AGENDA
GOVERNANCE AND PRIORITIES COMMITTEE MEETING

Monday, April 29, 2019, 9:00 A.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 - 14

   Minutes of the Governance and Priorities Committee Meeting held in the Boardroom, Service and Resource Centre, Nanaimo, BC on 2019-APR-08 at 12:00 p.m.

5. REPORTS:

   a. GOVERNANCE AND MANAGEMENT EXCELLENCE:

      1. Strategic Plan Update 9:00 a.m. - 10:30 a.m.

         Report to be distributed on the Merged Agenda.

      2. Committees, Boards, Round Tables and Task Forces 10:30 a.m. - 12:00 p.m. — 15 - 23

         To be introduced by Sheila Gurrie, City Clerk.

         Purpose: To provide the Governance and Priorities Committee with an overview of their proposed Committees, Boards, Roundtables and Task Forces.

         Recommendation:

         That the Governance and Priorities Committee provide clarification regarding the creation of committees, boards, roundtables and task forces including:

a. Environmental Committee
b. Intersectional Urbanism Advisory Board
c. Arts, Culture and Heritage Advisory Board
d. Grants Advisory Committee
e. Homelessness and Social Issues Task Force
f. Economic Development Round Table, and,
g. any other committee.

b. PROCEDURAL MOTION 12:00 P.M. - 1:00 P.M.:

That the meeting be closed to the public in order to deal with agenda items under the *Community Charter*:

(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; and,

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

c. COMMUNITY WELLNESS/LIVABILITY:

1. Transportation in Nanaimo 1:00 p.m. - 3:30 p.m. 24 - 114

To be introduced by Bill Sims, Director, Engineering and Public Works.

Purpose: The purpose of this report is to provide the Governance and Priorities Committee with context for the information session on Transportation.

Presentation:

1. Poul Rosen, Senior Manager, Engineering and Jamie Rose, Manager, Transportation.

2. Daniel Pearce, Director, Transportation and Emergency Services, Regional District of Nanaimo.

Recommendation: That the report titled “Transportation In Nanaimo” dated 2019-APR-29, be received for information.

The purpose of this report is to provide the Governance and Priorities Committee with context for the information session on Transportation.

d. ECONOMIC HEALTH:

1. Project Management Framework and Policy 3:30 p.m. - 4:00 p.m. 115 - 130

To be introduced by Bill Sims, Director, Engineering and Public Works.

Purpose: To inform Council about the Project Management Framework and Capital Project Management Policy and to recommend that Council adopt the Policy.

Presentation:

1. Bill Sims, Director, Engineering and Public Works.

Recommendation: That the Governance and Priorities Committee recommend that Council adopt the Capital Project Management Policy 11-5210-01.

e. ENVIRONMENTAL RESPONSIBILITY:

6. QUESTION PERIOD:

7. ADJOURNMENT:

MINUTES
GOVERNANCE AND PRIORITIES COMMITTEE MEETING
BOARDROOM, SERVICE AND RESOURCE CENTRE,
411 DUNSMUIR STREET, NANAIMO, BC
MONDAY, 2019-APR-08, AT 12:00 P.M.

Present: Councillor D. Bonner, Chair
Mayor L. Krog
Councillor S. D. Armstrong (arrived 2:08 p.m.)
Councillor T. Brown (arrived 12:13 p.m.)
Councillor B. Geselbracht
Councillor E. Hemmens
Councillor Z. Maartman
Councillor I. W. Thorpe (arrived 2:08 p.m.)
Councillor J. Turley (arrived 12:04 p.m.)

Staff: J. Rudolph, Chief Administrative Officer (arrived 12:04 p.m.)
R. J. Harding, Director, Parks and Recreation
D. Lindsay, Director, Community Development
B. Sims, Director, Engineering and Public Works
J. Van Horne, Director, Human Resources
L. Mercer, Acting Director, Financial Services (vacated 1:51 pm.)
K. Fry, Fire Chief (arrived 3:15 p.m.)
L. Bhopalsingh, Manager, Community & Cultural Planning (vacated 2:38 p.m.)
L. Rowett, Manager, Current Planning (vacated 2:38 p.m.)
D. Fox, Manager, Building Inspections (vacated 2:38 p.m.)
J. Holm, Subdivision Approval Manager/Approval Officer (vacated 2:38 p.m.)
P. Rosen, Senior Manager, Engineering (arrived 2:07 p.m., vacated 2:44 p.m.)
J. Rose, Manager, Transportation (arrived 2:07 p.m., vacated 2:44 pm.)
K. Botham, Administrative Coordinator (vacated 2:38 p.m.)
D. Blackwood, Client Support Specialist (vacated 12:08 p.m.)
S. Gurrie, City Clerk
J. Vanderhoef, Recording Secretary

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

The Governance and Priorities Committee Meeting was called to order at 11:59 a.m.

2. APPROVAL OF THE AGENDA:

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

3. ADOPTION OF THE MINUTES:

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

4. REPORTS:

a. GOVERNANCE AND MANAGEMENT EXCELLENCE:

J. Rudolph entered the Boardroom at 12:04 p.m.
Councillor Turley entered the Boardroom at 12:04 p.m.

(1) Planning 101 and Official Community Plan

Introduced by Dale Lindsay, Director, Community Development.

Dale Lindsay, Director, Community Development, provided a presentation regarding the following:

- Overview of the Planning Departments core functions and responsibilities
- Planning & Building Processes
- Who uses the Planning and Development services
- Legislation that guides the Planning Department: *Local Government Act; Community Charter; Land Title Act; Strata Property Act*; *Environmental Management Act*; Building Code; *Building Act*; *Homeowner Protection Act*; and others

D. Blackwood vacated the Boardroom at 12:08 p.m.

Lisa Bhopalsingh, Manager, Community and Cultural Planning, provided a presentation regarding the following:

- Local government planning processes/tools and the similarities between the following three documents: Official Community Plan, Neighbourhood Plan and Zoning Bylaws
- Regional Growth Strategy (RGS) is based on the Official Community Plan (OCP), Neighbourhood and Village Plans, and Zoning Bylaw
- RGS is a shared vision for sustainable growth and an agreement to take actions that work towards shared social, economic and environmental goals
- History of previously adopted Regional Growth Strategies and the benefits of coordinated planning and regional thinking

Councillor Brown entered the Boardroom at 12:13 p.m.

- OCP sets objectives and policies to guide decisions related to land use and servicing

- "planNanaimo" is the name of the City's OCP
- OCP was last updated in 2008, review scheduled for 2019

Committee discussion took place regarding the following:

- Timeline for updating the City's OCP
- Regional Growth Strategy being reviewed with Regional District of Nanaimo
- Neighbourhood Plans and working with neighbourhood associations
- Neighbourhoods that do not have a neighbourhood plan identified
- Areas are developed based on framework set forth within the neighbourhood plans which are based on information gained through community engagement

Lisa Bhopalsingh, Manager, Community and Cultural Planning, continued her presentation as follows:

- Neighbourhood Plans: there are 10 neighbourhood plans that form the OCP
- Neighbourhood Plans provide direction and regulations for specific areas and are designed to be consistent with the OCP
- Neighbourhood Plans provide blueprints for what property owners can potentially do with their property and what infrastructure will be needed to support those uses

Committee discussion took place regarding:

- Information within Neighbourhood Plans being provided to realtors

Lisa Bhopalsingh, Manager, Community and Cultural Planning, continued her presentation as follows:

- RGS and OCP's represent community vision for long-term land use and guides decision making by City Council
- Expectations of how these policy documents are used and implemented often differ between community and development

Committee discussion took place regarding:

- Urban planning and increasing communications around the purpose of the OCP during the OCP review process

Jake Rudolph, Chief Administrative Officer, noted that there will be a follow-up report prior to the OCP review.

Councillor Brown vacated the Boardroom at 12:38 p.m.

