



AGENDA

GOVERNANCE AND PRIORITIES COMMITTEE MEETING

Monday, April 8, 2019, 12:00 P.M. - 4:00 P.M.

Board Room, Service and Resource Centre,
411 Dunsmuir Street, Nanaimo, BC

Pages

1. CALL TO ORDER:

2. INTRODUCTION OF LATE ITEMS:

3. APPROVAL OF THE AGENDA:

4. ADOPTION OF THE MINUTES:

a. Minutes

4 - 8

Minutes of the Governance and Priorities Committee meeting held in the Boardroom, Service and Resource Centre, 411 Dunsmuir Street, Nanaimo, BC on Monday, 2019-MAR-25, at 1:00 p.m.

5. REPORTS:

a. GOVERNANCE AND MANAGEMENT EXCELLENCE:

1. Planning 101 and Official Community Plan

9 - 68

To be introduced by Dale Lindsay, Director of Community Development.

Purpose: To provide Council with an overview of the Planning and Building Inspections functions within the City of Nanaimo.

Recommendation: That the Governance and Priorities Committee receive the report titled "Planning and Building Inspections Overview", dated 2019-APR-08, and accompanying presentation for information.

2. Committees and Engagement

1. Council Committees

69 - 103

To be introduced by Sheila Gurrie, City Clerk.

Purpose: To provide the Governance and Priorities Committee with an overview of Council's current and previous Committees, and to provide recommendations for moving forward.

Recommendation: That the Governance and Priorities Committee recommend that Council:

1. dissolve the following Committees of Council that are currently on hold:

- Community Planning and Development;
- Community Vitality;
- Public Safety;
- Public Works and Engineering;
- Parks Recreation and Wellness; and,

2. Continue with the Finance & Audit Committee to carry-out the work on financial and budgetary matters for Council and appoint a Chair based on the Acting Mayor rotating schedule.

2. City of Nanaimo Engagement

104 - 106

To be introduced by Sheila Gurrie, City Clerk.

Purpose: To provide the Governance and Priorities Committee with an update on the current status of City of Nanaimo Engagement and future opportunities to further engagement.

Recommendation: That the report titled "City of Nanaimo Engagement", dated 2019-APR-08, be received for information.

b. ENVIRONMENTAL RESPONSIBILITY:

c. ECONOMIC HEALTH:

d. COMMUNITY WELLNESS/LIVABILITY:

6. QUESTION PERIOD:

7. PROCEDURAL MOTION:

8. ADJOURNMENT:

MINUTES
GOVERNANCE AND PRIORITIES COMMITTEE MEETING
BOARDROOM, SERVICE AND RESOURCE CENTRE,
411 DUNSMUIR STREET, NANAIMO, BC
MONDAY, 2019-MAR-25, AT 1:00 P.M.

Present: Councillor D. Bonner, Chair
Mayor L. Krog
Councillor S. D. Armstrong (arrived 2:24 p.m.)
Councillor T. Brown
Councillor B. Geselbracht (arrived 2:37 p.m.)
Councillor E. Hemmens
Councillor Z. Maartman
Councillor J. Turley (arrived 2:38 p.m.)

Absent: Councillor I. W. Thorpe

Staff: J. Rudolph, Chief Administrative Officer
R. J. Harding, Director, Parks and Recreation
J. Holm, Acting Director, Community Development
B. Sims, Director, Engineering and Public Works
L. Mercer, Acting Director, Financial Services
K. Fry, Fire Chief
T. Doyle, Deputy Fire Chief, Operations (vacated 2:21 p.m.)
J. Le Masurier, Assistant Chief, Education and Training (vacated 2:24 p.m.)
K. Lindsay, Manager, Emergency Program (vacated 2:28 p.m.)
D. Blackwood, Client Support Specialist (vacated 1:05 p.m.)
S. Gurrie, City Clerk
G. Whitters, Recording Secretary

1. CALL THE GOVERNANCE AND PRIORITIES COMMITTEE MEETING TO ORDER:

The Governance and Priorities Committee Meeting was called to order at 1:00 p.m.

Councillor Bonner noted that going forward the Acting Mayor will Chair the Committee of the Whole Meetings and Governance and Priorities Committee Meetings.

2. APPROVAL OF THE AGENDA:

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

3. REPORTS:

a. COMMUNITY WELLNESS/LIVABILITY:

1. Emergency Management

Introduced by Karen Fry, Fire Chief.

D. Blackwood vacated the Boardroom at 1:05 p.m.

Karen Lindsay, Manager, Emergency Program, provided a presentation regarding Emergency Management, which included the following information:

- Effects and outcomes of the Christchurch earthquake
- Mission and function of emergency Management
- Staffing and budget of the Emergency Management Team
- Emergency Coordination Centre (ECC) and Emergency Social Services (ESS)
- Emergency management cycle and recovery timeline
- Emergency kits
- Statutory requirements of Local Governments regarding emergency management
- Played video titled: Emergency Reception Centres
- “Nanaimo Emergency Program Bylaw 2014 No. 7202”
- Hazard, Risk and Vulnerability Analysis: Listing of hazards in community, measured by probability and consequence

Committee discussion took place regarding:

- Social disturbances and Tent City
- Task numbers assigned by the province of BC
- Top hazards in Nanaimo include: HAZMAT, marine, floatplane, mass casualty accidents and fires
- Challenges of evacuating elderly and disabled
- Wildfire risk in Nanaimo and areas of high concern

The presentation continued regarding:

- British Columbia Emergency Management System (BCEMS) and response goals
- Emergency Coordination Centre (ECC), locations and organizational chart
- Training schedules and number of Staff trained
- Emergency notifications and partnership with Island Radio
- Role of Council in an emergency
- ECC communications to the Public regarding emergencies
- Types of evacuations and alerts
- Response and recovery plans after an emergency

Committee discussion took place regarding:

- Neighbourhood groups having emergency plans
- Review of December's windstorm and claim to province for response and recovery costs
- Financial Stability Reserves
- Climate resiliency study
- Regional agreements with Regional District of Nanaimo, Parksville, Qualicum, and Indigenous Groups

T. Doyle vacated the Boardroom at 2:21 p.m.

Councillor Armstrong entered the Boardroom at 2:24 p.m.

J. Le Masurier vacated the Boardroom at 2:24 p.m.

The Governance and Priorities Committee Meeting recessed at 2:28 p.m.

Councillor Armstrong vacated the Boardroom at 2:30 p.m.

The Governance and Priorities Committee Meeting reconvened at 2:36 p.m.

b. GOVERNANCE AND MANAGEMENT EXCELLENCE:

(1) Core Services Review

Introduced by Sheila Gurrie, City Clerk.

R. Harding returned to the Boardroom at 2:37 p.m.

Councillor Geselbracht entered the Boardroom at 2:37 p.m.

Councillor Turley entered the Boardroom at 2:38 p.m.

K. Fry returned to the Boardroom at 2:38 p.m.

L. Mercer and J. Rudolph entered the Boardroom at 2:39 p.m.

It was moved and seconded that the Governance and Priorities Committee recommend that Council direct Staff to remove "Articulate the full range of community goals and identify and link the City's program outcomes to these." listed in the Core Services Review recommendations updates spreadsheet. The motion carried unanimously.

It was moved and seconded that the Governance and Priorities Committee recommend that Council direct Staff to remove "Conduct operational reviews of each Municipal program, beginning with those that were not in scope of the Core Services Review, with a target of conducting one or two of such reviews each year." listed in the Core Services Review recommendations updates spreadsheet. The motion carried.

Opposed: Councillor Turley

It was moved and seconded that the Governance and Priorities Committee recommend that Council direct Staff to remove "Prepare an implementation plan to introduce multi-year budgeting, leading to four-year budgeting that coincides with the terms of councils." listed in the Core Services Review recommendations updates spreadsheet. The motion carried.

Opposed: Councillor Armstrong

It was moved and seconded that the Governance and Priorities Committee recommend that Council direct Staff to remove “Consolidate Police Support Services building maintenance staff with the facility maintenance unit.” listed in the Core Services Review recommendations updates spreadsheet. The motion carried unanimously.

Committee discussion took place regarding

- Building service-level metrics into business plans
- Maintenance of the RCMP buildings
- Funding the Island Corridor Rail Foundation
- Tax exemptions

It was moved and seconded that the Governance and Priorities Committee recommend that Council direct Staff to remove “Review the Nanaimo Economic Development Corporation (NEDC) grant in the context of an updated strategic plan for the City and for NEDC, and in relation to comparable municipalities.” listed in the Core Services Review recommendations updates spreadsheet. The motion carried unanimously.

It was moved and seconded that the Governance and Priorities Committee recommend that Council direct Staff to remove “Through Rationalizing Service Levels: Consider closing Beban pool for 3 months in summer instead of one month to reduce costs.” listed in the Core Services Review recommendations updates spreadsheet. The motion carried unanimously.

It was moved and seconded that the Governance and Priorities Committee recommend that Council direct Staff to remove “Through Consolidating Space Requirements: Prepare a Facilities Master Plan” listed in the Core Services Review recommendations updates spreadsheet. The motion carried unanimously.

It was moved and seconded that the Governance and Priorities Committee recommend that Council direct Staff to remove “Through Consolidating Space Requirements: Sell 89 Prideaux and relocate to the Public Works offices when they are rebuilt” listed in the Core Services Review recommendations updates spreadsheet. The motion carried unanimously.

It was moved and seconded that the Governance and Priorities Committee recommend that Council direct Staff to remove “Through Rationalizing Service Levels: Close the Departure Bay Activity Centre to avoid capital expenditure of \$2.1 million and accommodate users elsewhere.” listed in the Core Services Review recommendations updates spreadsheet. The motion carried unanimously.

It was moved and seconded that the Governance and Priorities Committee recommend that Council direct Staff to remove “Through Operational Improvements focused on Purchasing and Contract Administration: Foster increased usage of Purchasing Cards (PCards) and automate replenishment orders.” listed in the Core Services Review recommendations updates spreadsheet. The motion carried unanimously.

J. Rudolph stated that Staff will not be coming back to report on the Core Services Review in the future.

It was moved and seconded that the Governance and Priorities Committee receive the status of Core Service Review recommendations for information. The motion carried unanimously.

4. QUESTION PERIOD:

- Bill Manners re: Departure Bay Activity Centre.

5. ADJOURNMENT:

It was moved and seconded at 3:56 p.m. that the meeting terminate. The motion carried unanimously.

C H A I R

CERTIFIED CORRECT:

CORPORATE OFFICER

DATE OF MEETING | APRIL 8, 2019 |

AUTHORED BY | DALE LINDSAY, DIRECTOR, COMMUNITY DEVELOPMENT |

SUBJECT | **PLANNING AND BUILDING INSPECTIONS OVERVIEW** |

OVERVIEW

Purpose of Report

To provide Council with an overview of the Planning and Building Inspections functions within the City of Nanaimo.

Recommendation

That the Governance and Priorities Committee receive the report titled “Planning and Building Inspections Overview”, dated 2019-APR-08, and accompanying presentation for information.

DISCUSSION

Among other services, Community Development provides long-range planning, current planning, subdivision, and building inspections functions. The presentation accompanying this report is intended to provide Council with an overview of these functions.

These broad and interrelated functions collectively fall under the mandates of Community & Cultural Planning, Current Planning, Subdivision, and Building Inspections. These functions are also supported by other internal departments and external agencies. Planning and Building Inspections functions range in scale and focus from the broad exercises of community and neighbourhood visioning, through to site planning and development, subdivision, and finally to the permitting and inspections of buildings.

The Planning and Building Inspections functions receive their mandates to varying degrees from Council through policy and bylaw, as well as from the Federal and Provincial Government through legislation and regulation. These functions interact with a wide range of stakeholders, including, among others, varying levels of government, community groups, community members, non-profit societies, applicants/owners, and professional development consultants.

The attached presentation (Attachment A) is intended to provide an overview of the Planning and Building Inspections functions in order to provide Council with an opportunity to further its understanding of the roles and responsibilities of these functions.]

SUMMARY POINTS

- Planning and Building Inspections are broad and interrelated functions that collectively fall under the mandates of Community & Cultural Planning, Current Planning, Subdivision, and Building Inspections.
- This report and presentation are intended to provide an overview of the Planning and Building Inspections functions in order to provide Council with an opportunity to further its understanding of the roles and responsibilities of these functions....

ATTACHMENTS

Planning and Building Inspections Overview PowerPoint presentation

Submitted by:

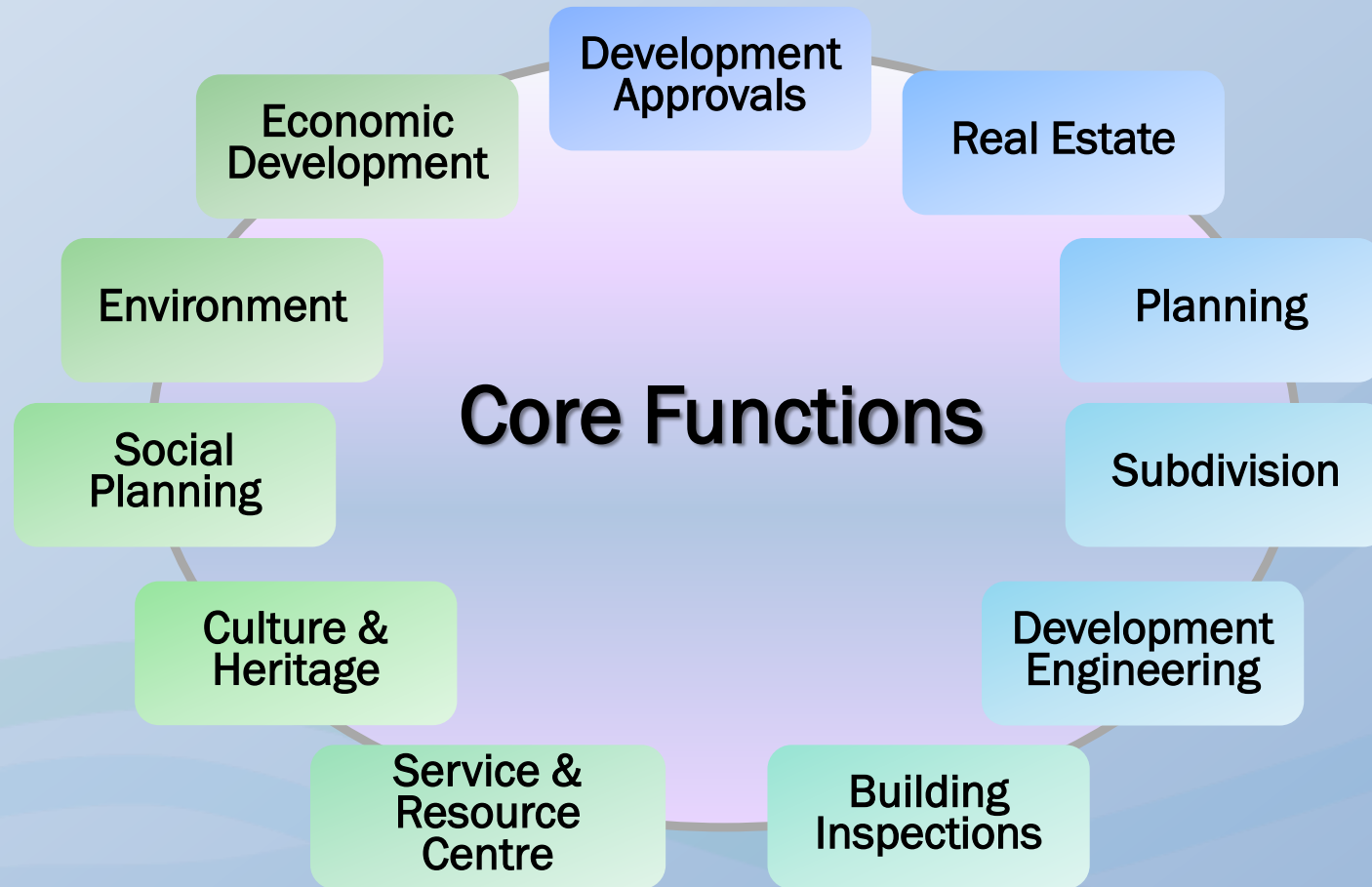
Dale Lindsay
Director, Community Development

