdiction
- Priorities listed in the strategic plan need to focus on the goals of Council and the community
- Mayor and Council should encourage honest and straightforward feedback from Staff and the public

Tracey Lorenson, Paragon Strategic Services Ltd., led the Committee in a discussion regarding the six themes in the Preliminary Draft, which include:

1. Governance Excellence
2. Service and Management Excellence
3. Environmental Responsibility
4. Economic Health
5. Livability
6. Strong Social Fabric

Committee discussion took place regarding Governance Excellence:

- Implement processes and policies that are transparent to the public
- Organizational structure and systems
- Policies that support relationships with other local governments including Snuneymuxw First Nations and the Regional District of Nanaimo
- Engagement and advocacy are important factors in the strategic plan and should be listed under the Governance Excellence heading
- Saving space in the strategic plan for community engagement
- Risks included in each decision when setting priorities
- Rapport, reputation and trust are key factors in governance excellence and should be listed under this heading
- Strategic plan should show perspective home buyers, investors and job seekers that Nanaimo is a great place to invest, live and work
- Branding Nanaimo as a destination and provide the community with a message of confidence and transparency

- Management and Staff should feel encouraged to suggest items and provide feedback regarding the strategic plan
- Goal of this strategic plan is to create a culture of excellence, strengthen the weakened structures of our organization and create strong and clear fundamental policies

Committee discussion took place regarding Strong Social Fabric:

- Focus on the significant issues to the City of Nanaimo and the issues we can change and manage, that are under our jurisdiction
- Responsibilities and role of the Province of BC regarding homelessness and mental health issues
- Time, budget concerns and effort by City of Nanaimo Staff in dealing with issues such as homelessness and mental health
- Impact of what would happen if City Staff were no longer involved in provincial issues such as homelessness

The Special Committee of the Whole Meeting recessed at 10:18 a.m.

The Special Committee of the Whole Meeting reconvened at 10:31 a.m.

Committee discussion continued regarding Strong Social Fabric:

- Facilitating meetings with outreach workers, Island Health, BC Housing and other service providers regarding homelessness and what impact this facilitation would have on staff and the community
- Enforcing the message to the community that homelessness is not the City's responsibility and we are doing what we can within our jurisdiction
- City of Nanaimo can provide more affordable housing however that is only part of the issue surrounding homelessness and mental health

Mayor Krog vacated the Boardroom at 11:00 a.m., Councillor Armstrong assumed the Chair.

Councillor Brown vacated the Boardroom at 11:05 a.m.

- How to clearly define Council's role in facilitating meetings and it was suggested that the City hire a designated person to relieve current Staff from these meetings
- Suggested that the heading "Social Issues" be moved under Governance Excellence
- Included under the heading "Livability" should be items such as active health, arts and culture, public safety, community organizations, age friendly, wellness and recreation
- Removing Parks and Recreation from the strategic plan but ensure it is captured under the heading "Strengths"
- A placeholder on the strategic plan that covers Fire, Bylaws and RCMP; could be part of Public Safety under Livability

Tracey Lorensen, Paragon Strategic Services Ltd., provided the Committee with a brief summary of the goals of this strategic planning session and what she hopes to have accomplished by the end of the day, which included:

- Headings and wording of each pillar in the strategic plan and putting pillars in order of importance
- Adding, removing or combining pillars
- Proposed steps once the strategic plan is adopted including releasing the strategic plan to the public

Councillor Brown returned to the Boardroom at 11:26 a.m.

B. Sims vacated the Boardroom at 11:26 p.m.

The Special Committee of the Whole Meeting recessed at 11:26 a.m.

G. Whitters entered the Boardroom at 12:09 p.m.

K. Gerard vacated the Boardroom at 12:15 p.m.

K. Fry entered the Boardroom at 12:21 p.m.

The Special Committee of the Whole Meeting reconvened at 12:35 p.m.

Mayor Krog returned to the Boardroom at 12:35 p.m. and resumed the Chair.

Staff present: T. Doyle, K. Fry, S. Gurrie, R. Harding, D. Lindsay, J. Rudolph, N. Sponaule, J. Van Horne and G. Whitters.

Committee discussion took place regarding:

- Including risks and priorities in the Strategic Plan
- The Official Community Plan refresh
- Housing

B. Sims returned the boardroom at 12:47 p.m.

- Important features of Nanaimo
- Waterfront Walkway Master Plan
- Climate resilience and preparing citizens for climate change
- City operational impacts
- Making decisions and taking action with a fiscal lens
- Impacts and outlook of climate change including economic opportunities, collaboration, taking an aggressive stance and being proactive
- The Intergovernmental Panel on Climate Change (IPCC) Report
- Financial implications of climate change initiatives
- Environmental leadership and asset management
- The City's past Environmental Committee and available funds

T. Doyle vacated the Boardroom at 1:33 p.m.

- Economic health including environmental investment
- Providing a summary of IPCC report for Council
- Pros and cons of densification
- A cap on resource availability
- What can be done in the community to attract people and businesses

T. Doyle returned to the Boardroom at 1:51 p.m.

- Community is existing on low paying jobs and how to attract higher paying jobs
- The Green Economy and Circular Economy
- Focus on business retention and expansion
- Improving digital infrastructure
- Economic development plan and incentivising businesses
- Investing in downtown
- Rebranding Nanaimo and refreshing the Economic Development Plan
- Facilitating dialog with stakeholders
- The culture of the City
- Importance of arts, culture and sports tourism
- Attracting businesses that align with strategic direction
- Arts and cultural plan in Nanaimo
- What brings tourists to Nanaimo
- Nanaimo's approachability compared to other communities
- Public consultation on the Strategic Plan

Councillor Armstrong vacated the Boardroom at 2:25 p.m.

J. Van Horne vacated the Boardroom at 2:30 p.m.

The Special Committee of the Whole Meeting recessed at 2:30 p.m.

Councillor Armstrong returned to the Boardroom at 2:45 p.m.

Councillor Hemmens vacated the Boardroom at 2:45 p.m.

The Special Committee of the Whole Meeting reconvened at 2:50 p.m.

Staff present: T. Doyle, K. Fry, S. Gurrie, R. Harding, D. Lindsay, J. Rudolph, B. Sims, N. Sponaule, J. Van Horne, and G. Whitters.

Councillor Hemmens returned to the Boardroom at 2:52 p.m.

Committee discussion continued regarding:

- Future strategic planning and environment workshop
- Actions to take from here
- The City is actively engaging in waste management, recycling and regulation on single-use plastic bags
- The 2012 Community Sustainability Action Plan
- Climate change and environmental stewardship
- Collaboration between Regional District of Nanaimo and the City of Nanaimo

T. Doyle vacated the Boardroom at 3:07 p.m.

- What role the public should play in selecting strategic plan and how to engage the community
- Ensuring transparency to the public

R. Harding vacated the Boardroom at 3:37 p.m.

4. ADJOURNMENT:

It was moved and seconded at 3:42 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