Lisa Bhopalsingh, Manager, Community and Cultural Planning, continued her presentation as follows:

- Importance of engagement with communities for RGS and OCP

J. Rudolph vacated the Boardroom at 12:41 p.m.
Councillor Brown returned to the Boardroom at 12:42 p.m.

Lainya Rowett, Manager, Current Planning, provided a presentation regarding the following:

- The Zoning Bylaw implements OCP land use designations and policies
- Changes to the zoning of a property must be consistent with the OCP and are updated through new bylaws or amendments
- The Zoning Bylaw must be adopted or amended following certain procedures: "Development Approval Procedures and Notification Bylaw 1991 No. 3892", provincial approvals, statutory public hearing requirements

Committee discussion took place regarding:

- Information that can be received during a Public Hearing

R. Harding vacated the Boardroom at 12:48 p.m.

Lainya Rowett, Manager, Current Planning, continued her presentation as follows:

- The Zoning Bylaw is an important tool for the community and developers in providing a vision for how the community is planning to grow

Committee discussion took place regarding:

- Providing third reading of a bylaw during a Public Hearing

J. Rudolph returned to the Boardroom at 12:51 p.m.
R. Harding returned to the Boardroom at 12:52 p.m.

- Bylaws being adopted during a Public Hearing
- Making adjustments to bylaws during the Public Hearing
- Situations where items might be referred back to Staff or denied during a Public Hearing
- Rezoning of properties

Lainya Rowett, Manager, Current Planning, continued her presentation as follows:

- Development Permits (DPs) are used:
  - As a tool to set conditions for land development

- Can impose conditions and vary, or supplement, a regulatory bylaw
- Are reviewed by the Design Advisory Panel
- Are not a discretionary approval process

Committee discussion took place regarding the following:

- Restrictions to set back variances
- DPs being set up as an incentive to encourage development

Lainya Rowett, Manager, Current Planning, continued her presentation as follows:

- Development Variance Permits (DVPs) are more site specific and cannot be used to vary density or vary the use of the property
- Statutory notification is required
- All DVPs must go through Council; whereas, some DPs may be reviewed by the Director of Planning if the request is minor
- Parking variances may not be delegated to Staff and must be reviewed by Council under "Development Approval Procedures and Notification Bylaw 1991 No. 3892"
- DVPs expire after two years
- The Board of Variance is a statutory requirement if a municipality has a zoning bylaw and is an independent decision making body appointed by Council
- Other Planning Tools and Projects: temporary use permits, housing agreements, covenant amendments/land use contracts, liquor licence applications, policy and bylaw reviews

Committee discussion took place regarding the following:

- Temporary lease permits being applied to seasonal operations
- DVPs as a tool for protecting farm land

Jeremy Holm, Subdivision Approval Manager/Approval Officer, provided a presentation regarding the following:

- Subdivision approvals and the various types of subdivisions

Committee discussion took place regarding the following:

- Air Space Parcels

Jeremy Holm, Subdivision Approval Manager/Approval Officer, continued his presentation regarding the following:

- The Approving Officer considers: existing policies and bylaws, Provincial and Federal regulations, access and servicing, parks and environmental protection, natural hazards, requirements of external agencies, and public interest

Committee discussion took place regarding the following:

- Methods for regulating design aspects of neighbourhoods

R. Harding vacated the Boardroom at 1:44 p.m.

Jeremy Holm, Subdivision Approval Manager/Approval Officer, continued his presentation regarding the following:

- Legislation that guides the Approving Officer: *Land Title Act*, *Strata Property Act*, *Local Government Act*
- Overview of the subdivision process: preliminary layout acceptance, design stage acceptance, final approval
- Statistics regarding subdivisions and park dedications through subdivisions

L. Mercer vacated the Boardroom at 1:51 p.m.

Committee discussion took place regarding the following:

- The amount of land within the City that is currently available for subdividing

The Governance and Priorities meeting recessed at 1:53 p.m.
The Governance and Priorities meeting reconvened at 2:03 p.m.

Darcy Fox, Manager, Building Inspections, provided a presentation regarding the following:

- Building permits, the Building Code, and what the Building Code regulates
- There are two streams of applications: residential and commercial
- There are currently two different ways of complying with building codes: meeting requirements or justifying how another method has met the requirement
- All building permit applications are reviewed by Staff

J. Rose and P. Rosen entered the Boardroom at 2:07 p.m.
Councillor Armstrong entered the Boardroom at 2:08 p.m.
Councillor Thorpe entered the Boardroom at 2:08 p.m.
R. Harding vacated the Boardroom at 2:10 p.m.

- Reviewing designs and construction sites to ensure fire safety compliance
- There is no appeal process currently for the building permit process
- *The Building Act* came into affect in 2015 to provide consistency throughout the province with regard to building code bylaws in municipalities

Committee discussion took place regarding the following:

- Requiring an engineering report to justify a building permit and sharing of that information with future applications

Darcy Fox, Manager, Building Inspections, continued his presentation regarding the following:

- Requirements for professional development and process to become a Registered Building Official
- Steps involved in a building permit application

Committee discussion took place regarding the following:

- BC Energy Step Code being implemented and incentives for contractors to build this type of construction

Darcy Fox, Manager, Building Inspections, continued his presentation regarding the following:

- Listed other work the Building Inspectors do such as record keeping and assisting bylaw services and the fire department with inspections

Committee discussion took place regarding the following:

- Target timeframe for permit processing

Dale Lindsay, Director of Community Development, provided a summary of the Planning Department as follows:

- During a period of substantial growth in the community the Planning Department has undergone a lot of staff changes
- There are 14 Building Officials within the department who are largely new members
- Ongoing advertising to fill staffing levels in this department
- OCP review coming in near future

Committee discussion took place regarding the following:

- Processing times for building permits
- Staffing levels within the Planning Department

R. Harding returned to the Boardroom at 2:35 p.m.

- Process involved in becoming a Registered Building Official

It was moved and seconded that the Governance and Priorities Committee receive the report titled “Planning and Building Inspections Overview”, dated 2019-APR-08, and accompanying presentation for information. The motion carried unanimously.

L. Bhopalsingh, K. Botham, D. Fox, J. Holm, and L. Rowett, vacated the Boardroom at 2:38 p.m.

(2) Committees and Engagement

1. Council Committees

Introduced by Sheila Gurrie, City Clerk.

Sheila Gurrie, City Clerk, provided a presentation regarding the following:

- Overview of the Legislative Services Department and Communications Department
- Overview of Current Governance Model: Council Committees currently on hold, Governance & Priorities Committee now established, working on draft Strategic Plan

J. Rose and P. Rosen vacated the Boardroom at 2:44 p.m.

- Council Committees currently on hold: Community Planning and Development, Community Vitality, Public Safety, Public Works and Engineering, Parks Recreation and Wellness Committee
- Committees currently operating: Finance and Audit Committee and Governance and Priority Committee (GPC)
- Nanaimo Youth Advisory Council was not included and is scheduled to submit an updated terms of reference where other models of engagement may be reviewed
- Finance and Audit Committee is a “business-type” model for addressing all financial matters before going to Council
- Recommendation to dissolve the five Council Committees that are currently on hold, and keep the Finance and Audit Committee as it plays an important role and models good governance and sound decision making
- Steps forward: GPC acts as a “parent committee” where other committees can be born from
- Potential alternatives: Community Engagement Sessions, Task Forces, Online Platforms, Council Committees

J. Van Horne vacated the Boardroom at 2:52 p.m.

Committee discussion took place regarding the following:

- Timeline for establishing new committees
- Appointment of Council members to committees
- Using various forms of engagement

Sheila Gurrie, City Clerk, continued her presentation as follows:

- Creating engagement models that add value and not creating Council Committees for the sake of having committees

Committee discussion took place regarding the following:

- A Task Force as an efficient tool in the past

Sheila Gurrie, City Clerk, continued her presentation as follows:

- Engagement overview and the City's responsibility as outlined in the *Community Charter* and *Local Government Act*
- International Association for Public Participation (IAP2) Spectrum of Public Participation: Inform, Consult, Involve, Collaborate, Empower
- Community Engagement Task Force was formed in July 2017 to assist Council to "further community engagement and public conversation" and made recommendations to Council on methods of improving community engagement

J. Van Horne returned to the Boardroom at 3:07 p.m.

- Listed the many ways the City engages with the community such as: Council meetings, agendas, public hearings, Facebook, Twitter, activity guide, videos, newsletters, Surveys, blogs, website, news releases, events calendars, delegations, meeting summaries, etc.
- Suggestions on moving forward: online community engagement software, holding a Town Hall type meeting in May, closed captioning for Council meetings, move forward with Community Engagement Task Force recommendations, new Manager of Communications will be assessing communication across the City
- Next Steps: more engagement, new committees or other engagement methods, review Committee of the Whole meetings, amend the Council Procedure Bylaw, amend committee operating guidelines if necessary

K. Fry entered the Boardroom at 3:15 p.m.

Committee discussion took place regarding the following:

- Status of Design Advisory Panel and Nanaimo Youth Advisory Council
- Submissions from the public being received in person versus electronic means
- Striving to improve public engagement
- Committee structures need to outline a clear purpose
- Building off of the GPC

It was moved and seconded 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.

The motion carried unanimously.

2. City of Nanaimo Engagement

It was moved and seconded that the report titled "City of Nanaimo Engagement", dated 2019-APR-08, be received for information. The motion carried unanimously.

Committee discussion took place regarding the following:

- Community Engagement Sessions and Task Forces
- Putting committee suggestions on the table
- Suitable structure for an Arts Culture and Heritage group
- Funnelling funding requests through the Finance and Audit Committee
- Committees being part of the function that supports Council in their Strategic Plan
- Having a centralized policy for all grants to be reviewed

Jake Rudolph, Chief Administrative Officer, asked Council for strategic topics that Council would like to put on Staffs radar for committees.

Committee discussion continued regarding the following:

- Providing Staff direction on what committees this Council wants to create
- Expertise required to assess specific grants
- The following topics were listed as suggestions for committees:
  - Arts Culture and Heritage
  - Remove Public Safety Committee and create a Task Force as needed
  - Intersectional Urbanism Advisory Board
  - Economic Development
  - Social Planning
  - Homelessness Task Force
- Delegating workloads to the various committees for review

It was moved and seconded that the Governance and Priorities Committee meeting recess at 4:00 p.m. with the intention to reconvene after the Special Council Meeting 2019-APR-08. The motion carried.
Opposed: Councillor Armstrong

The Governance and Priorities Committee meeting reconvened at 7:17 p.m. in the Shaw Auditorium, Vancouver Island Conference Centre, 80 Commercial Street.