Planning & Building Overview

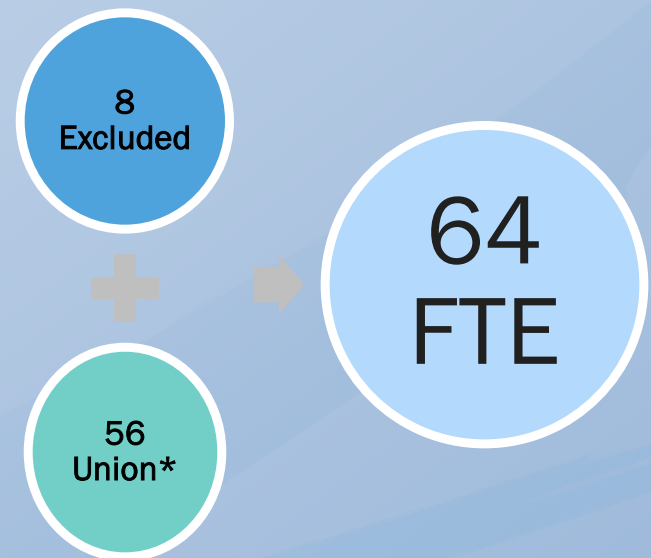
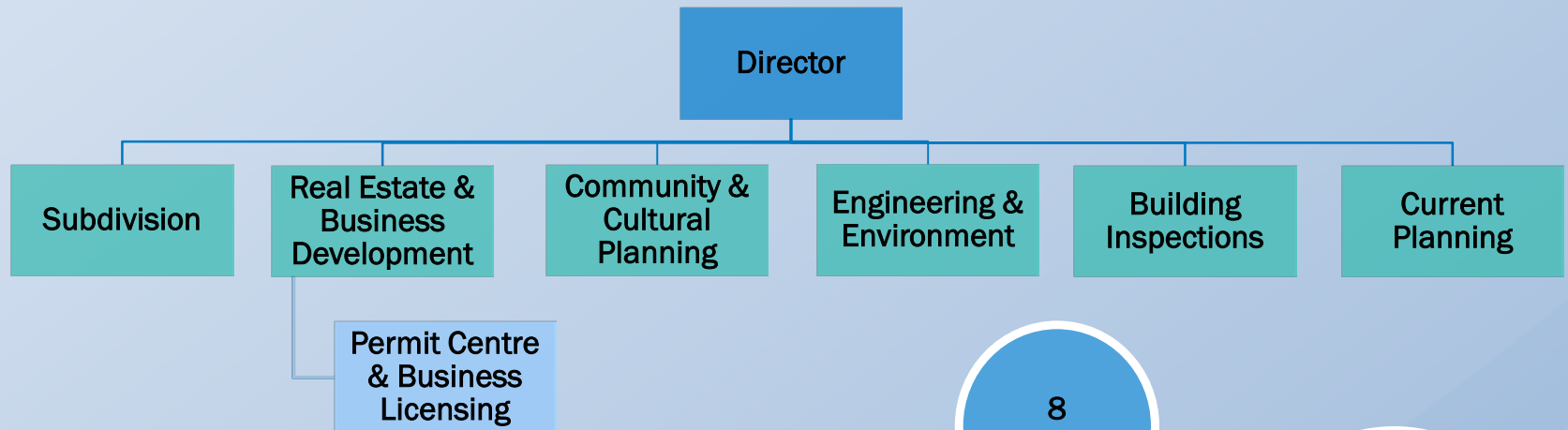
Community Development



Overview



Overview

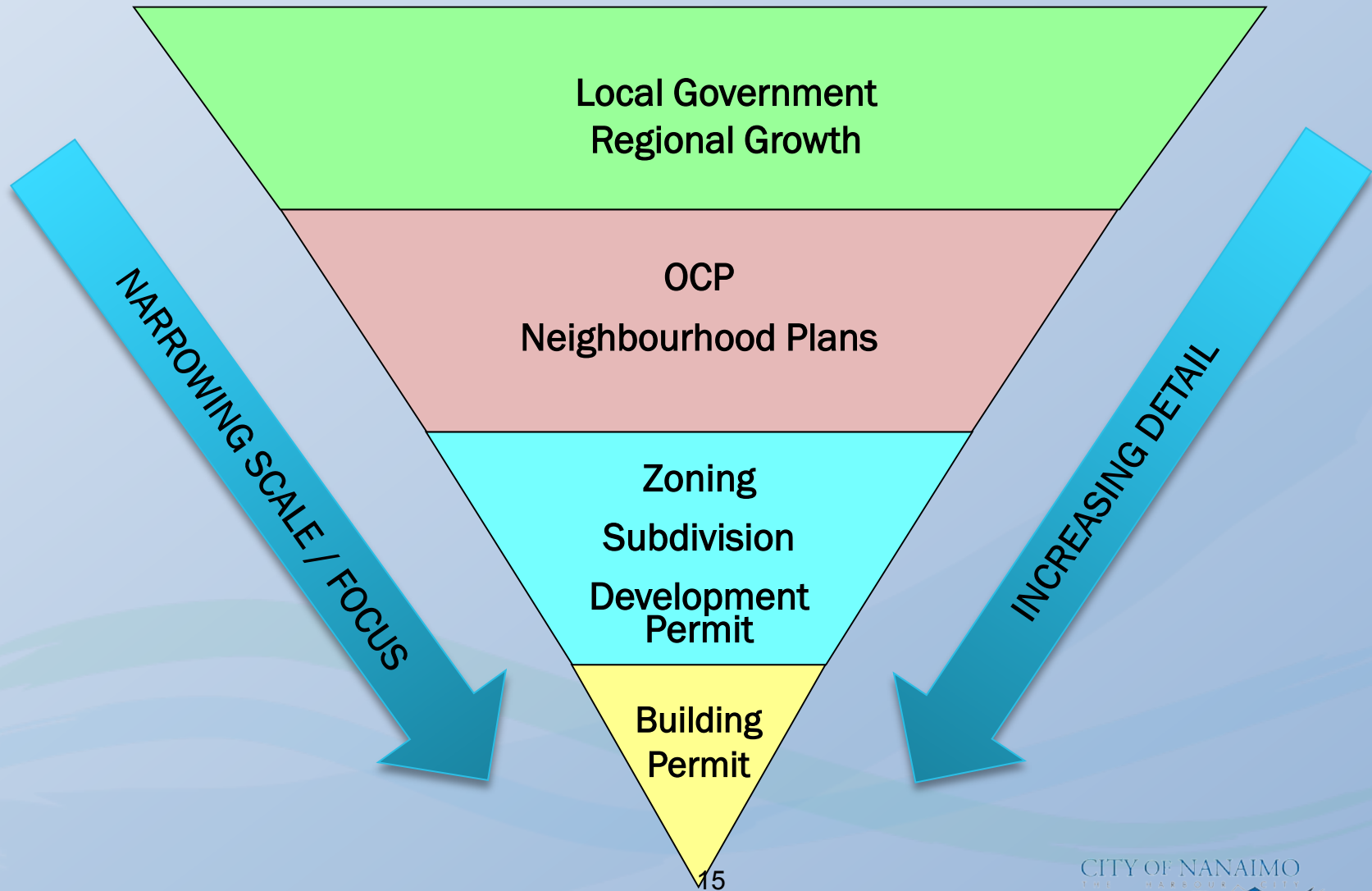


Planning and Building Overview

- OCP Amendment/Rezoning
 - Council / Committee / Community / Staff
- Development Permits
 - Council / DAP / Staff
- Subdivision
 - Staff (Statute / Bylaw)
- Building Permits
 - Staff (Building Code / Act / Bylaw)



Planning & Building Processes



Community Development Customers

- Different customers for P&D functions / processes:
 - Council
 - Community
 - Realtors
 - Developers
 - Applicants / property owner
 - Special interest groups
 - External government / agencies



Legislative Framework

- Federal
- Provincial
 - Local Government Act, Community Charter
 - Land Title Act, Strata Property Act
 - Environmental Management Act
 - Building Code, Building Act, Homeowner Protection Act
- Other



External Governments/Agencies

- Federal
- First Nations
- Provincial
 - MOTI, MoE, Island Health, Technical Safety, Archaeology Branch, Building Safety and Standards Branch, BC Housing, Port Authority.
- Regional District



Local Government Planning Processes and Tools

- The *Local Government Act* provides local governments with land use management authority
- Key planning processes and tools:
 - Regional Growth Strategy (RGS)
 - Official Community Plans (OCPs)
 - Zoning

RGS



Regional Level
guides direction &
location of growth in
the region

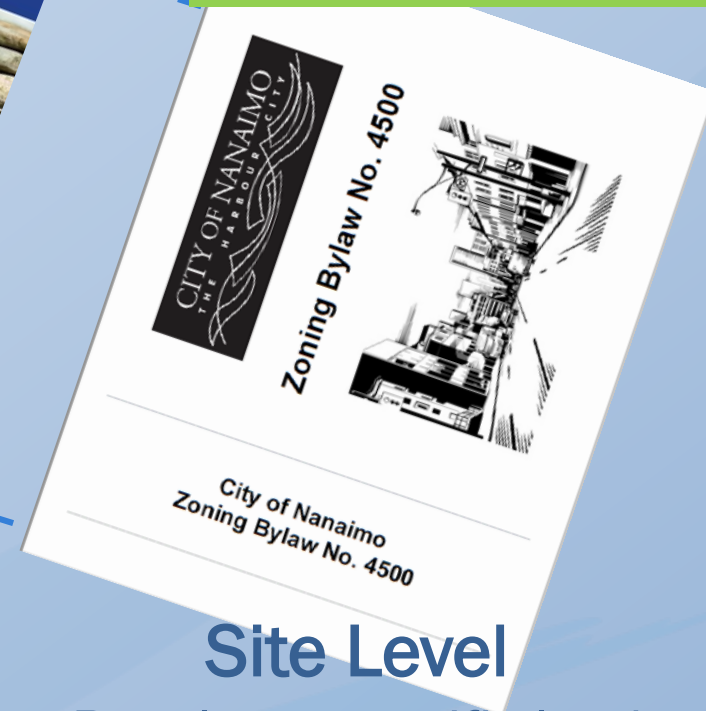
OCPs

Neighbourhood &
Village Plans



Community Level
Sets community
priorities & works
towards RGS Goals

Zoning



Site Level
Regulates specific land
uses, densities, setbacks

Similarities Between these Planning Tools (RGS, OCP, Zoning)

- Authority flows from Local Government Act
- All three processes follow procedures set by provincial statute
- Changes to all require adoption of a bylaw
- All impact the rights of property owners
- All send messages as to what kind of community you want

Similarities Between these Planning Tools (RGS, OCP, Zoning)

- All depend on elected officials to consider a wide range of interests in making land use decisions
- All require that full disclosure of information be made to the public
- All require public hearing process
- All are challengeable in court

Regional Growth Strategy

Increasing
Detail

Official Community Plans

Neighbourhood & Village Plans

Zoning Bylaws



Regional Growth Strategy

The purpose:

To promote human settlement that is **socially, economically and environmentally healthy** and that makes **efficient use** of public facilities and services, land and other resources.

-Local Government Act s.428



Regional Growth Strategy

- A strategic plan
- A shared vision for sustainable growth
- An agreement

To take actions that work towards shared social, economic and environmental goals

What Is The RGS? ...In Brief

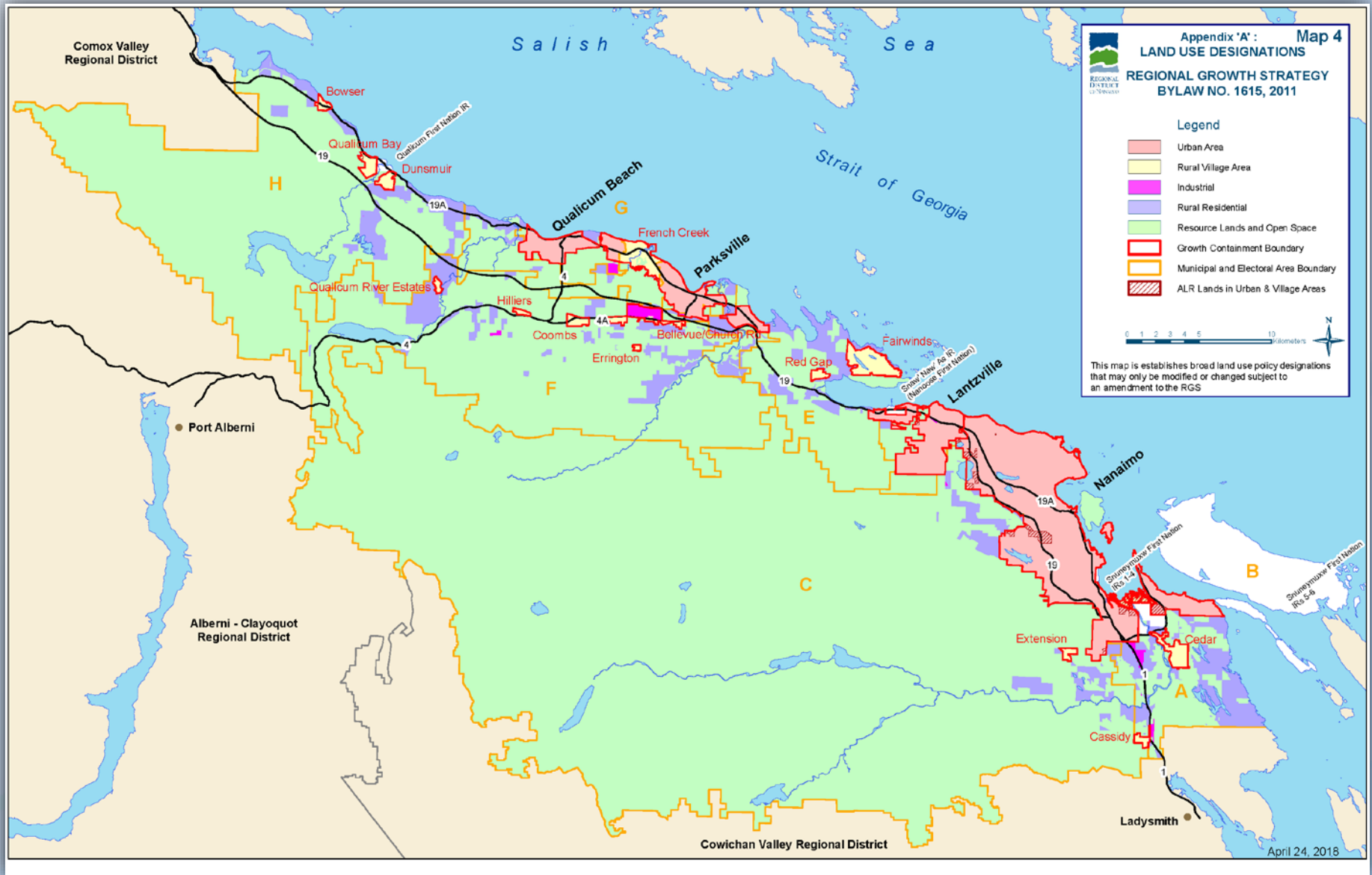
- **Agreement** between municipalities and electoral areas on how growth is managed
- Covers the Regional District (except Area B)
- Establishes a **vision** of how the RDN is to grow
- Sets **goals** and **policies**, as well as **targets** to monitor progress.
- Adopted by **bylaw** of the RDN Board
- First RGS adopted in 1997
- Current RGS adopted in 2011
- www.rdn.bc.ca/regional-growth-strategy

What are the benefits?

- Enables **coordinated planning** among local governments
- **Regional thinking** improves decisions around transit, transportation, housing, health and wellness, economic development, energy and sustainability.
- Guides development of **compact, complete communities** with efficient servicing:
 - Reduces GHG emissions
 - Creates places with high quality of life

Growth Containment Boundaries





Official Community Plans (OCP)

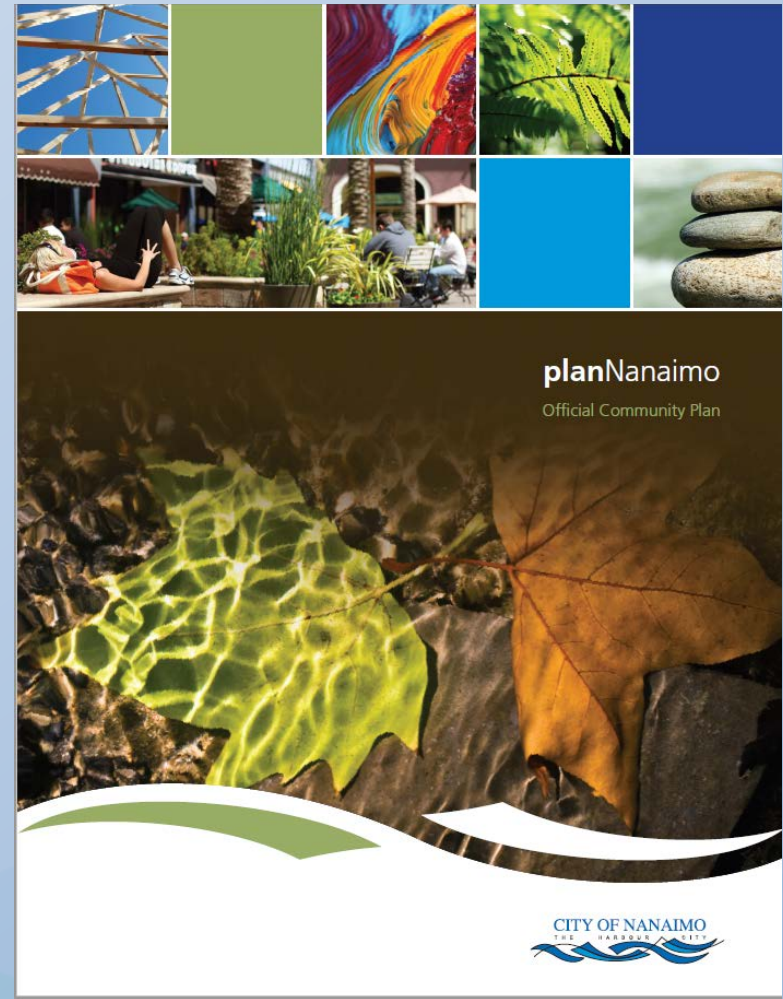
- Overarching vision of community development (land use, infrastructure, social, economic, cultural, environmental)
- Sets objectives and policies to guide decisions related to land use and servicing
- Designates land to accommodate for growth and housing needs
- Needs to show consistency with the RGS – Regional Context Statement



planNanaimo

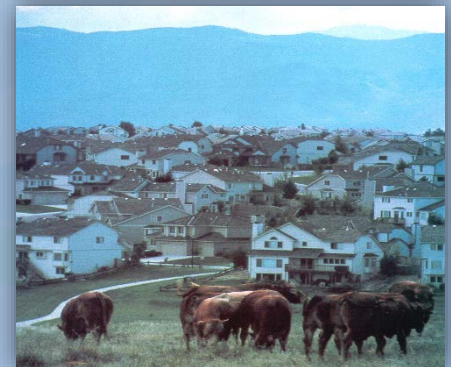
- Compliments other broad City plans and policies (Transportation Master Plan, Affordable Housing Strategy...)
- Includes Neighbourhood Plans
- Last updated in 2008
- Review scheduled for 2019

[planNanaimo](#)



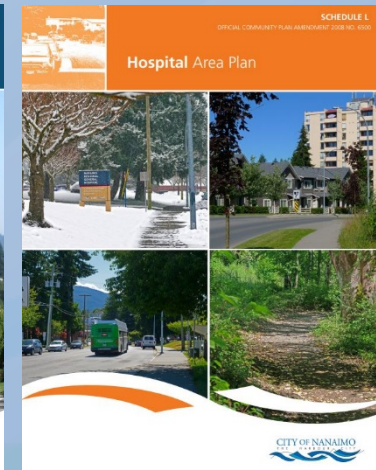
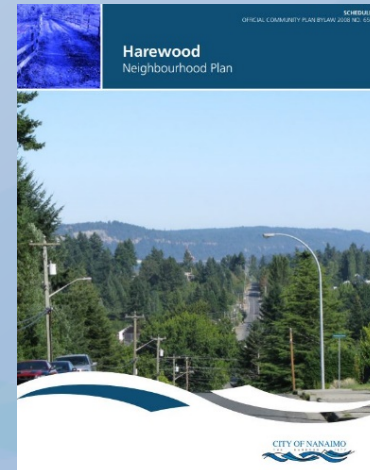
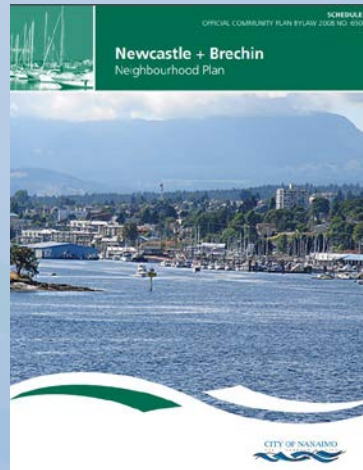
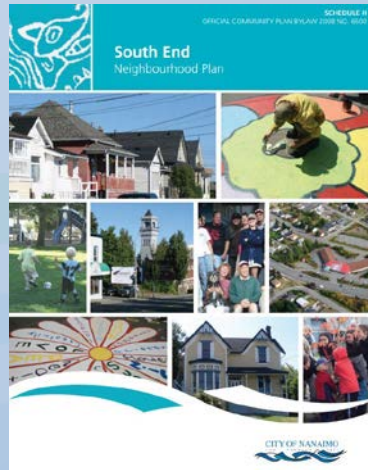
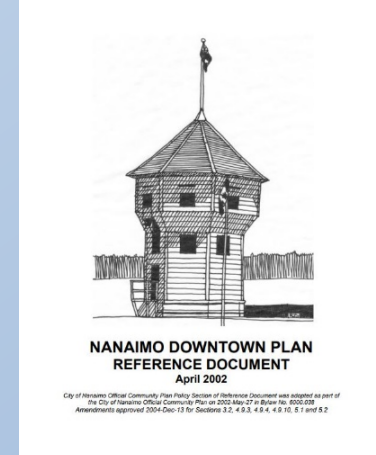
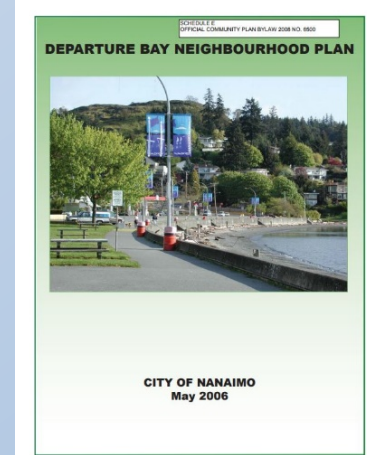
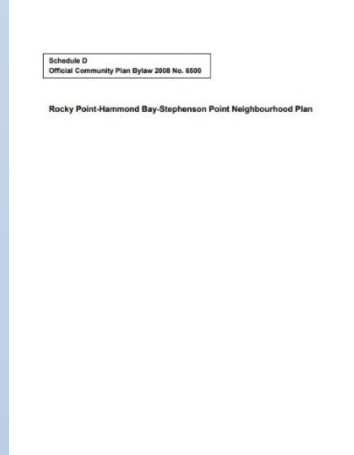
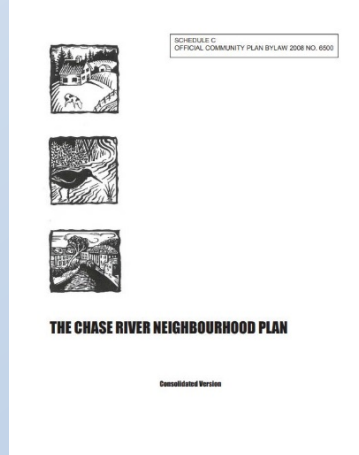
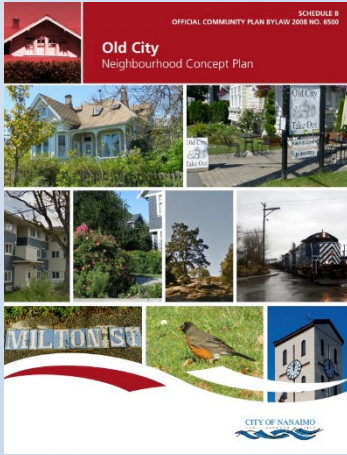
Official Community Plans (OCP)

- Where do you want to go?
- How are you going to get there?
(i.e. what kind and amount of growth)
- Where do you want it?



Neighbourhood Plans

10 Neighbourhood/Area Plans form part of OCP



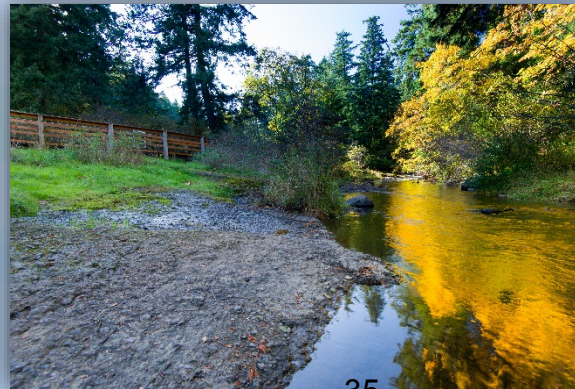
Blueprint to help people understand

- What they can do with their property
- What can they expect to happen around them
- What kind of infrastructure will be needed:
 - * major roads
 - * water; sewer, where/how much
- Long-range tool typically 20 - 30 years
- Needs to be reviewed on a regular basis



Expectations & Engagement

- RGS and OCPs represent community vision for long-term land use patterns and sustainability
- Plans developed with a high level of public engagement
- Guides decision making by City Council



Expectations & Engagement

- Expectations of how these policy documents are used and implemented often differ between community and development:
 - Community expects policies to be implemented to achieve goals including social and environmental
 - Developers may advocate for growth without balancing broader community interests reflected by these plans



Zoning Bylaw

- Implements OCP land use designations and policies
- New bylaws or amendments must be consistent with OCP policy (S.498)
- Primary regulatory tool for managing land use and density
- Within each zone, local government can regulate:
 - Use of land, buildings and structures
 - Density
 - Siting, size and dimensions
 - Parcel areas created by subdivision
- Zoning bylaws must be adopted or amended following certain procedures:
 - Development Approval Procedures Bylaw No. 3892
 - Provincial approvals
 - Statutory public hearing requirements
- Rezoning = Complete discretionary approval



Development Permits

- OCP's can designate Development Permit Areas (DPAs) for one or more of the following purposes:
 - ✓ Protection of the natural environment
 - ✓ Mitigation of risks caused by development within hazard areas
 - ✓ Form and character of intensive residential, commercial or industrial development
 - Protection of farmland
 - Commercial area revitalization
 - Development in resort regions
 - Promotion of energy or water conservation
 - Reduction of greenhouse gas emissions
- DPA guidelines set out the conditions for land development
- DPs can impose conditions and vary or supplement a regulatory bylaw
- Design Advisory Panel
- Officers Appointment & Delegation Bylaw No. 7031
- DPA guidelines met = No discretionary approval



Development Variance Permits

- Vary regulations in a development bylaw (e.g. building height, setbacks, parking)
- Cannot vary use or density > rezoning
- Consider localized impacts vs. broader considerations in rezoning
- No public hearing required
- Statutory notification requirement (S.498) and Development Approval Procedures and Notification Bylaw No. 3892
- DVP = Somewhat discretionary approval



Board of Variance

- Statutory requirement if you have a zoning bylaw (S. 536)
- Independent decision making body appointed by Council
- Must demonstrate minor variance and undue hardship
- Can consider variances to non-conforming uses and building siting



Other Planning Tools and Projects

- Temporary use permits (TUPs)
- Housing agreements
- Covenant amendments / land use contracts
- Liquor licence applications
- Policy and Bylaw reviews:
 - Updates to Zoning Bylaw 4500 (e.g., cannabis regulations)
 - Parking Bylaw, Sign Bylaw, etc.
 - Collaboration on studies (Climate Adaption Study, Downtown Mobility Study, Neighbourhood Plans, OCP review)



Subdivision

Approving Officer

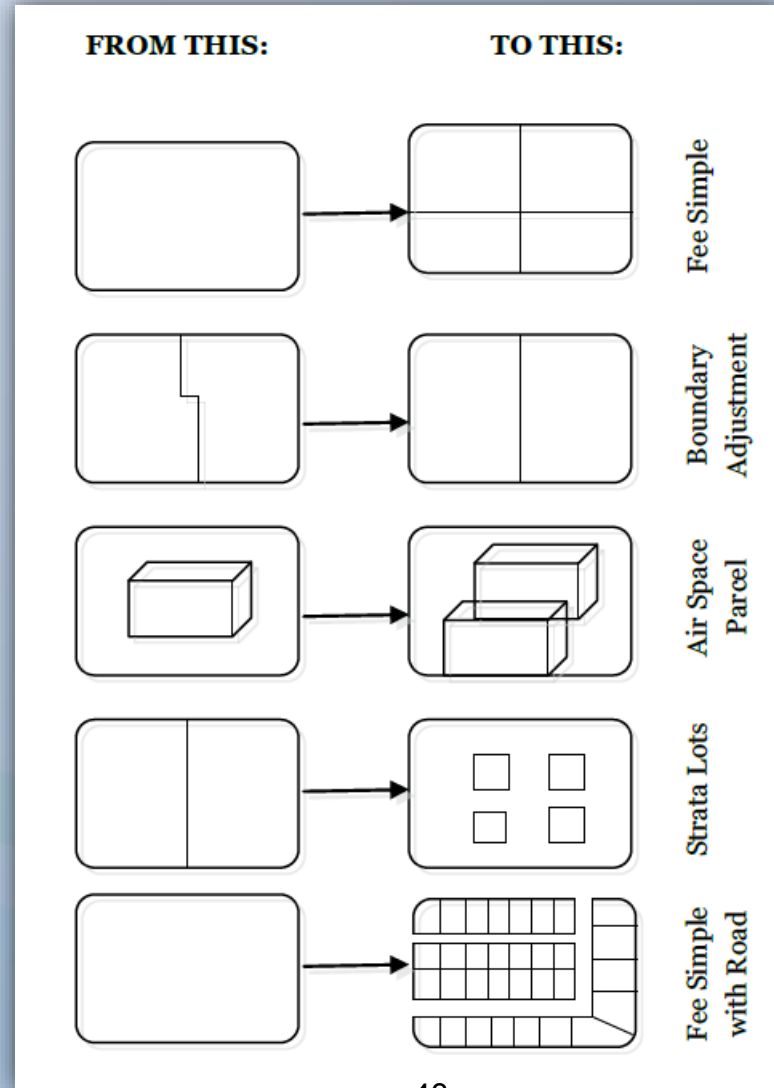
- Coordinates review and approval of subdivision applications
- Appointed by Council
- Independent decision maker with statutory duties

Statutory Authority & Duties

- Land Title Act
- Local Government Act
- Strata Property Act



Subdivision



Subdivision – Fee Simple

PLAN OF SUBDIVISION OF PART OF LOT 1 PLAN VIP 79548
SECTION 1, NANAIMO DISTRICT.