Present: Councillor D. Bonner, Chair
Mayor L. Krog
Councillor S. D. Armstrong
Councillor B. Geselbracht
Councillor E. Hemmens
Councillor Z. Maartman
Councillor I. W. Thorpe
Councillor J. Turley (arrived 7:18 p.m.)

Absent: Councillor T. Brown

Staff: J. Rudolph, Chief Administrative Officer
S. Gurrie, City Clerk
S. Snelgrove, Recording Secretary

Councillor Turley entered the Shaw Auditorium at 7:18 p.m.

By unanimous consent the Governance and Priorities Committee agreed to continue the discussion regarding City of Nanaimo engagement and committees during the 2019-APR-29 Governance and Priorities Committee meeting.

5. ADJOURNMENT:

It was moved and seconded at 7:21 p.m. that the meeting terminate. The motion carried unanimously.

_____
C H A I R

CERTIFIED CORRECT:

_____
CORPORATE OFFICER

CITY OF NANAIMO
THE HARBOUR CITY

Staff Report for Decision

File Number: 0540

DATE OF MEETING APRIL 29, 2019

AUTHORED BY SHEILA GURRIE, CITY CLERK AND CORPORATE OFFICER

SUBJECT **COUNCIL COMMITTEES, BOARDS, ROUNDTABLES AND TASK FORCES**

OVERVIEW

Purpose of Report
To provide the Governance and Priorities Committee with an overview of their proposed Committees, Boards, Roundtables and Task Forces.

Recommendation
That the Governance and Priorities Committee provide clarification regarding the creation of committees, boards, roundtables and taskforces including:

a. Environmental Committee;
b. Intersectional Urbanism Advisory Board;
c. Arts, Culture and Heritage Advisory Board;
d. Grants Advisory Committee;
e. Homelessness and Social Issues Task Force;
f. Economic Development Round Table; and,
g. any other committee.

BACKGROUND

At the 2019-APR-08 Governance and Priorities Committee Meeting, members of Council proposed striking four committees or boards, a round table and a task force.

The committees or boards proposed by members of Council were as follows:

- Environmental Committee with the following terms of reference and mandate proposed:
  - That the Board be chaired by a member chosen by the Board;
  - That membership be comprised of a combination of individuals from select agencies and the public at large with technical expertise in environmental protection, environmental engineering, ecosystem health, biodiversity, climate science, asset management, urban planning, transportation and sustainability;
  - That two members of Council be appointed to the Board; and
  - That the mandate of the group be to provide advice to staff and decision-makers on action-oriented strategic environmental sustainability initiatives, review relevant plans and policies as they're developed, and bring forward new strategies that could be initiated to meet the City of Nanaimo's overall sustainability goals as identified in the Community Sustainability Action Plan.

- Intersectional Urbanism Advisory Board with the following terms of reference and mandate proposed:

- That the Board be chaired by a member chosen by the Board;
- That the membership be comprised of a combination of individuals from select agencies and the public at large representing demographics and communities within the City which are typically underrepresented in planning decisions, such as seniors, youth, newcomers, First Nations, urban indigenous, LGBTQ2+ communities, and people with disabilities;
- That two members of Council be appointed to the Board; and,
- That the mandate of the Advisory Board be to review and make recommendations to Council on plans, policies, and parks and facility development from the perspective of specific user groups, as well as the broader community.

- Arts, Culture and Heritage Advisory Board with the following terms of reference and mandate proposed:
  - That the Board be chaired by a member chosen by the Board;
  - That membership be comprised of individuals with experience in delivering and/or promoting Nanaimo's Arts, Culture & Heritage sectors;
  - That two members of Council be appointed to the Board; and
  - That the mandate of the group be to explore ways to increase the profile and support of Nanaimo's Arts, Culture & Heritage sectors by:
    - Facilitating collaboration between organizations and individuals;
    - Supporting the review and update of the Cultural Plan for a Creative Nanaimo; and,
    - Reviewing all Arts, Culture & Heritage grant applications and making recommendations to Council.

- Grants Advisory Committee with the following terms of reference and mandate proposed:
  - That the Board be chaired by a member selected by the board;
  - That the membership be comprised of members of the general public; and,
  - That the mandate of the Board be to review and make recommendations to Council on the following grants:
    - Parks and Recreation;
    - Social Planning; and,
    - Permissive Tax Exemptions.

The Task Force proposed as follows:

- Homelessness and Social Issues with the proposed terms of reference and mandate:
  - That the Mayor serve as the Chair of the Task Force, with one other Council member appointed to the Task Force by Council;
  - That membership be comprised of individuals appointed by select agencies;
  - That the mandate of the group be strategic in focus, providing leadership and facilitation across jurisdictions as well as between individuals and organizations on homelessness and the contributing factors of homelessness; and,
  - That the group formalize communication structures with the Nanaimo Homelessness Coalition to ensure efforts are aligned and not duplicated.

The Roundtable proposed as follows:

- Economic Development Roundtable with the following proposed terms of reference and mandate:
    - That membership be comprised of city staff and Council, business leaders, educational institutions, local First Nations, small business representatives, the Chamber of Commerce, etc.
    - That the mandate of the group be to:
        - Review micro and macro economic trends;
        - Facilitate connection and leverage opportunities to attract, retain and grow the mid island business community; and,
        - Identify opportunities for collaboration and innovation on common goals.

With the above proposed Committees/Boards/Roundtables and Task Forces, some further clarification and direction from Council to Staff is recommended prior to their implementation. Some considerations for Council to assist in forming the discussion prior to Council making a decision are:

Strategic Plan:

Council is currently working toward adopting their 2019-2022 Strategic Plan and when considering Council Committee/Board/Roundtable and Task Forces, it is important that they align with the vision and work that Council plans to carry out with this plan. Council may wish to have a Committee or Board for all four of the Strategic Themes outlined in their Draft Strategic Plan, or strike task forces to undertake the action items that come from these Strategic Themes.

For the Committee on Environment, Staff propose that after the 2019-MAY-13 Governance and Priorities Committee Meeting that will be focused on the Environment, there may be a more specific mandate that will focus this committee/board to align with Council's Strategic Plan. At this Governance and Priorities Committee Meeting, Council could make a recommendation to strike a committee on the environment, as they will have a more clear perspective of where the focus should be after hearing of the City's initiatives (current and future), as well as Staff's work plans in this area.

The Intersectional Urbanism Committee proposed mandate is to have those that are usually under-represented sit on a committee/board and make recommendations on City's plans, policies, parks and facilities development. Staff recommend that Council provide some additional feedback and clarification to Staff for this committee.

The Arts, Culture and Heritage Advisory Board proposed mandate is to explore ways in which the profile and support of the sector can be improved. Suggestions for this by Council include; facilitating collaboration between organizations and individuals; supporting the review and update of the Cultural Plan for a Creative Nanaimo; and, reviewing all Arts, Culture & Heritage grant applications and making recommendations to Council. Arts, Culture and Heritage were discussed during the Strategic Planning Sessions; however they were not specified as a Focus Area.

Governance Model:

The Governance and Priorities Committee was established by this Council to implement a model of governance outlined by Mr. Cuff at one of Council's orientations sessions. The GPC was established to align with Council's Strategic Plan and act as a "parent" type committee to other committees or engagement models. This committee and governance model should be contemplated by Council when forming other committees, boards, etc., in order to achieve good governance.

Efficiencies/Redundancy:

The Grants Advisory Committee recommended by Council proposes a mandate of reviewing and making recommendations to Council on grants for Parks and Recreation; Social Planning; and, Permissive Tax Exemptions. Currently, the Finance and Audit Committee does this function and having a separate Committee making recommendations to Council that the Finance and Audit Committee already does, may be redundant. Historically, until 2016, there was a Grants Advisory Committee. This Committee reviewed Grant applications using criteria and guidelines in place, and made recommendations to Council based on these. In 2016, Council struck the Finance and Audit Committee that looked at all budget and financial matters for the City of Nanaimo, including grants. Using this same criteria and guidelines, the Finance and Audit Committee makes recommendations to Council on these grants, and Permissive Tax Exemptions. Adding an additional step in the process may be inefficient, as well as redundant.

The Economic Development Round Table that is proposed by Council could be implemented after the Economic Development – Terms of Reference Consultation process that is outlined in a report to Council at the 2019-APR-29 Regular Meeting of Council. Outlined in the terms of reference is the hiring of a consultant to work with and consult with user groups and determine the model going forward for Economic Development. A Roundtable, with these user groups and stakeholders, could commence after this process has been completed.