B.C.G.S. 920.011

SCALE 1:600

ALL DISTANCES ARE IN METRES

LEGEND

- STANDARD IRON POST FOUND
- CONTROL MONUMENT FOUND
- STANDARD IRON POST PLACED
- PT PART

GRID BEARINGS ARE DERIVED FROM CONTROL MONUMENTS 50M360 AND TMS240.

THIS PLAN SHOWS UNDEVELOPED LEVEL MEASURED DISTANCES. PRIOR TO CONVEYANCE OF LAND CO-INCIDENTAL MULTIPLY BY COMBINED FACTOR 8.999999999999999.

THIS PLAN LIES WITHIN INTEGRATED SURVEY AREA No. 26, CITY OF NANAIMO.

SECTION 1

PARK
PLAN VIP 79548

SARUM RISE WAY

POETS TRAIL DRIVE
DEDICATED FOR ROAD

JINGLE POT ROAD

BERINGER

REMAINDER OF LOT 1
PLAN VIP 79548

LOT A
PLAN 16170

WAKESIAH AVENUE

PLAN VIP 79549
DEPOSITED IN THE LAND TITLE OFFICE AT
VICTORIA B.C.

THIS 9 DAY OF September 2006

DEPUTY REGISTRAR

APPROVED UNDER THE LAND TITLE ACT

THIS DAY OF September 2006

REGISTERING OFFICER, CITY OF NANAIMO

THIS PLAN LIES WITHIN THE NANAIMO REGIONAL DISTRICT.

WILLIAMSON & ASSOCIATES
Professional Surveyors
2008 Roberts Road
Nanaimo B.C. V9T 6R5
Phone 652-2915

City of Nanaimo
Mayor
Verna Bierley, City Manager Administration Services

CONFIRMED FOR TITLING PURPOSES FOR
BRITISH COLUMBIA
430 MILLIKEN ST., NANAIMO B.C.

NOTICE AND ASSIGNMENT OF RIGHTS
BMP FAS/BA3 (CANADA)

REGISTERED OWNER
CHRYSTAL HOLDINGS LTD., INC. NO. B00521297

AUTHORIZED SIGNATORY
Charles Koo

AUTHORIZED SIGNATORY
Robert H. Wyman

WITNESS
JOHN L. SAMPSON
REGISTERED & QUALIFIED
B.C. LAND SURVEYOR
2008-1001 POST GEORGE
NANAIMO B.C. V9T 6R5
PHONE 652-2915

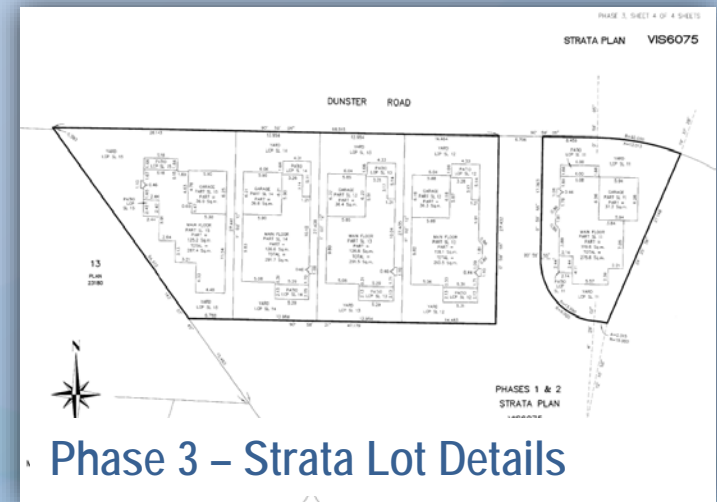
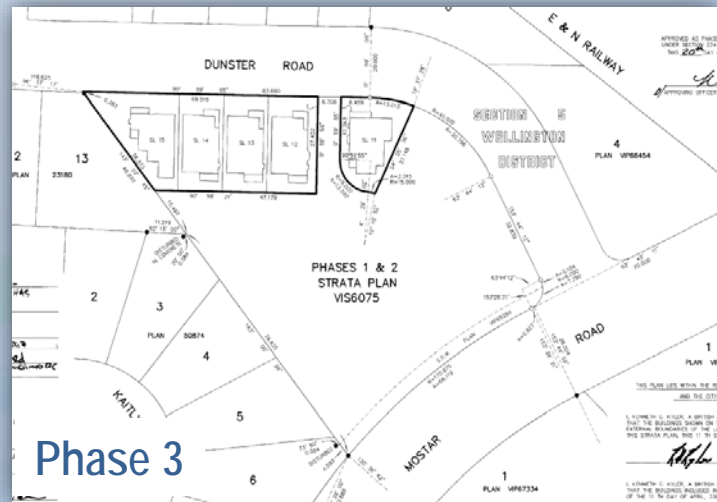
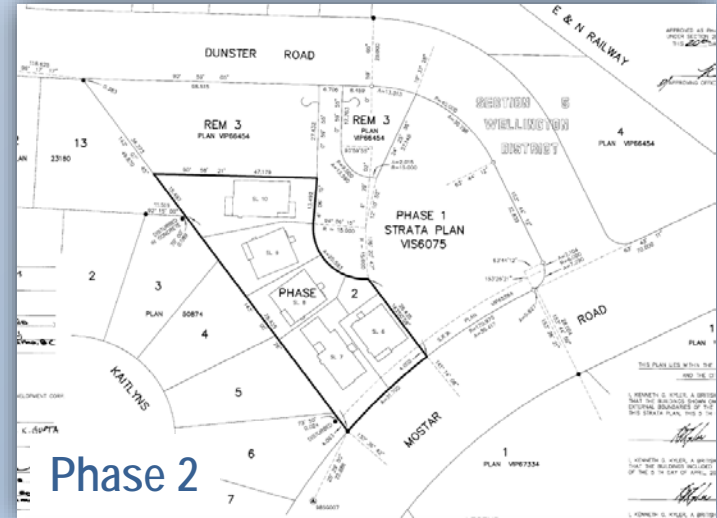
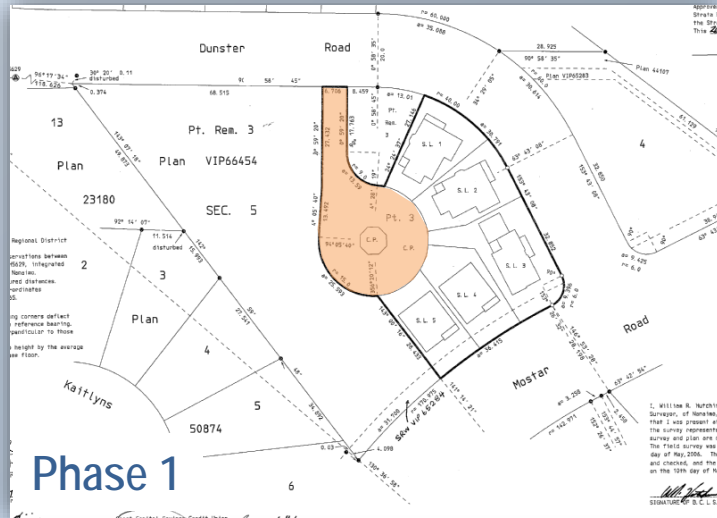
ADDRESS OF WITNESS
2008-1001 POST GEORGE
NANAIMO B.C. V9T 6R5
PHONE 652-2915

OCCUPATION OF WITNESS

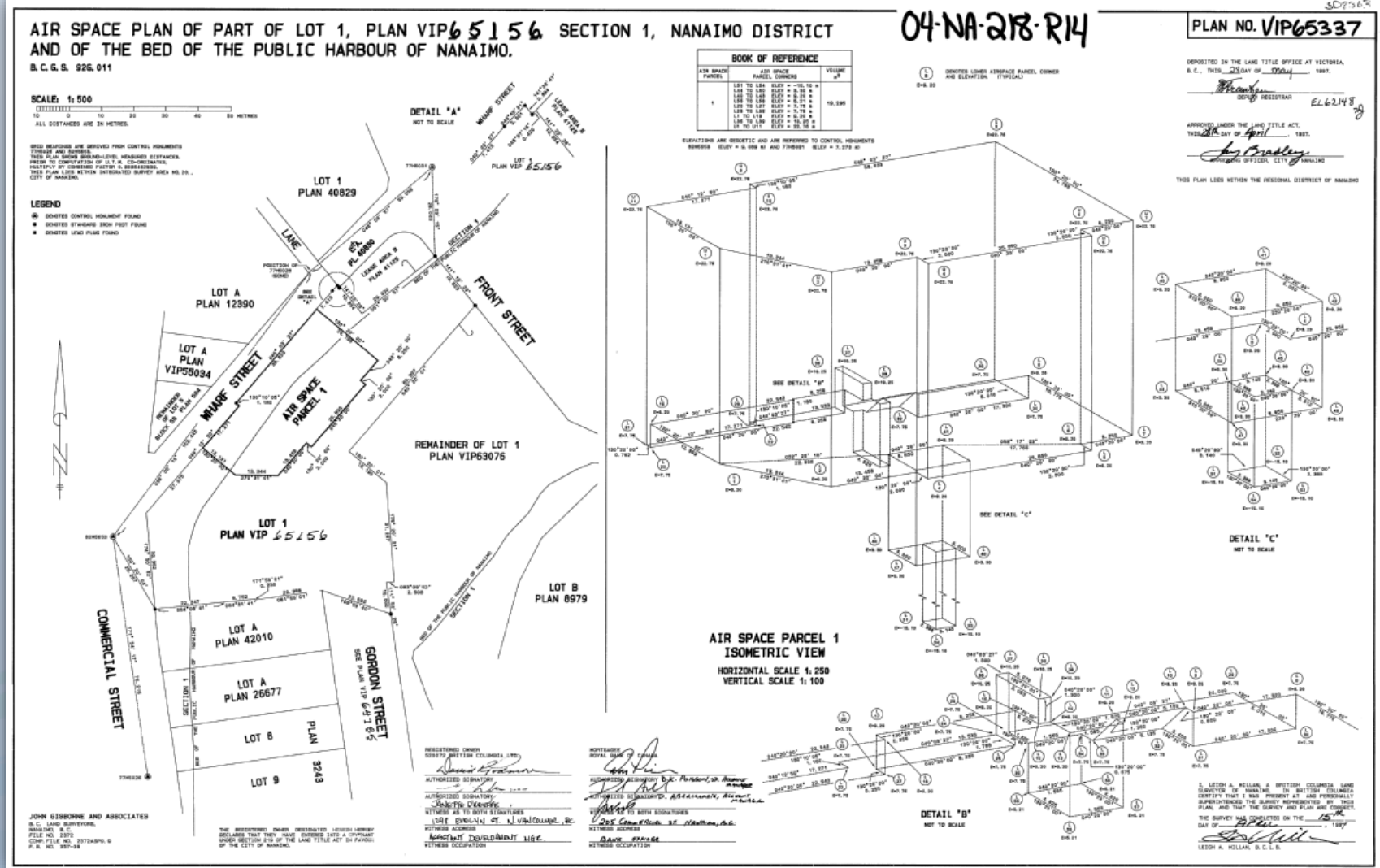
THE FIELD SURVEY WAS COMPLETED ON THE 26TH DAY OF JULY, 2006. THE PLAN WAS COMPLETED AND CHECKED, AND THE CHECKLIST FILLED UNDER NUMBER 65075220 ON THE 10TH DAY OF AUGUST, 2006.

WILLIAMSON & ASSOCIATES
Professional Surveyors
2008 Roberts Road
Nanaimo B.C. V9T 6R5
Phone 652-2915

Subdivision – Phase Building Strata



Subdivision – Air Space Parcels



Subdivision – Approval Considerations

What Does the Approving Officer Consider?

- Existing City policies & bylaws (e.g., Official Community Plan, Zoning Bylaw, etc.)
- Provincial & Federal regulations
- Access & servicing (property & lands beyond)
- Parks and environmental protection
- Natural hazards
- Requirements of external agencies
- Public interest



Subdivision – Approval Requirements

Land Title Act Requirements

- Provision of highway, access to water (S. 75).
- Time limit for approval, public interest (S. 85).
- Matters to be considered by AO (S. 86).

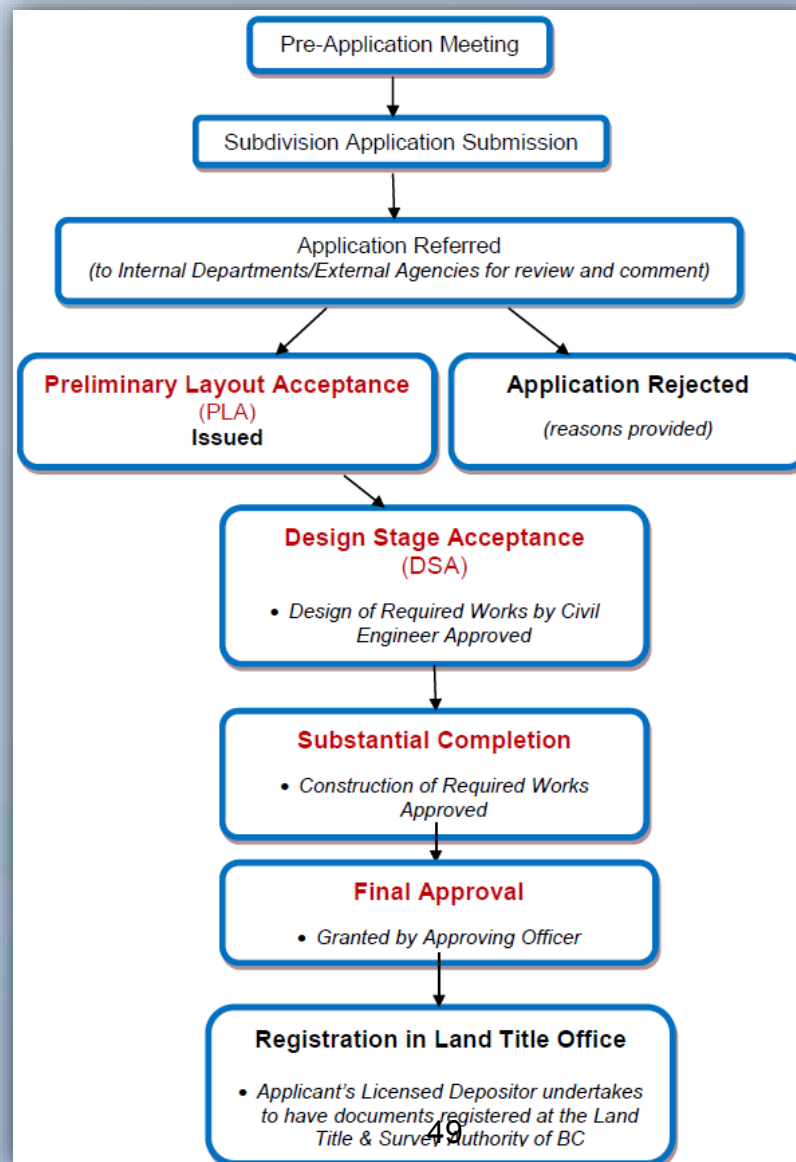
Strata Property Act Requirements

- Phased strata plan approval (S. 222).
- Security for common facilities (S. 223).
- Strata completion

Local Government Act Requirements

- Subdivision and Development: Requirements and Related Matters (Division 11)

Subdivision - Process



Subdivision - Process

Preliminary Layout Acceptance

- “Shopping list” of subdivision conditions
- Valid for 12 months
- Protection from change in bylaws
- Real Estate Development Marketing Act

Design Stage Acceptance

- Prior to construction of works

Final Approval

- After construction of subdivision works
- Following completion of PLA conditions
- Time limit for approval
- Reasons for rejection



Subdivision – Process Guide

SUBDIVISION

A Guide to **SUBDIVIDING** in **Nanaimo**



NANAIMO
THE HARBOUR CITY
Community Development

Subdivision - Statistics

	2015	2016	2017	2018
New single dwelling lots created	178	346	227	319
Active Preliminary Layout Acceptance (PLA) and Renewals	89	73	79	61
Total single dwelling lots in active PLAs	1,037	672	566	560

Park Dedication through Subdivision

	2015	2016	2017	2018
New park created	9.62 ha	2.47 ha	2.17 ha	2.02 ha
Cash-in-lieu received	\$96,500	\$123,450	\$216,965	\$453,637

Building Permitting

Welcome Home

A Citizen's Guide to Constructing One- and Two-Unit
Residential Dwellings
in **Nanaimo**



Home Suite Home

A Citizen's Guide to
Secondary Suites
in **Nanaimo**



Building Permitting

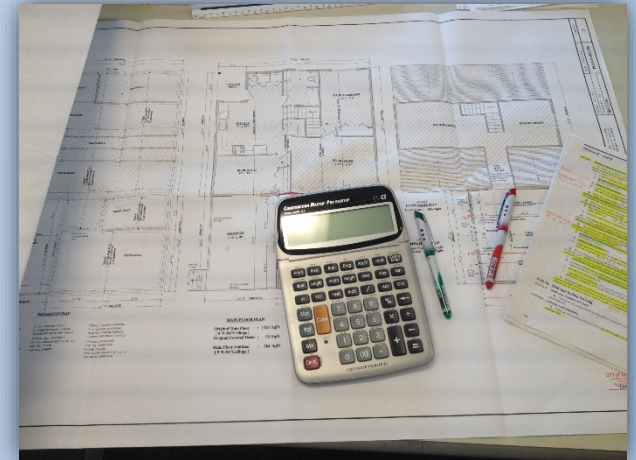
- We have two streams of applications - **Residential** (single family/duplex) and **Commercial/Multi-Family/Industrial/Public**
- The Building Inspections Section receives approximately 1,400 permit applications a year and performs over 13,000 inspections annually
- Our team is made up of
 - Manager
 - Two Supervisors
 - Four Inspectors
 - Three Residential Plan Reviewers
 - Three Commercial Plan Reviewers
 - One Permit Centre Building Official for general inquiries and plan intake.
 - Three admin staff + the switchboard operator



Building Permitting

Residential

- Plan intake, and documentation review
- Site inspection to review onsite conditions and provide comments to plan reviewer
- Preliminary review letter provided to applicant
- Permit assigned to Building Official for review
- Supervisor final review and issuance of permit



Building Permitting

Commercial/Multi-Family/Industrial/Public

- Plan intake and documentation review
- Site inspection to review onsite conditions and provide comments to plan reviewer
- Referrals sent to Fire Department/Engineering/Planning
- Permit assigned to Building Official for review
- Referral comments, code compliance issues and any additional clarification requested by Building Official in preliminary review letter.
- Construction agreement created to house bonding for Landscape/Works and Services/community contributions/public art.
- Supervisor final review and issuance of permit



Building Permitting

Field Review

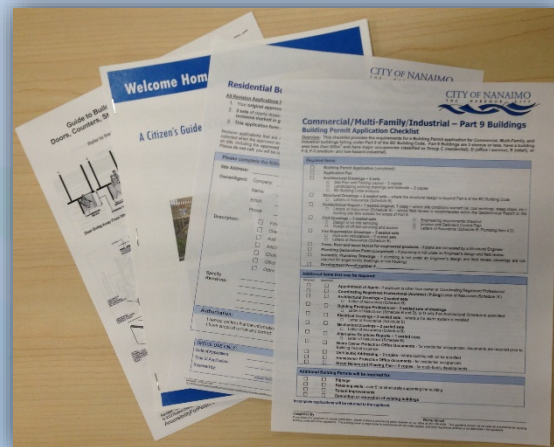
- Inspections at predetermined intervals to ensure compliance with Building Code and bylaws
- Collect professionals field reviews on complex buildings
- Coordinate Engineering/Planning/and Fire Department approvals at final inspection
- Issue Occupancy Certificate and close out file



Building Permitting

Record Keeping/File Management

- Inspection records recorded electronically in real time
- Paper work accepted during course of construction scanned and filed at permit close out
- Bonding released if appropriate at permit conclusion or placed in hold back if maintenance period required



Building Permitting

What else do we do?

- Respond to complaints of illegal construction and take appropriate action
- Work with owners to bring properties into compliance, and if required take properties forward to council for notices on title to reduce liability and make those with an interest in the property aware of bylaw/code contraventions
- Take properties forward for remedial action if they pose a risk
- Review business Licence referrals to ensure that the use proposed is appropriate for the building type and construction.
- Assist Bylaw Services and Fire Department with inspections on existing buildings.
- Act as a record keeping repository
- Educate and provide interpretations on Building Code, Building/Zoning Bylaws
- Demo permits
- Sign Permits
- Swimming Pool permits
- Temporary Structures
- Renovations/alterations/additions
- Irrigation Permits
- Secondary Suite Compliance



Building Permitting

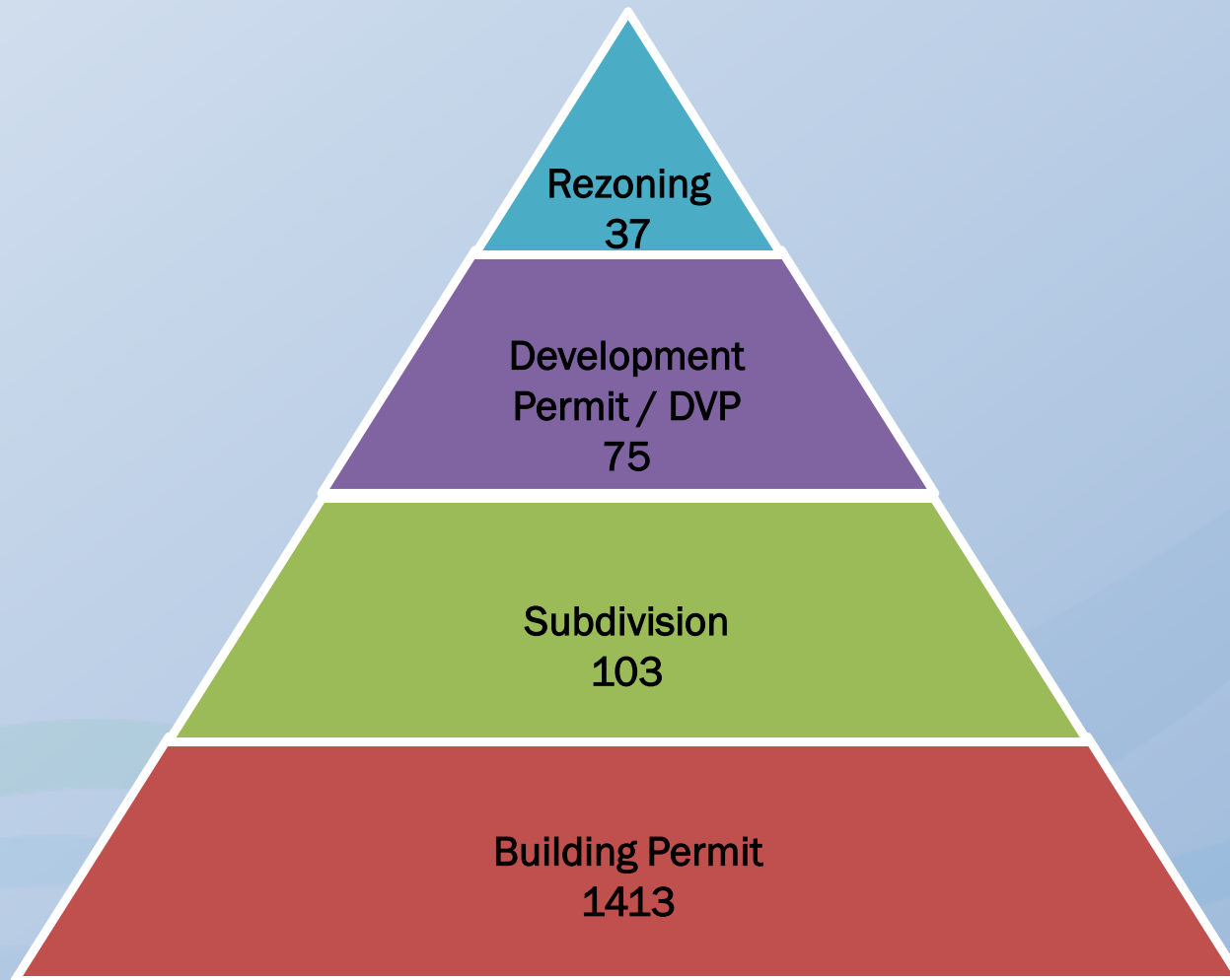
- Respond to complaints of illegal construction and take appropriate action
- Work with owners to bring properties into compliance, and if required take properties forward to council for notices on title to reduce liability and make those with an interest in the property aware of bylaw/code contraventions
- Take properties forward for remedial action if they pose a risk
- Review business Licence referrals to ensure that the use proposed is appropriate for the building type and construction.
- Assist Bylaw Services and Fire Department with inspections on existing buildings.
- Provide referrals to Planning and Subdivision
- Act as a record keeping repository
- Educate and provide interpretations on Building Code, Building/Zoning Bylaws
- Demo permits
- Sign Permits
- Swimming Pool permits
- Temporary Structures
- Renovations/alterations/additions/Tenant improvements
- Irrigation Permits
- Secondary Suite Compliance
- Occupant load calculations



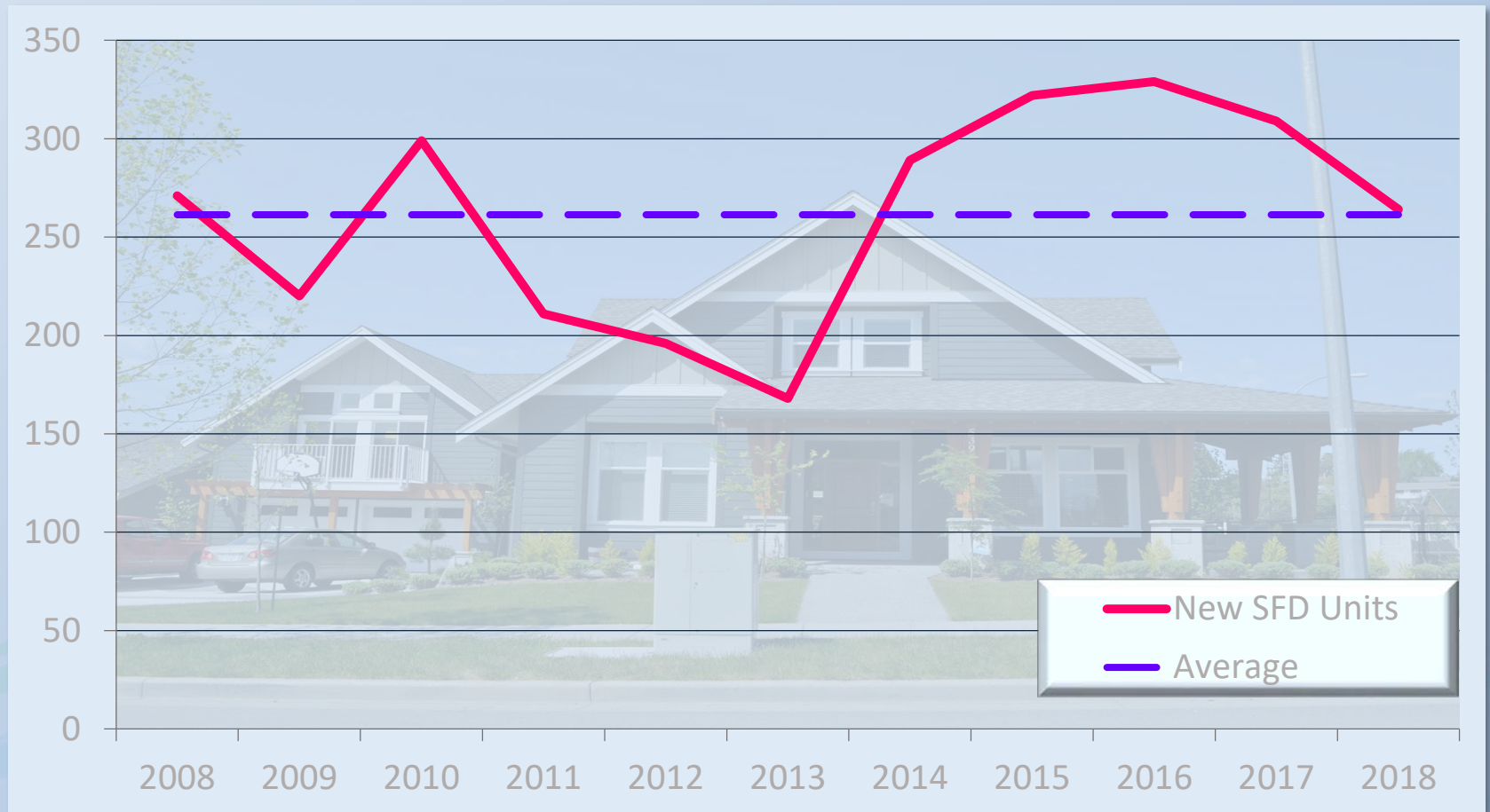
Permit Processing Times

SECTION	TARGET WEEKS	2015	2016	2017	2018
▶ BUILDING PERMIT					
SFD	3	4.2	4.3	4.5	5.4
▶ PLANNING					
Rezoning	32	28.8	37.8	31.7	38.2
Development Permit (F&C)	12	15.7	15.9	19.7	24.6
Development Variance Permit	6	6.5	5.9	6.9	7.4
▶ SUBDIVISION					
PLA	8	8.1	12	16	15