The Task force on Homelessness and Social Issues proposed by Council could align all of the current committees and working groups that are currently working on this city-wide issue and provide the coordination and support outlined in the proposed mandate. A Task Force should have a time-line or specific task to perform. Staff are currently working on a Terms of Reference for this Task Force and will bring it back to Council at a meeting in May or June.

Resources:

The 2019-APR-08 Staff Report titled "Committees", Staff outlined considerations that must be made with respect to resources. 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 noted that for every committee that lasts two hours in duration, that there is ten hours of Staff time put in. This does not include the Staff liaisons that must do the research and report writing as required; rather, this is the administrative (meeting logistics) costs.

Currently, Legislative Services is doing a minimum of eight meetings/month with an estimated 200 hours of meeting logistic Staff time. Meetings of Council is a fraction of the many functions that Legislative Services is responsible for at the City of Nanaimo and additional resources may be required depending on the number of additional hours needed to carry out all of the other duties the department must do.

OPTIONS

That the Governance and Priorities Committee provide clarification regarding the creation of committees, boards, roundtables and taskforces including:

a. Environmental Committee;
b. Intersectional Urbanism Advisory Board;
c. Arts, Culture and Heritage Advisory Board;
d. Grants Advisory Committee;
e. Homelessness and Social Issues Task Force;
f. Economic Development Round Table; and,
g. any other committee.
   - **Budget Implication:** depending on the amount of Committees, Boards, Roundtables and task forces, additional funds for resources may be required and a request would be brought forward to Council for these funds.
   - **Engagement Implication:** Committees, Boards, Roundtables and Task Forces are a form of engagement and would add additional engagement opportunities for the citizens of Nanaimo.
   - **Strategic Priorities Implication:** Council Committees, Boards, Roundtables and Task Forces should align with the Strategic Plan and the Theme “Good Governance”.

2. That the Governance and Priorities Committee provide alternate direction to Staff.

SUMMARY POINTS

- At the 2019-APR-08 Governance and Priorities Committee Meeting, members of Council proposed striking four committees or boards, a round table and a task force.
- With the proposed Committees/Boards/Roundtables and Task Forces, further clarification and direction from Council to Staff is recommended prior to their implementation.
- Some considerations for Council to assist in forming the discussion prior to Council making a decision are the Strategic Plan, governance model, efficiencies/redundancies, and resources.

ATTACHMENTS

PowerPoint diagram for Committees/Boards/RoundTable/Task Forces

Submitted by:

Sheila Gurrie,
City Clerk and Corporate Officer

Design Advisory Committee
Board of Variance
Public Hearings
Online Platforms
(Facebook, Twitter, online engagement software, etc.)
Finance & Audit Committee
Council
Community Engagement Sessions
(eTown halls, Round tables, Open houses, etc.)
Governance & Priorities Committee
Committee of the Whole

CITY OF NANAIMO
THE HARBOUR CITY

1. Environmental Responsibility

Round Table

Task Force

2. Governance Excellence

Committee

Online Engagement

Governance & Priorities Committee

Round Table

Committee

3. Livability

Advisory Board

Task Force

4. Economic Health

Legend:

Committees

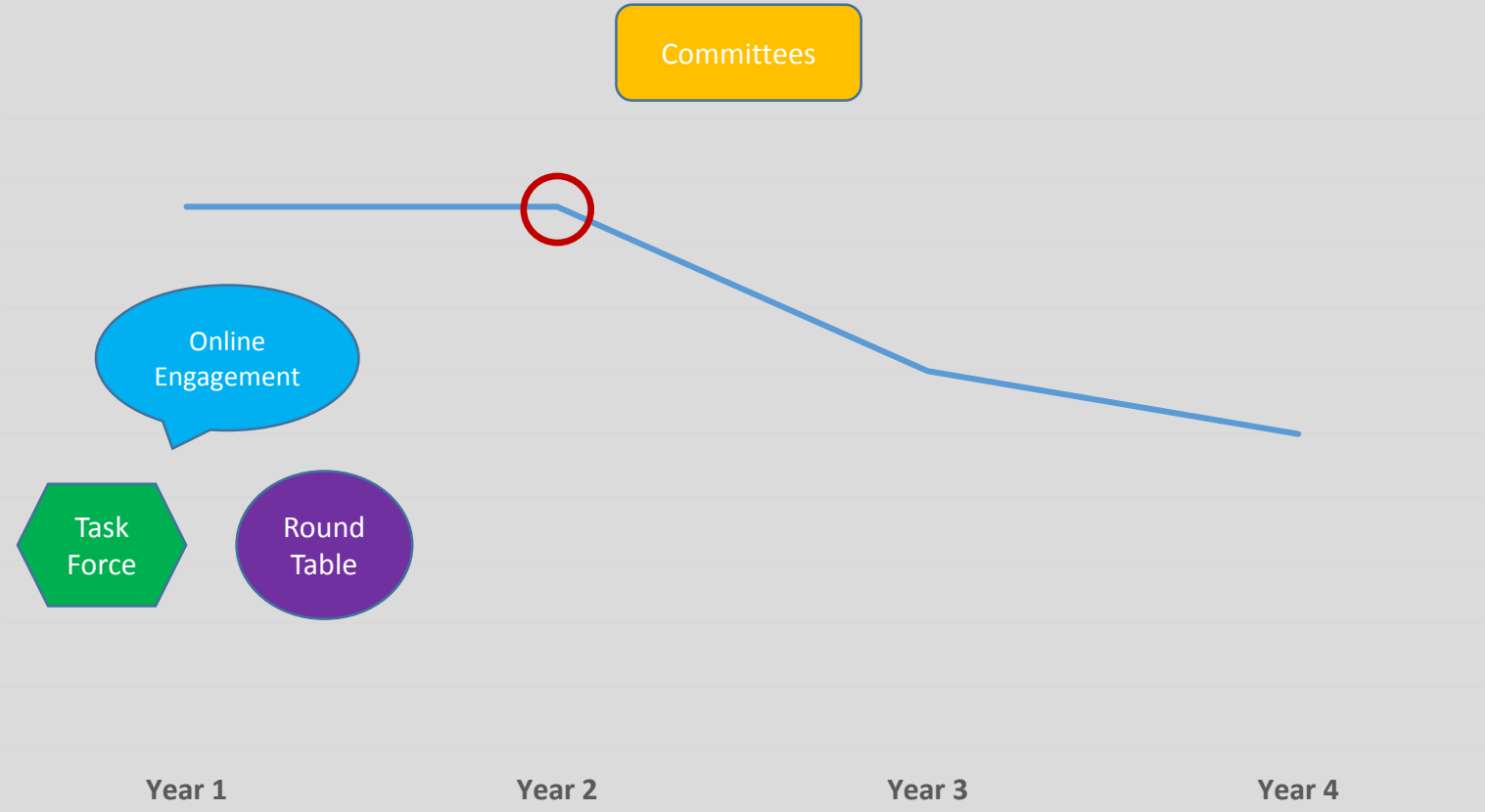
Round Table

Advisory Board

Task Force

Online Engagement

Momentum of a Committee



CITY OF NANAIMO
THE HARBOUR CITY

Information Report

DATE OF MEETING APRIL 29, 2019

AUTHORED BY BILL SIMS, DIRECTOR OF ENGINEERING & PUBLIC WORKS

SUBJECT **TRANSPORTATION IN NANAIMO**

OVERVIEW

Purpose of Report
The purpose of this report is to provide the Governance and Priorities Committee with context for the information session on Transportation.

Recommendation
That the report titled "Transportation In Nanaimo" dated 2019-APR-29, be received for information.

DISCUSSION

The mission of the Transportation Group within Engineering & Public works is to work with other departments and partners to provide residents, businesses, and visitors to Nanaimo with a safe, efficient, and sustainable transportation system. The information session accompanying this report is intended to provide the Governance & Priorities Committee and the public a brief overview of how the City of Nanaimo works to fulfil this mission.

There is much to cover within the realm of transportation, and Staff are aware of the volume of information that Council is absorbing. The intent is to take a high level review of the subject, with deeper discussion on a select number of points – identified by an orange band on the Powerpoint slide. There will be future opportunities to focus on specific areas as well.
Staff's hope is to understand Council's view on the Transportation group's current direction, and provide feedback on opportunities for adjustments to the Transportation group's role.

Ultimately, Staff are striving to align with Council's Strategic Priorities contained within the Draft Strategic Plan.

Some of the key subject areas include:

- Transportation Planning and the Nanaimo Transportation Master Plan
- Education and Marketing
- Partnerships (i.e. Regional District of Nanaimo, RCMP)
- Asset Management and Capital Projects
- Parking
- Traffic Calming

The information session will reference a number of core documents:
Nanaimo Transportation Master Plan: https://www.nanaimo.ca/your-government/projects/projects-detail/nanaimo-transportation-master-plan
Regional District of Nanaimo Transit Future Plan: https://www.bctransit.com/documents/1507213420899
Nanaimo Official Community Plan: https://www.nanaimo.ca/property-development/community-planning-land-use/community-plans/official-community-plan
Traffic and Highway Regulation Bylaw 1993 no. 5000: https://www.nanaimo.ca/bylaws/ViewBylaw/5000.pdf
Crossing Control Bylaw 1996 No. 5174: https://www.nanaimo.ca/bylaws/ViewBylaw/5174.pdf

SUMMARY POINTS

- The information session for the Governance and Priorities Committee is intended to provide an overview of the Transportation function within the City.
- The Transportation group directly supports Council's strategic focus area in the Draft Strategic Plan, to ensure our transportation systems are designed to encourage multi-modal transportation.