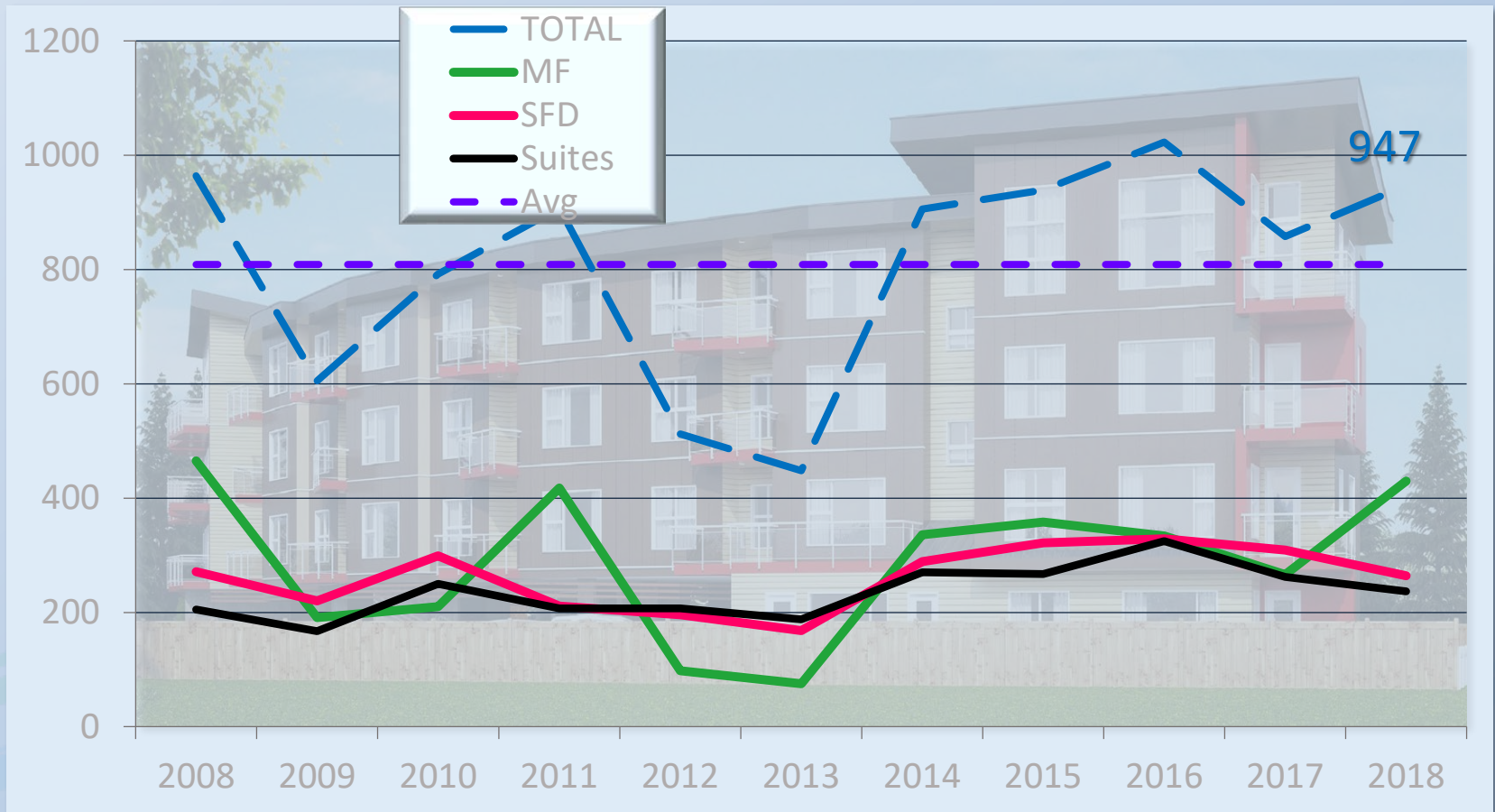
Applications by Type 2018



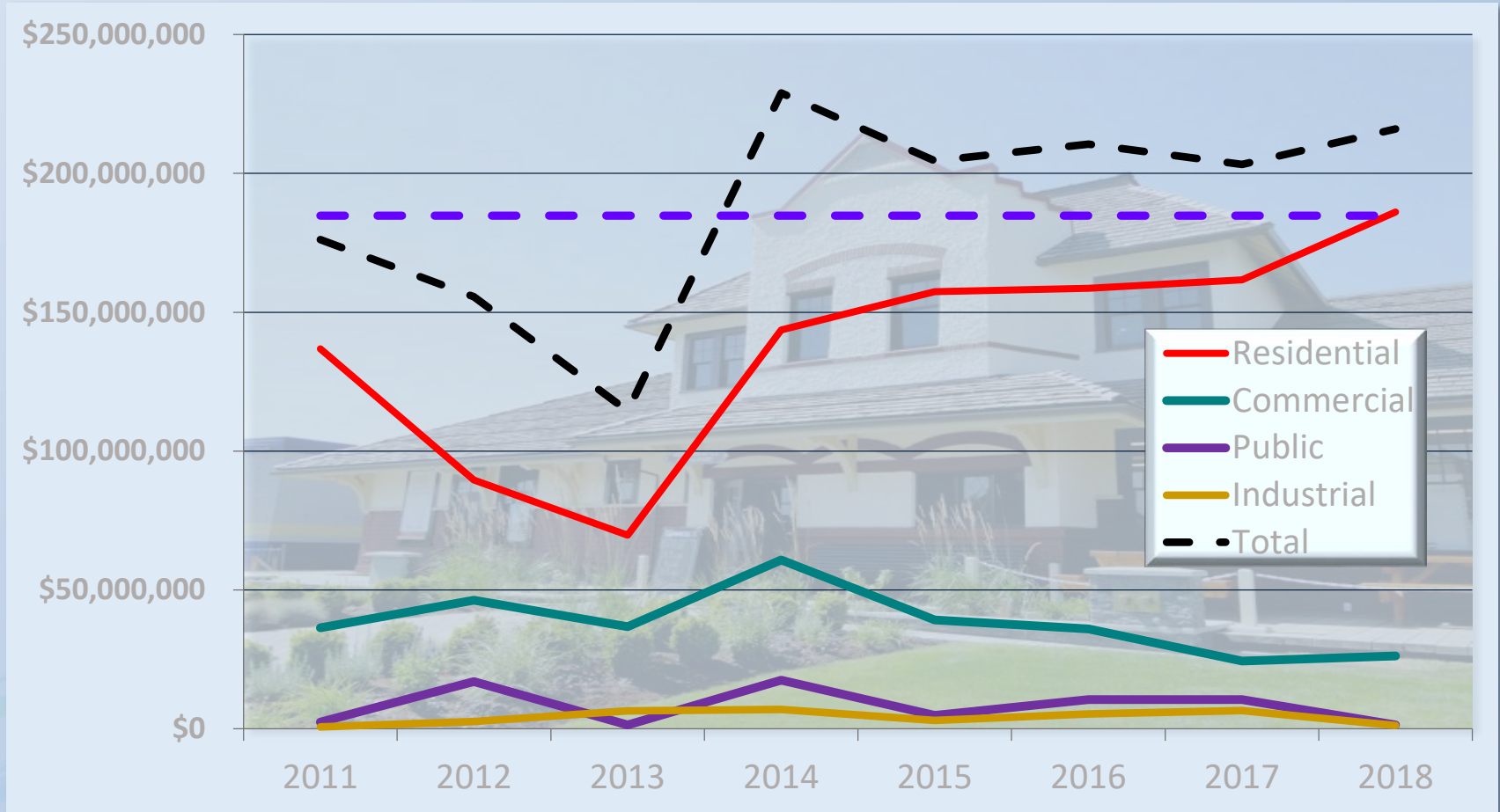
New Single Dwelling Units Created



Residential Units by Type



Construction Value by Permit Type



Operational Issues

- Provide excellent customer services while addressing legislation and regulatory environment.
- Almost all issues are service related:
 - Processing times
 - Level of review
 - Level of standards
- Complexity
- Liability
- Retention and attraction of qualified, experienced staff



Strategy for Improvements

- Meet with industry to identify their concerns
- Identify processes improvements / schedule
- Define / document Approval Process in advance
- Update bylaws





Questions?

DATE OF MEETING APRIL 8, 2019

AUTHORED BY SHEILA GURRIE, CITY CLERK AND CORPORATE OFFICER

SUBJECT COUNCIL COMMITTEES

OVERVIEW

Purpose of Report

To provide the Governance and Priorities Committee with an overview of Council's current and previous Committees, and to provide recommendations for moving forward. |

Recommendation

That the Governance and Priorities Committee recommend that Council:

1. dissolve the following Committees of Council that are currently on hold:
 - Community Planning and Development;
 - Community Vitality;
 - Public Safety;
 - Public Works and Engineering;
 - Parks Recreation and Wellness; and,
2. Continue with the Finance & Audit Committee to carry-out the work on financial and budgetary matters for Council and appoint a Chair based on the Acting Mayor rotating schedule.

BACKGROUND

The previous Council struck six Committees of Council in July of 2016 to align with their Strategic Plan and to assist in the implementation of working towards the goals or "pillars" of that plan. These committees (Finance and Audit, Community Planning and Development, Community Vitality, Public Safety, Public Works and Engineering and Parks Recreation and Wellness), worked to develop their terms of reference and were guided by annual strategic directions provided by Council. The operations of these committees are in accordance with the "Council Procedure Bylaw 2018 No. 7272" and the Committee Operating Guidelines. These resources are a helpful tools that assists Staff in delivering consistent meeting logistics and assist committee members in the structure and processes of being a member.

Most of the six committees were scheduled to meet monthly, with the exception of the Public Works and Engineering Committee that met on a quarterly basis. The committees had between one and three members of Council sitting on the Committee, with the exception of the Finance & Audit Committee which has all members of Council sitting on the committee. The Chair under the previous Council was appointed by Council with a re-appointment scheduled every two years.

In September of 2018, with the upcoming October General Election, the Committees were placed on hold in order to facilitate the transition process from the previous Council to the current Council. In late November of 2018, the Finance and Audit Committee was taken off hold as the Election was completed and the new Council was under way. It made good governance sense for financial and budget matters to go through the committee process before decisions were made at the Council level, and allowed Council to workshop through, and learn the budgeting process, at these Finance & Audit Committee Meetings. As a mostly newly elected Council, the budget was the first major priority of this Council and it was important to have committee meetings to work through the very large amount of information placed before this Council in order to make the best decisions possible for the 2019 budget.

Council also went through an intensive period of orientation sessions after the Inauguration. One of these sessions, with Mr. George Cuff, provided an orientation session on Governance and Council's role. Mr. Cuff reviewed governance models with Council and in one of the models he provided the Governance and Priorities Committee (GPC) as a "parent" type committee of Council. This model of good governance allows for other committees to be born from the GPC and to align with Council's Strategic Plan.

Council made a motion during the 2019-JAN-14 Special Council Meeting directing Staff to develop a Terms of Reference by 2019-MAR-01 for a Governance and Priorities Committee, based on the governance model outlined by Mr. Cuff. Staff carried out this direction and Council adopted the Terms of Reference and struck the GPC at the 2019-MAR-04 Regular Council Meeting.

Moving forward and using Mr. Cuff's governance model as a guide, Staff have undertaken a review of the Committees of Council that are currently on hold, as well as the Finance and Audit Committee that was reactivated in late November 2018. The purpose of this review was to provide Council background information and recommendations for consideration based on the governance model Council has determined it prefers.

The review was based on previous Council's purpose for striking these committees, the committee Terms of Reference (attached) and the current Council's work completed to-date on their Strategic Plan. The summary of the review and observations by Staff is that Council should strike their own committees, as required from the GPC and in alignment with their Strategic Plan. The exception to this Staff recommendation is that the Finance and Audit Committee not be dissolved with the other committees struck by the previous Council. Additionally, Staff recommend that should Council continue with the Finance & Audit Committee, the Chair be appointed on a rotating basis, using the Acting Mayor Schedule as the Chair schedule. This would allow Councillors to gain Chair experience and help to evenly distribute the work load of Council.

Historically there has always been, or there was always intended to be, a Finance Committee of Council. At one time there was the "Finance/Policy Committee of the Whole". However, in 2012 the Finance/Policy was dropped from the title. This Committee of the Whole's original intent was to be as the Finance and Audit Committee is currently but with powers delegated to it by Council. It evolved into another Council Meeting. Since the Finance and Audit Committee was formed, it has evolved into a "business-type" meeting of Council where all matters of a financial nature flow through the committee before going to Council. This also includes delegations that wish to request funds from Council. The delegation forms have been modified

so that any monetary requests to Council must be declared and are referred to the Finance and Audit Committee. This follows a good governance model and allows a committee and finance staff to review requests, and understand all of the potential implications, prior to these requests going to a Council Meeting.

The next steps for Council moving forward with both Committees and/or other engagement models would be for Council to contemplate what is needed and what would align with the Strategic Plan Theme “Governance Excellence” and the Focus Areas for “Engagement” and “Structured for Decision Making” (engaging with the community in a deliberate and disciplined way, ensure we are structured and resourced for expeditious, high quality decision making and action within our risk framework). Committees; Task Forces; Round Tables, etc., should be thoughtfully considered in unison with the Strategic Plan, as well as the governance model the GPC represents. Staff will support Council’s direction by creating Terms of References and other supports necessary in the creation of these. Council should also be informed of resourcing and the costs associated with committees and/or other engagement models and Staff will supply this information as required.