Submitted by:

Bill Sims
Director, Engineering & Public Works

Concurrence by:

Jake Rudolph
Chief Administrative Officer

Transportation in Nanaimo

Overview of Session

Introduction to Session - Bill

*Overview of Transportation

*Partnerships

*Planning, Education, and Marketing

*Asset Management

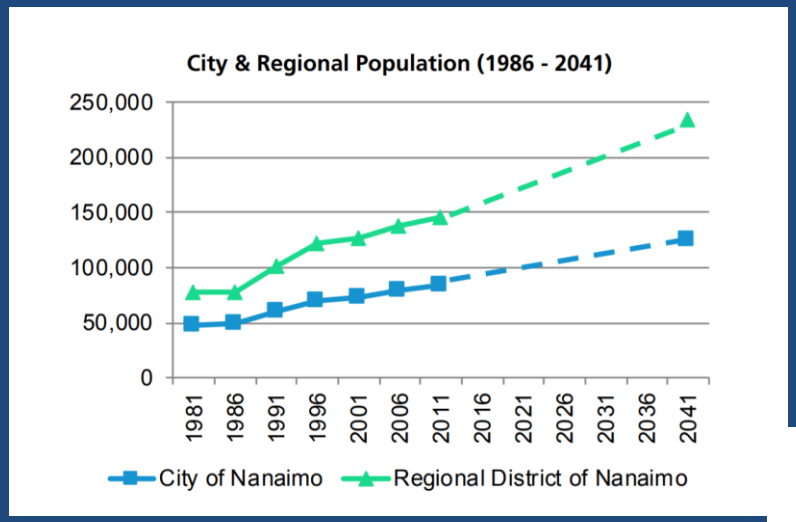
*Specific Topics

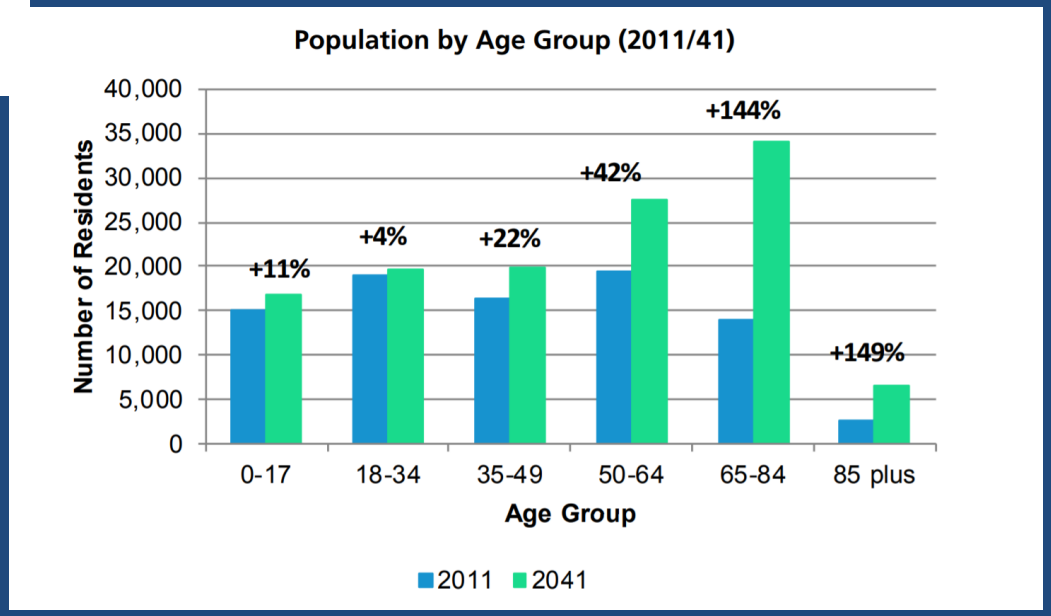
*Capital Projects and Studies

Governance and Priorities - Transportation Workshop

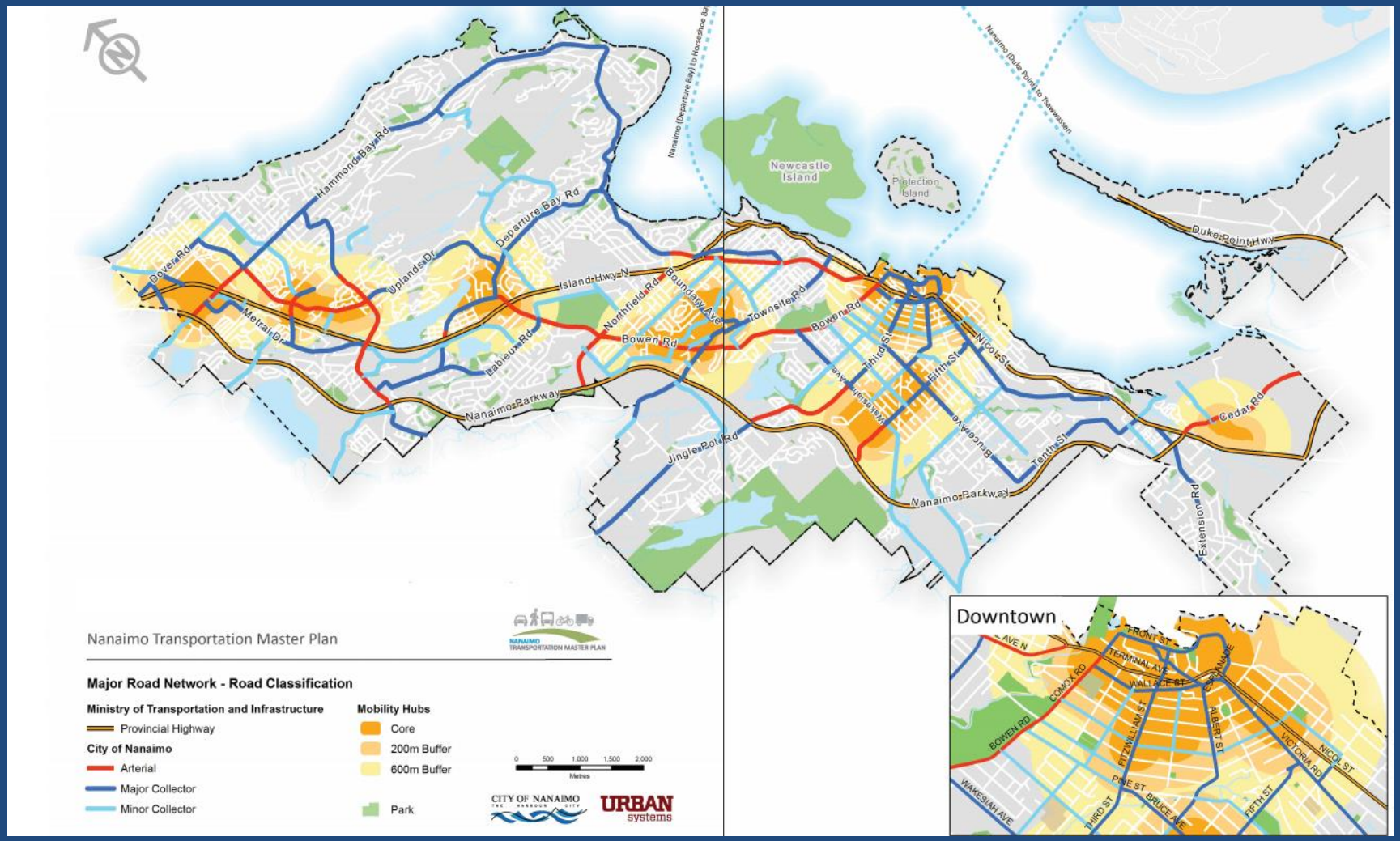
- Transportation Planning and the Nanaimo Transportation Master Plan
- Education and Marketing
- Partnerships (i.e. RDN, RCMP)
- Asset Management and Capital Projects
- Parking
- Traffic Calming

City of Nanaimo - Demographics

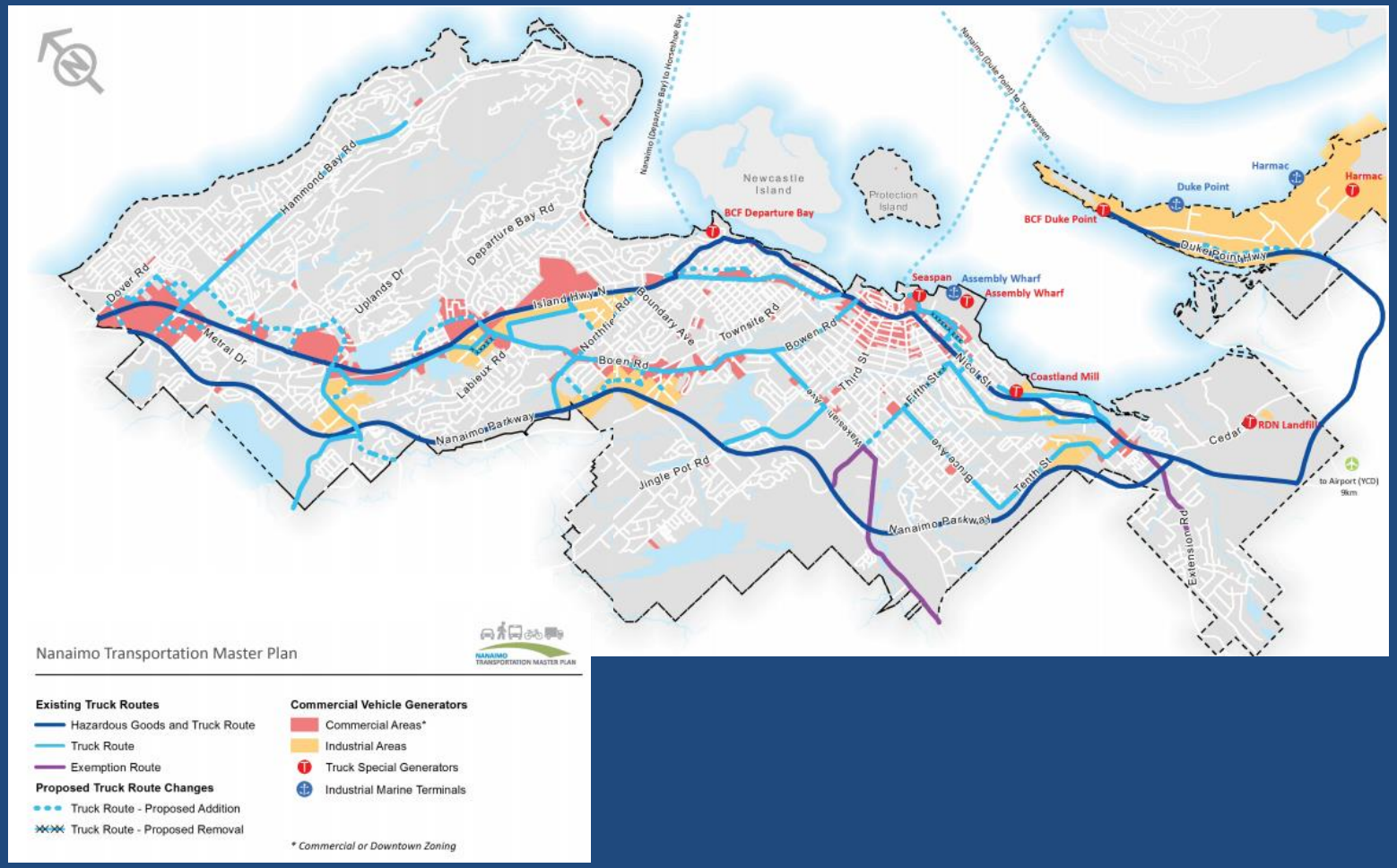




Functional Road Classification Plan (OCP)



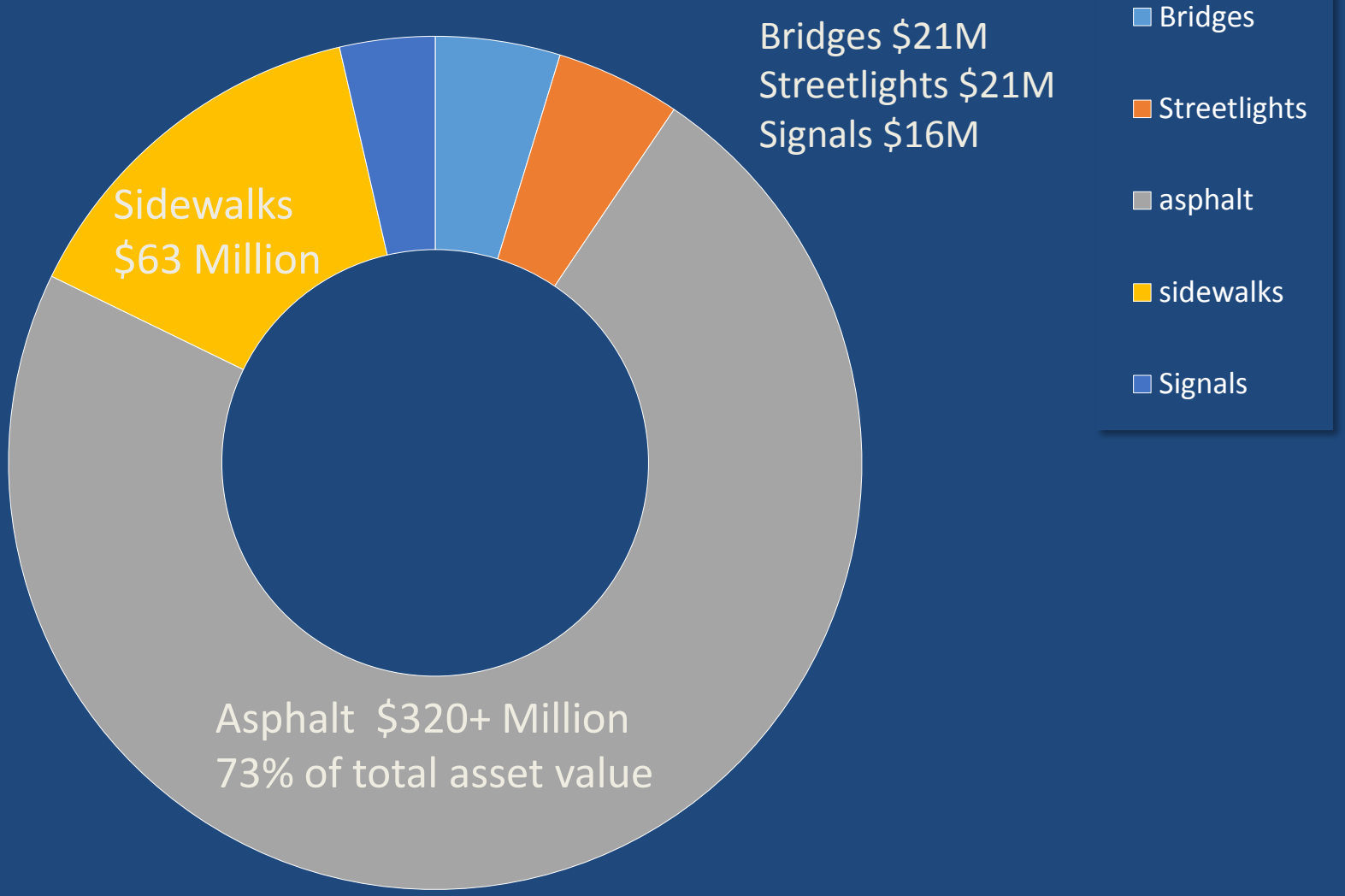
Truck routes



Transportation Assets

- 517 km of Roads, 434 km of sidewalks, 94 km of bike lanes
- 52 signalized intersections, three roundabouts, 19,000 signs
- 1576 pay parking spaces
- 18 bridges, 29 railroad crossings
- 4255 City owned streetlights, 4258 lease lights from BC Hydro
- 1293 marked crosswalks, 50 ped activated crosswalk warning beacons
- Current Asset Value $441M

Transportation Asset Value



History of Transportation

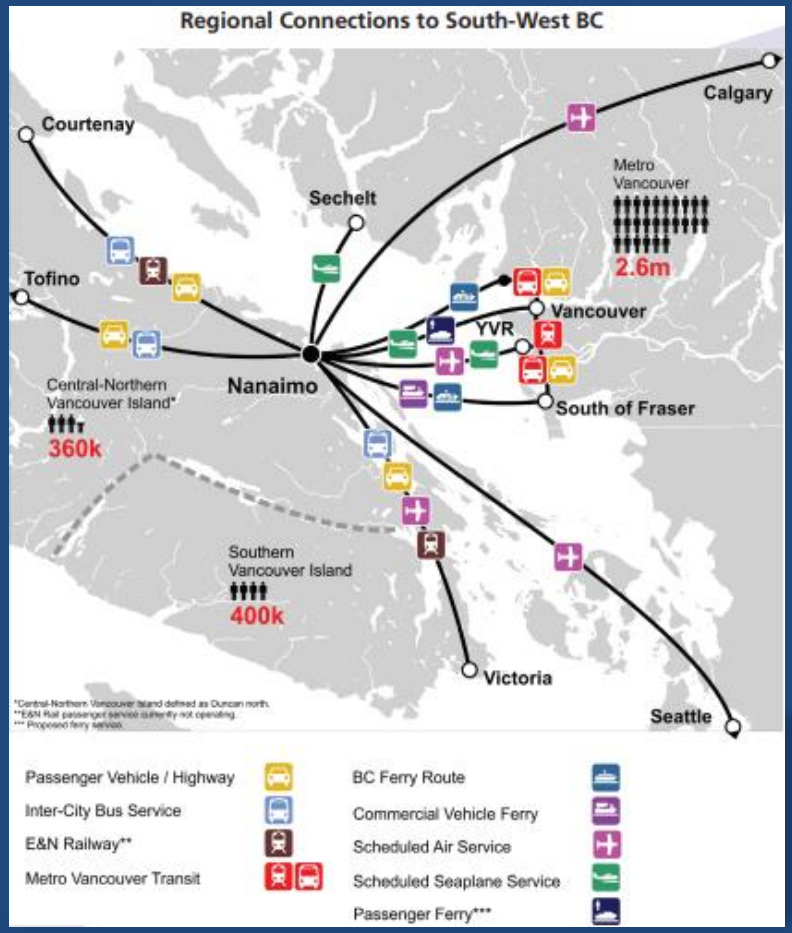
Amalgamation - 1975

- Harewood Improvement District
- North Wellington Waterworks District
- Departure Bay Waterworks District
- Parkway 1996
- Development and System Fragmentation