During her review of committees in 2016 Lisa Zwarn noted that: *“for every one hour that a committee meets, the administrative support staff person will typically spend between two to three hours before the meeting in preparation and two to three hours after the meeting in follow-up”*. This is a rough estimate, but it must be taken into consideration. Staff will come back to Council during a Governance and Priorities Committee Meeting in May, to provide further information on the next stages of this process (Committee of the Whole, Council Procedure Bylaw, Engagement) and will continue ongoing support of Council should they choose to move ahead with engagement models such as Committees, Task Forces, Round Tables, etc. |

OPTIONS

1. That the Governance and Priorities Committee recommend that Council:
 1. dissolve the following Committees of Council that are currently on hold:
 - Community Planning and Development;
 - Community Vitality;
 - Public Safety;
 - Public Works and Engineering;
 - Parks Recreation and Wellness; and,
 2. Continue with the Finance & Audit Committee to carry-out the work on financial and budgetary matters for Council and appoint a Chair based on the Acting Mayor rotating schedule.
 - **Budget Implication:** Budget neutral. There could be initial savings with the committees on hold no longer meeting; however, the creation of the Governance and Priorities Committee is a new committee with new costs. If Council chooses to strike more committees, there will be costs associated with them as well.
 - **Legal Implication:** The *Community Charter* allows for Council to strike committees.
 - **Engagement Implication:** Opportunities for engagement still exist with delegations and public participation at other Council committees and public meetings of Council.

- **Political Implication:** Good governance and clear direction on committees moving forward may have a positive political impact.
 - **Strategic Priorities Implication:** Striking committees that align with the current strategic plan will allow for the goals of the strategic themes and initiatives to be carried out and falls under the Good Governance and Management Excellence theme of Council's Draft Strategic Plan.
2. That the Governance and Priorities Committee provide alternate direction based on another governance model.
- **Budget Implication:** None as status quo. If Council chooses to strike additional committees, costs will increase as there could be resource issues as a result of meeting preparation and other related logistics.
 - **Legal Implication:** The *Community Charter* allows for Council to strike committees.
 - **Engagement Implication:** Opportunities for engagement are currently on hold; however, Committees of Council provide additional opportunities for public engagement.
 - **Strategic Priorities Implication:** The existing committees on hold are not aligned with the current Council's Strategic Plan and do not serve Council in furthering the Plan's initiatives and action items. |

SUMMARY POINTS

- The 2014-2018 Council struck six committees in 2016 and there are currently five of these committees "on hold".
- The current Council has taken steps to move toward a Governance Model that includes the Governance and Priorities Committee as a "parent committee" where other Committees of Council can be born from.
- The Finance and Audit Committee is one of the six committees that Staff recommends continuing as it serves as a good governance tool bringing forward matters of a financial nature to a committee, prior to going before Council.
- Staff will be coming back to Council with more information about next steps during a GPC meeting in May. |

ATTACHMENTS

Attachment A - Committees Review PowerPoint
Attachment B – Six Committees of Council Terms of Reference |

Submitted by: |

Sheila Gurrie
City Clerk and Corporate Officer |



TERMS OF REFERENCE

COMMUNITY PLANNING AND DEVELOPMENT COMMITTEE

PURPOSE:

The purpose of the Committee is to bring a broad community-based perspective to the monitoring, implementation, and amendment of the City's Official Community Plan (OCP), Transportation Plan, Zoning Bylaw and associated plans.

The purpose of the Committee is to provide Council recommendations on the following:

- development proposals which require amendments to the OCP and/or Zoning Bylaw;
- proposed changes to the OCP and related community planning and development plans;
- rezoning applications to ensure proposed developments comply with relevant policies;
- community perspective to the planning and approval process;
- strategies to integrate principles economic health, social equity, land use, sustainability, and environmental into all aspects of planning and development;
- implementation and education of the Transportation Master Plan; and
- regional transportation initiatives as they relate to planning and development.

MEMBERSHIP:

The membership of the Committee will be as follows:

- a minimum of seven (7) members; and
- three (3) members of Council.

Additional non-voting representatives will be invited to participate as required for neighbourhood plan amendments.

ELIGIBILITY:

An individual who is a member of one of the following communities may be given preference for membership on this Committee:

- business community;
- neighbourhood associations;
- development community;
- transportation user groups;
- broad-based perspective of planning and development; and
- environmental stewardship and sustainability.

GRANTS:

If there are any City Grants related to the Committee the following process will take place:

1. The grant application is received by the City.
2. A Staff/peer review takes place to ensure the applications meet the criteria for a specific grant.
3. The applications that meet the criteria are put on a list in order of relevance by Staff.
4. Staff recommend recipients from the list provided for the grant to the Finance and Audit Committee for approval.

MEETING FREQUENCY:

In addition to regularly scheduled meetings, the Committee will meet upon call of the Chair or the request of two Committee Members.

STAFF SUPPORT:

The following City Departments may provide support to the Committee in accordance with the ***City of Nanaimo Committee Operating Guidelines***:

- Community Development
- Engineering and Public Works
- City Clerk
- Other Staff as required



TERMS OF REFERENCE

COMMUNITY VITALITY COMMITTEE

PURPOSE:

The purpose of the Committee is to bring together community members to provide education, advice and recommendations to Council on policies and programs for the arts, culture, heritage and social planning, in order to support an inclusive, healthy and vital community.

The Committee's purpose is to provide Council advice and recommendations on the following:

- Planning and developing heritage conservation services and facilities.
- Fostering creativity, planning and developing arts and cultural programs, services, and facilities.
- Social planning in areas such as: education, poverty reduction, affordable housing, homelessness, food security, protection of the vulnerable, harm reduction, social isolation, and social connectivity.
- Strategizing to address environmental responsibility, social equity, cultural vitality, and a healthy and sustainable community.

MEMBERSHIP:

The membership of the Committee will be as follows:

- a minimum of seven (7) members; and
- a minimum of three (3) members of Council.

ELIGIBILITY:

An individual with the following skills and expertise in at least one of the following categories may be given preference for membership on this Committee:

- Broad-based social perspective on community issues, social equity, and/or multiculturalism ; and
- Broad-based arts, environment, culture and/or heritage perspective on community issues.

GRANTS:

If there are any City Grants related to the Committee the following process will take place:

1. The grant application is received by the City.
2. A Staff/peer review takes place to ensure the applications meet the criteria for a specific grant.
3. The applications that meet the criteria are put on a list in order of relevance by Staff.
4. Staff recommend recipients from the list provided for the grant to the Finance and Audit Committee for approval.

MEETING FREQUENCY:

In addition to regularly scheduled meetings, the Committee will meet upon call of the Chair or the request of two Committee Members.

STAFF SUPPORT:

The following City Departments may provide support to the Committee in accordance with the ***City of Nanaimo Committee Operating Guidelines***:

- Community Development
- City Clerk
- Parks & Recreation
- Other Staff as required



TERMS OF REFERENCE

PUBLIC SAFETY COMMITTEE

PURPOSE:

The Public Safety Committee is responsible for maintaining and enhancing a safe and healthy community that promotes and supports quality of life while encouraging resident involvement and input.

The Committee's purpose is to provide Council advice on the following:

- integrated prevention based approach to public safety;
- provision of protective services to support public safety throughout the city;
- reducing the adverse effects to the community arising from public disorder or criminal activities;
- integrating enforcement and social responses to issues of community safety; and
- services and strategies that lead to the protection of vulnerable persons.

MEMBERSHIP:

The membership of the Committee will be as follows:

- seven (7) members-at-large; and
- three (3) members of Council.

Non-voting representatives and community partners may be invited to attend the meeting specific to topics of shared interest.

Subject matter experts as non-voting representatives including but not limited to: Fire Chief, Social Planner, Manager of Police Support Services, Officer-in-Charge RCMP Nanaimo Detachment, Emergency Program Manager, Manager of Bylaws or designates.

ELIGIBILITY:

An individual with the following skills and expertise may be given preference for membership on this Committee:

- demonstrated background in social community services, emergency planning, Canadian Justice services, fire services, protection services, enforcement or prevention services

GRANTS:

If there are any City Grants related to the Committee the following process will take place:

1. The grant application is received by the City.
2. A Staff/peer review takes place to ensure the applications meet the criteria for a specific grant.
3. The applications that meet the criteria are put on a list in order of relevance by Staff.
4. Staff recommend recipients from the list provided for the grant to the Finance and Audit Committee for approval.

MEETING FREQUENCY:

In addition to regularly scheduled meetings, the Committee will meet upon call of the Chair or the request of two Committee Members.

STAFF SUPPORT:

The following City Departments may provide support to the Committee in accordance with the ***City of Nanaimo Committee Operating Guidelines***:

- Community Services
- Nanaimo Police Support Services
- Nanaimo Fire Rescue & Emergency Management
- Bylaw and Parking Services
- City Clerk
- Chief Operations Officer
- Other Staff as required



TERMS OF REFERENCE

PUBLIC WORKS AND ENGINEERING COMMITTEE

PURPOSE:

The purpose of the Committee is to provide a forum for Council and Staff to seek input from the community and experts on subject matters regarding Public Works & Engineering. Participation of community members is of utmost importance.

The Committee's purpose is to provide recommendations to Council on the following (in the context of Public Works & Engineering Water, sewer, storm, infrastructure, garbage, and fleet).

- capital priorities and planning;
- water management;
- environmental sustainability;
- asset management and financial sustainability;
- transportation master plan;
- community accessibility;
- relevant federal and provincial government policies and programs; and
- other issues referred to the Committee by Director, CAO, COO or Council.

These focus areas have been identified according to the following documents:

- Core Service Review
- current Transportation Master Plan
- Yearly Financial Plan; and
- 2016-2019 Strategic Plan.

The order and thus priority may change depending on changes to emerging issues as identified by the Committee.

MEMBERSHIP:

The membership of the Committee will be as follows:

- a minimum of seven (7) members; and
- three (3) members of Council.

ELIGIBILITY:

All residents are eligible to apply; however, an individual with the following skills and/or expertise may be given preference for membership on this Committee:

- member of the engineering consulting community, development community, contracting community, transportation community;
- broad-based perspective on community services and delivery of those services;
- accessibility; and
- environmental sustainability

GRANTS:

If there are any City Grants related to the Committee the following process will take place:

1. The grant application is received by the City.
2. A Staff/peer review takes place to ensure the applications meet the criteria for a specific grant.
3. The applications that meet the criteria are put on a list in order of relevance by Staff.
4. Staff recommend recipients from the list provided for the grant to the Finance and Audit Committee for approval.

MEETING FREQUENCY:

In addition to regularly scheduled meetings, the Committee will meet upon call of the Chair or the request of two Committee Members.

STAFF SUPPORT:

The following City Departments may provide support to the Committee in accordance with the ***City of Nanaimo Committee Operating Guidelines***:

- Engineering and Public Works
- Community Development
- City Clerk
- Chief Operations Officer
- Other Staff as required

OBSERVERS & COMMUNITY SUPPORTS:

Non-voting representatives may be invited to attend the meeting specific to topics of shared interest. All regular meetings are open to the public.



TERMS OF REFERENCE

PARKS, RECREATION, AND WELLNESS COMMITTEE

PURPOSE:

The purpose of the Committee is to provide a forum for the community to provide Council and staff input on creating and operating parks, recreation and wellness programs, services, and facilities that meet the needs of all of the community in a sustainable and dynamic way.

The Committee's purpose is to provide Council advice and recommendations on the following:

- planning, development, and provisions of parks, recreation, and wellness services;
- coordination of parks, recreation, and wellness programming with partners;
- environmental stewardship of parks and sustainable operations in the context of parks and recreation;
- equitable access to parks, recreation and wellness services and facilities by all citizens;
- recommendations on applications for funding, and subsidies for recreation facilities; and,
- other issues referred to the Committee by the Director of Parks and Recreation, CAO or Council.

MEMBERSHIP:

The membership of the Committee will have up to 15 members and will consist of the following:

- a maximum of eight (8) members at-large
- three (3) members of Council
- three (3) RDN (Electoral Area representatives); and,
- One (1) District of Lantzville representative

Note: Membership is dictated by existing bylaw; any changes require an amendment.

ELIGIBILITY:

(Applies to members-at large) An individual with the following skills and expertise may be given preference for membership on this Committee:

- parks and park stewardship;
- recreation;
- active lifestyle and wellness;
- environmental stewardship; and,

- promotion of health

GRANTS:

If there are any City Grants related to the Committee the following process will take place:

1. The grant application is received by the City.
2. A Staff/peer review takes place to ensure the applications meet the criteria for a specific grant.
3. The applications that meet the criteria are put on a list in order of relevance by Staff.
4. Staff recommend recipients from the list provided for the grant to the Finance and Audit Committee for approval.

MEETING FREQUENCY:

In addition to regularly scheduled meetings, the Committee will meet upon call of the Chair or the request of two Committee Members.

Meetings will not be held in August or December.

STAFF SUPPORT:

The following City Departments may provide support to the Committee in accordance with the ***City of Nanaimo Committee Operating Guidelines***:

- Parks and Recreation
- Engineering and Public Works
- Community Development
- City Clerk
- Other Staff as required



TERMS OF REFERENCE

FINANCE AND AUDIT COMMITTEE

PURPOSE:

The purpose of the Committee is to assist Council in fulfilling its oversight responsibilities over the finances of the City of Nanaimo in accordance with provisions of the *Community Charter* by providing advice on the following:

Financial Matters:

- Recommend to Council best practices that ensure integrity of financial statements, financial recording and reporting processes and systems of internal controls through best practices in policies and procedures;
- Oversee and review the preparation of annual and long-term financial plans for recommendation to Council;
- Receive and review periodic budget and other financial reports on behalf of Council;
- Review strategic key performance indicators as they relate to financial performance;
- Review and make recommendations with respect to relevant legislation or changes thereof affecting financial resources and environmental issues relating to the City of Nanaimo.
- Review Council's investment portfolio.

Enterprise Risk Matters:

- Oversee the process of selecting external financial auditors and recommend appointment of the same to Council;
- Engage, serve as primary contact and report on reviews of external auditors;
- Recommend to Council audit reviews of City of Nanaimo where warranted;
- Receive, review and report on audit outcomes and initiatives, and recommend required action;
- Oversee the City of Nanaimo's enterprise risk management practices and processes relating to risk mitigation and business continuity.

Community Investment Matters:

- Recommend best practices and policies relating to community investment for Council's consideration with regard to general financial grants to community organizations and non- statutory tax exemption (Permissive Tax Exemptions under Section 224 and 227 of the *Community Charter*), and licenses and non-market licenses;
- Receive, review funding applications from community organizations and recommend grant fund awards for Council consideration.

Subsidiary Companies and Service Agreements:

- Advise Council on matters of governance and service and other agreements relating to City of Nanaimo subsidiary companies and organizations providing services on behalf of the City of Nanaimo;
- Receive and review performance reports from the City of Nanaimo's subsidiary companies and organizations providing services on behalf of the City of Nanaimo under agreement;
- Recommend strategic investments for Council's consideration.

MEMBERSHIP:

The membership of the Committee will be as follows:

- All members of Council

ELIGIBILITY:

All members of Council

TERM:

The Term of the Committee members will match the Member's term in office.

MEETING FREQUENCY:

There will be monthly, regularly scheduled meetings. Procedural bylaw will have to be followed for special or extra meetings.