Example of fragmentation

Example of fragmentation

The HUB of the Island



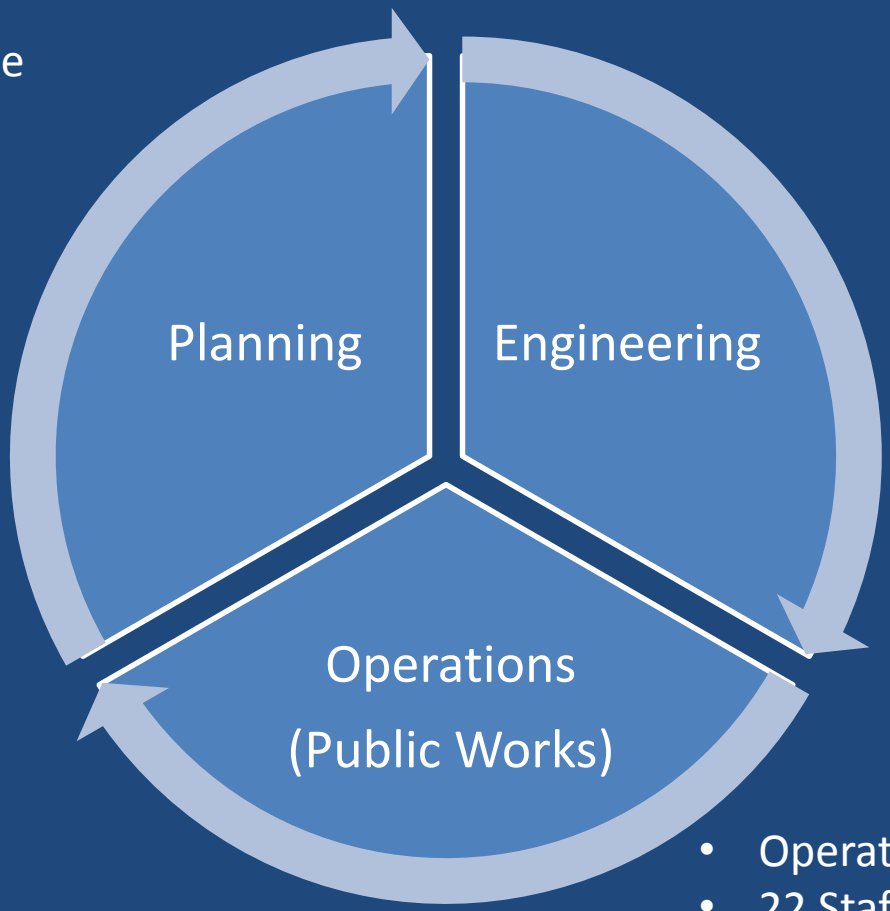
Roles and Responsibilities of Various Agencies

- City of Nanaimo –infrastructure and operations
- MoTI – infrastructure and operations
- RDN – Transit
- RCMP - Enforcement
- SD68
- BC Ferries
- E&N, SVI
- Seaplanes, Helijet, cruise ships
- Working harbour
- Private Businesses, etc.

City of Nanaimo Transportation Overview

- Long Range
- 3 Staff

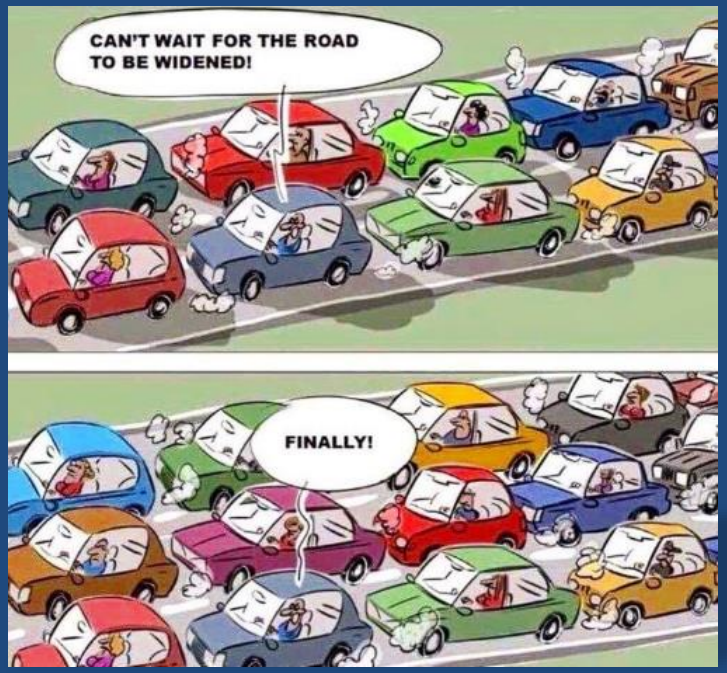
- Day to Day
- 3 Staff



- Operators
- 22 Staff

Transportation Planning

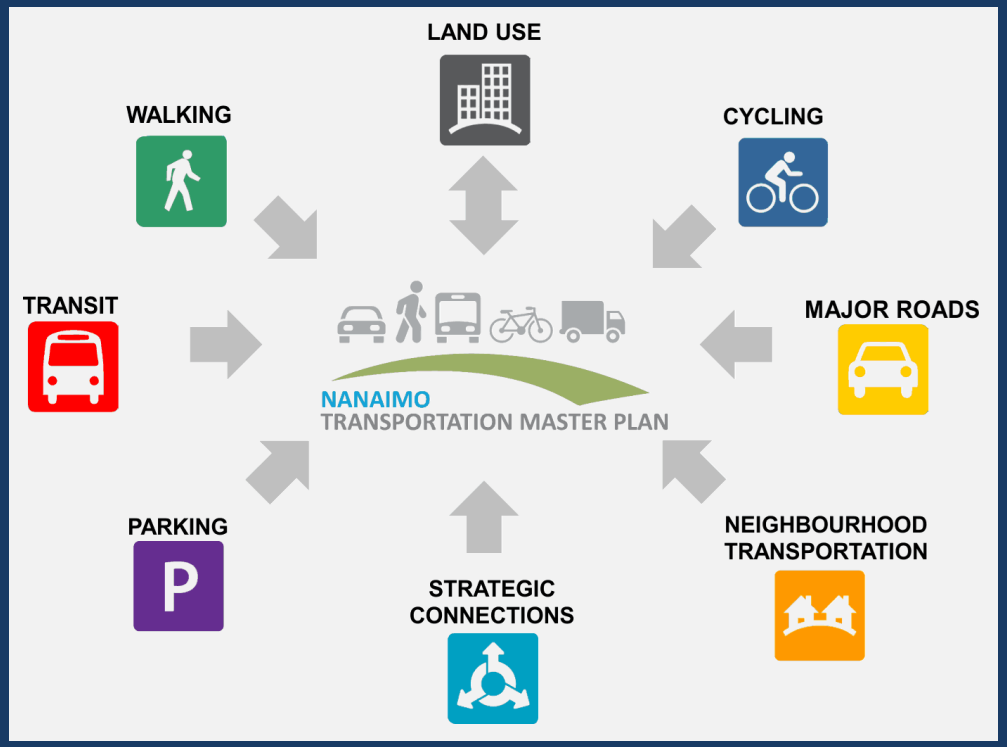
- What are we trying to do?
- Growth vs Development