STAFF SUPPORT:

The following City Departments may provide support to the Committee in accordance with the ***City of Nanaimo Committee Operating Guidelines***:

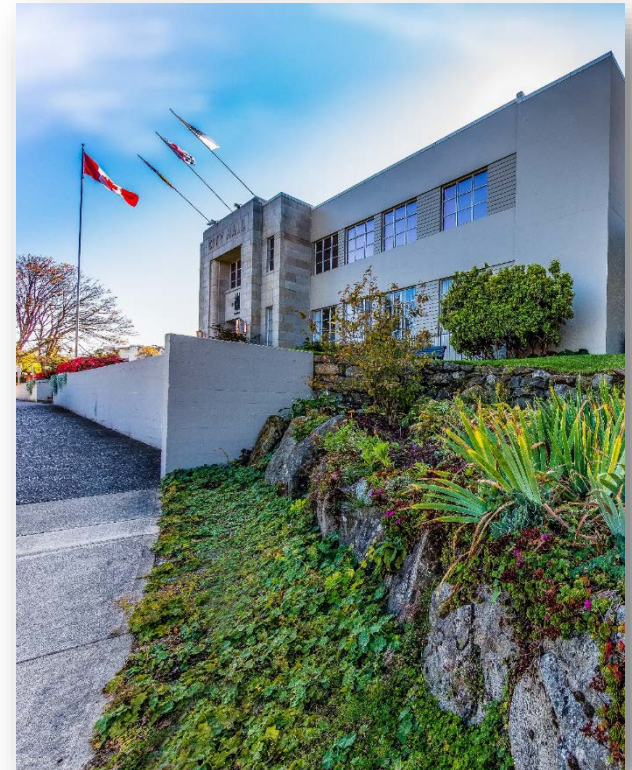
- Office of the Chief Financial Officer
- Office of the Chief Administrative Officer
- City Clerk
- Other Staff as required



Council Committees and Engagement

Agenda:

- Overview of current governance model
- Review of Committees currently operating
- Review of Committees on hold
- Observations and Recommendations
- Engagement – an overview
- Engagement moving forward
- Next Steps



Overview of Current Governance Model

- Council Committees currently on hold
 - With the exception of the Finance & Audit Committee
- Governance & Priorities Committee now established
 - Intended to be the “parent” of future Council Committees
- Work on draft Strategic Plan underway
 - Committees to align with Council’s Strategic Plan

Council Committees

- Committees currently on hold
 - Community Planning and Development
 - Community Vitality
 - Public Safety
 - Public Works and Engineering
 - Parks Recreation and Wellness
- Committees currently operating
 - Finance & Audit Committee
 - Governance and Priorities Committee



Finance & Audit Committee

A “business-type” meeting for addressing all financial matters before going to Council - a model of good governance.

- Prevents motions from being made on the fly that could set precedent for future financial asks
- Allows time to work through large amounts of information, such as the annual budget, before going to Council for approval
- Delegations requesting funds referred to F&A first
- Allows time to review requests from organizations and an opportunity to understand all potential implications before going to a Council meeting

Steps forward

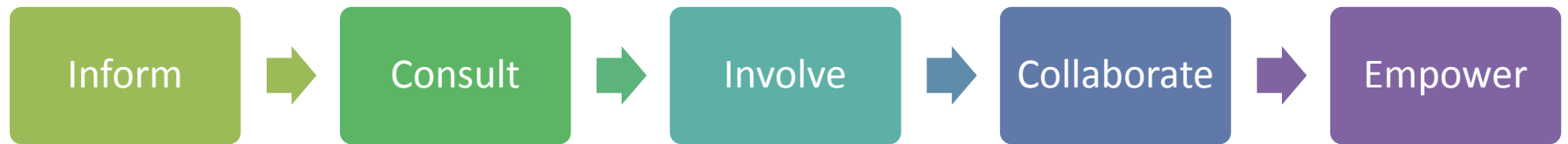
The Governance and Priorities Committee allows for other committees or other engagement models to be formed from it, acting as a “parent” committee.



Engagement – an overview

- A City's responsibilities are outlined in the Community Charter and the Local Government Act
- Council has identified Good Governance and Management Excellence as high priorities through the strategic planning process and engagement is a big part of this
- Engagement should be looked at through the some sort of a continuum, such as the International Association for Public Participation (IAP2)'s Spectrum of Public Participation

IAP2 Spectrum of Public Participation



Everything the City does engages with the public on this spectrum, with many projects or initiatives falling under the “inform” category



Community Engagement Task Force

The Community Engagement Task Force (CETF) was formed in July 2017 to assist Council to “further community engagement and public conversation.”

Their final report describes community engagement as:

A culture fostered within an entire organization and a community... where communication is meaningful and authentic and asking questions makes a resident feel heard and respected at all levels.

A number of recommendations to Council were outlined in their final report, presented at the Committee of the Whole meeting on January 28, 2019.

**Engagement Session #4
PUBLIC ENGAGEMENT PILOT PROGRAM**

Please join the Community Engagement Task Force for the fourth and final session we will be hosting to find the best ways for Council to engage with you, the residents of Nanaimo.

EMPOWERING NEIGHBOURHOODS

At this session, you will have the opportunity to meet members of the new Council, share what you love about your neighbourhood, identify issues of concern and work together on solutions.

**WEDNESDAY, NOV 21
7:00 PM TO 9:30 PM**
Beban Park Social Centre
2300 Bowen Road
Space is limited. Please RSVP to:
PublicEngagement@nanaimo.ca or
250-755-4460 ext. 4265

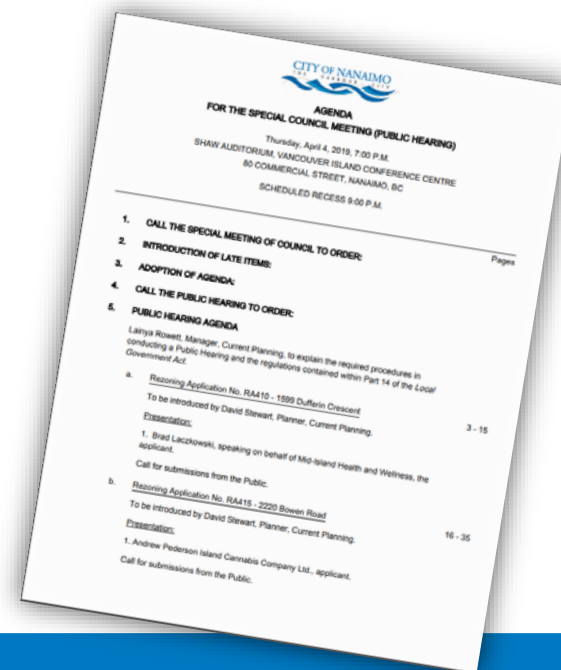
cityofnanaimo More information:
www.nanaimo.ca/goto/engagement CITY OF NANAIMO

Community Engagement Task Force Recommendations

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 the 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. Consider how to improve community engagement through advertising, social media and online technology.
5. Consider establishing a central focus for community engagement within the City.

Ways We Engage

- ✓ Council meetings
- ✓ Public hearings
- ✓ eTown halls
- ✓ Agendas
- ✓ Minutes
- ✓ Meetings notices
- ✓ Meeting videos
- ✓ Project reports
- ✓ Presentations



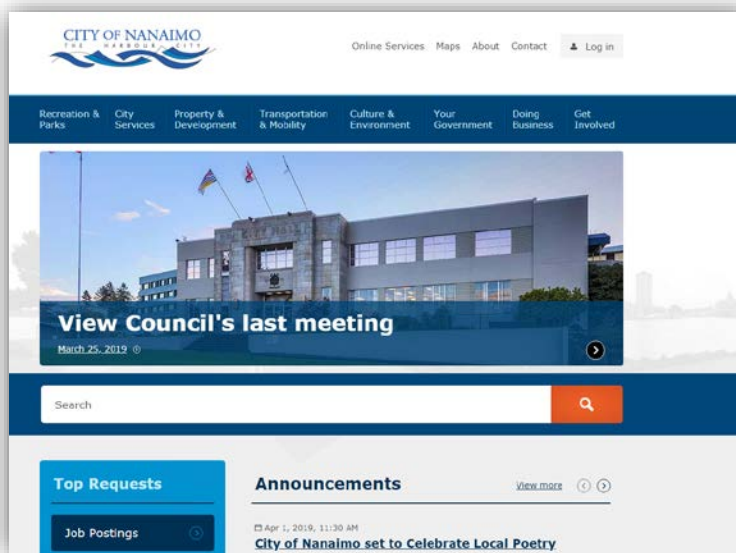
Ways We Engage (continued)

- ✓ Facebook
- ✓ Twitter
- ✓ Instagram (P&R)
- ✓ YouTube
- ✓ Activity guide
- ✓ Educational videos
- ✓ Newsletters
- ✓ Project videos
- ✓ Surveys



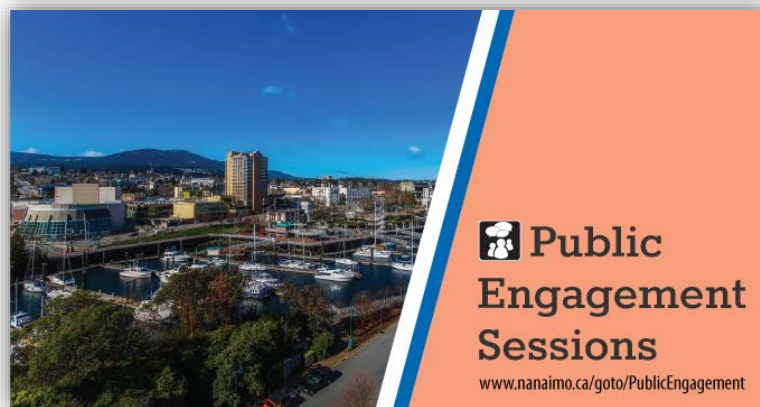
Ways We Engage (continued)

- ✓ Website
- ✓ Blogs
- ✓ News releases
- ✓ Project pages
- ✓ Events calendar
- ✓ Maps
- ✓ Posters
- ✓ Newspaper ads
- ✓ Pictures



Ways We Engage (continued)

- ✓ Phone calls
- ✓ Email
- ✓ Other correspondence
- ✓ Feedback opportunities
- ✓ Committees
- ✓ Other public meetings (open houses, engagement sessions, etc.)
- ✓ Hearing from delegations
- ✓ Council meeting summaries
- ✓ Etc...



Engagement Moving Forward

- Invest in online Community Engagement software
- Hold Town Hall type meeting in May
- Implement closed captioning for Council meetings – recommendation coming to Council soon
- Move forward with Community Engagement Task Force recommendations
- New Manager of Communications starting soon and will be assessing communications across the City

Next Steps

- More engagement
- Strike new Committees or other engagement methods
- Look at Committee of the Whole meetings
- Amend the Council Procedure Bylaw
- Amend committee operating guidelines if necessary

Steps forward

The Governance and Priorities Committee allows for other committees or other engagement models to be formed from it, acting as a “parent” committee.



Questions?



DATE OF MEETING APRIL 8, 2018

AUTHORED BY SHEILA GURRIE, CITY CLERK AND CORPORATE OFFICER

SUBJECT **CITY OF NANAIMO ENGAGEMENT**

OVERVIEW

Purpose of Report

To provide the Governance and Priorities Committee with an update on the current status of City of Nanaimo Engagement and future opportunities to further engagement.

Recommendation

That the report titled “City of Nanaimo Engagement”, dated 2019-APR-08, be received for information.

DISCUSSION

This Council has outlined good governance and management excellence as a theme of their Draft Strategic Plan. Engagement is part of good governance and the City is continually taking steps to improve and enhance engagement opportunities. Currently, there are many ways the City and Council engage with the public and most of these methods of engagement are above and beyond Council’s statutory duties outlined in legislation.

Some examples of engagement currently carried out by the City are as follows:

Council meetings, Public Hearings, ETown Halls, meeting agendas, meeting minutes, meeting notices; meeting videos, Project reports, presentations, event calendar. Twitter, Facebook, news releases, newspaper ads, activity guide, website, blogs, information posts, project pages, project videos and education videos, surveys, maps, pictures, newsletters, email, other correspondence, other public meetings (open houses, roundtables, other engagement meetings), hearing from delegations, opportunities provided for feedback, committees, phone calls, etc.

When examining engagement processes, it is important to review it in comparison to an engagement continuum such as the International Association for Public Participation (IAP2) Spectrum of Public Participation. Using the IAP2 spectrum Staff must examine where Council’s public engagement goals fall within the spectrum. Local Government, has many statutory duties it must follow outlined in legislation, with no opportunity for compromise. Many of the City’s engagement opportunities therefore, fall under the “inform” or “consult” methods of engagement under this spectrum. It is important to note that not all projects or initiatives of Council could, or should, be further than the “inform” end of the spectrum; however, everything the City does, engages with the public on this scale in some way.

While moving forward and searching for new or different ways to engage, Council has asked Staff to search for other opportunities to increase and improve engagement. The City is fortunate that it has a team of staff that are committed to improving engagement and are always looking for new and innovative ways to engage with its citizens. For example, the City's Communication and Marketing Specialist has suggested the City invest in better online engagement tools such as "Place Speak" or "Bang the Table". This would allow for a more fulsome way of online engagement for City projects and initiatives and also allow for us to gather and report on statistical data to know what is working and what is not. Staff will be bringing forward a request for funding "Bang the Table" at a future meeting. Additionally, Staff recommend, based on feedback from the Special Committee of the Whole (sCOW) workshop on 2019-FEB-25, that Council schedule a Town Hall type meeting in May. This will be six months after the General Election and therefore, a great time to hear from the public on the work Council has accomplished.

Additional tools to attempt to enhance engagement opportunities include a recommendation from Staff coming to the next Finance and Audit Committee requesting that Council adopt the implementation of closed captioning for better accessibility of council meetings. Council would be a leader in this initiative, as there is only one other municipality in Canada utilizing this feature through our software provider eSCRIBE.

The Community Engagement Task Force's final report and recommendations, highlight different methods of engagement and how they are suitable for various engagement opportunities needed. The work done by the Task Force and final report notes that not all methods (World Café, Open House, etc.) will work for all types of meetings and engagement processes. The methods investigated and the work done by the Task Force can be utilized in many future engagement opportunities the City undertakes. An example of the Task Force's work being successful was when the Bylaw Department mirrored one of their four engagement session and the event was a huge success. Other City departments, and Council, can incorporate these methods, based on the engagement necessary and desired, based on the project or topic.

Finally, as we continue to enhance engagement at the City of Nanaimo, the City's new Manager of Communications will be working on assessing communications across the organization, and will help facilitate the use of a variety of engagement tools when communicating out on the City's projects and initiatives. After an analysis has been completed, there will be another report to Council on our continuing improvements. With amendments planned for the "Council Procedure Bylaw 2018 No. 7272" the Manager of Communications will have a role in determining engagement opportunities with respect to delegations, and the use of alternative methods for Council to engage with the public in order to hear their thoughts on matters involving the City.

SUMMARY POINTS

- Engagement is part of good governance and the City is continually taking steps to improve and enhance engagement opportunities.
- Local Government, has statutory duties it must follow outlined in legislation, with no opportunity for compromise.
- Staff are committed to improving engagement and are always looking for new and innovative ways to engage citizens.
- The City's new Manager of Communications will be working on assessing communications across the organization, and will help facilitate the use of a variety of engagement tools when communicating out on the City's projects and initiatives.

Submitted by:

Sheila Gurrie
City Clerk and Corporate Officer