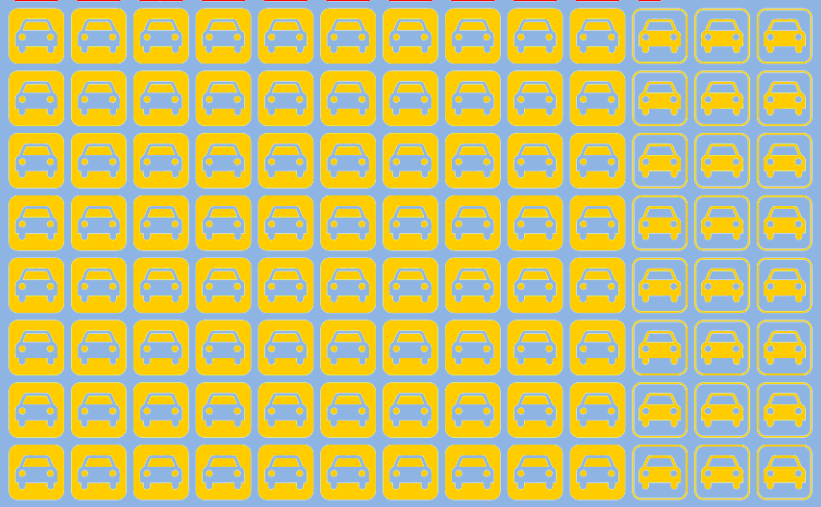
the Nanaimo Transportation Master Plan is…

- the City's first **comprehensive multimodal transportation plan.**

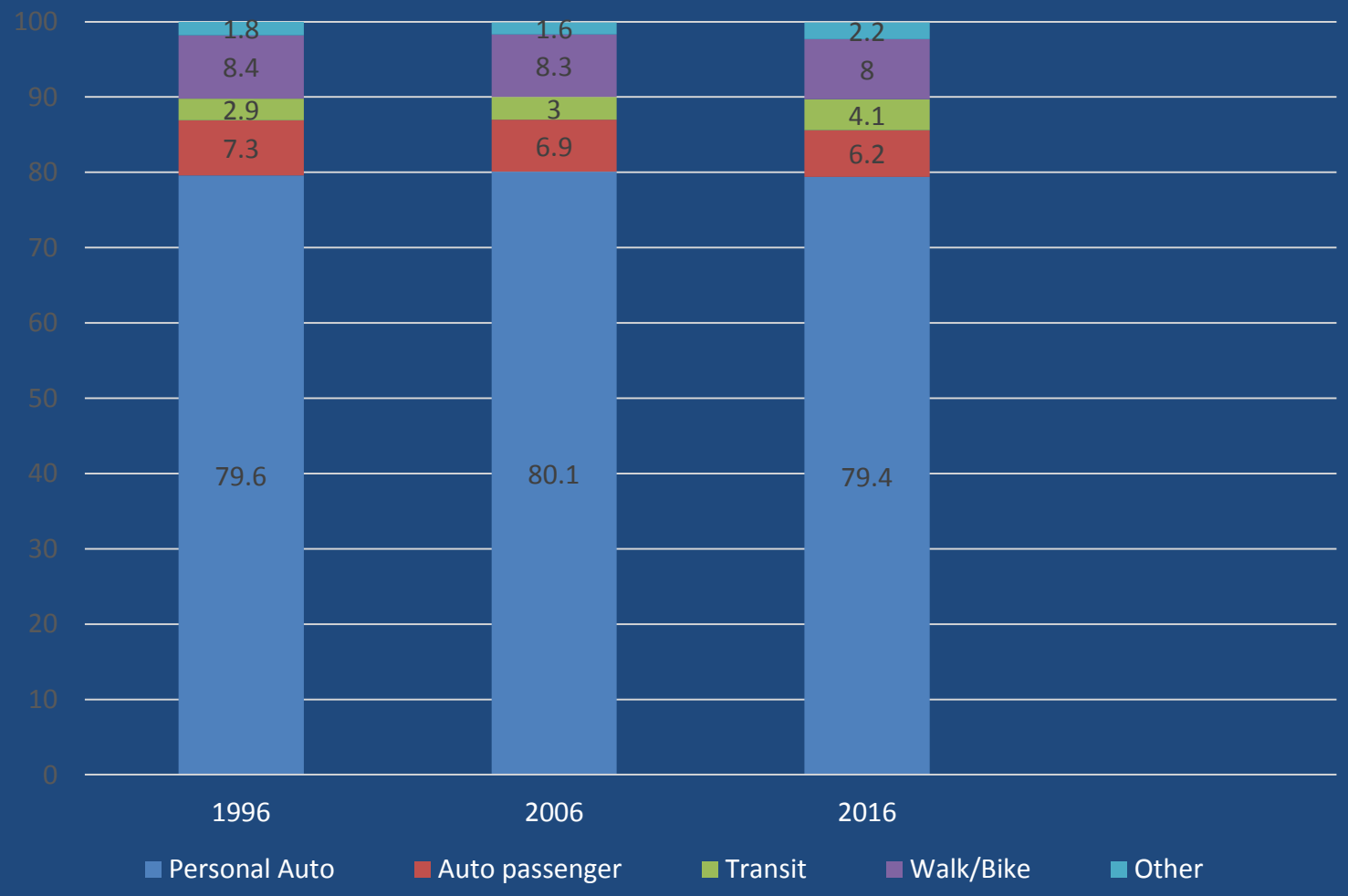
- a strategic plan, that will **guide transportation choices over the next 25+ years.**



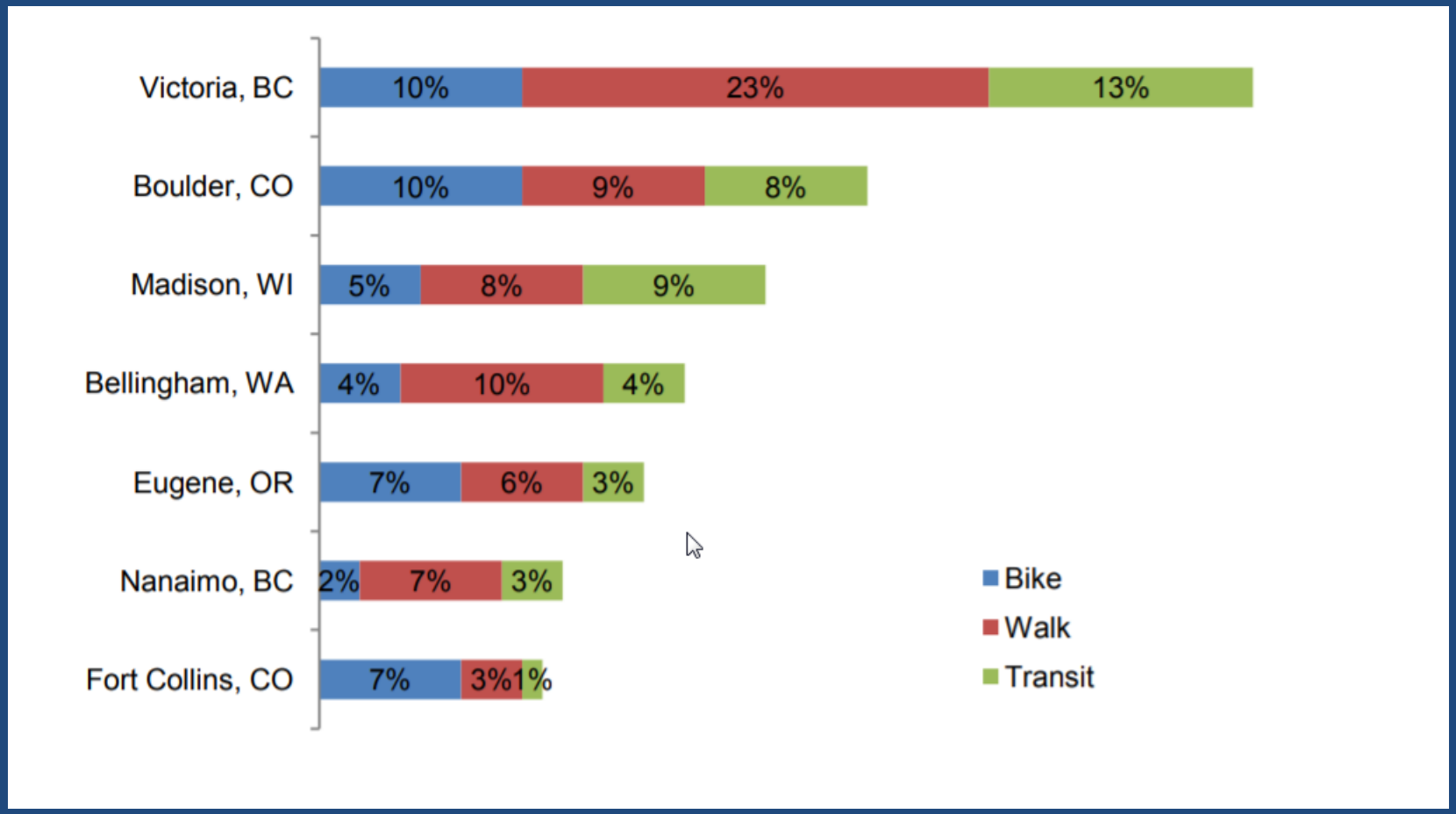
TARGET 1: **Double the proportion of trips (12 to 24%) made by sustainable / active travel modes (i.e. walking, cycling and transit) by 2041.**

Existing Conditions		Future Targets
21,000 | 8.5%		44,000 | 12% | 2x
6,000 | 2.5%		29,000 | 8% | 5x
220,000 | 88%		275,000 | 76% | 1.25x
251,000/day | 100%		365,000/day | 100% | 1.5x

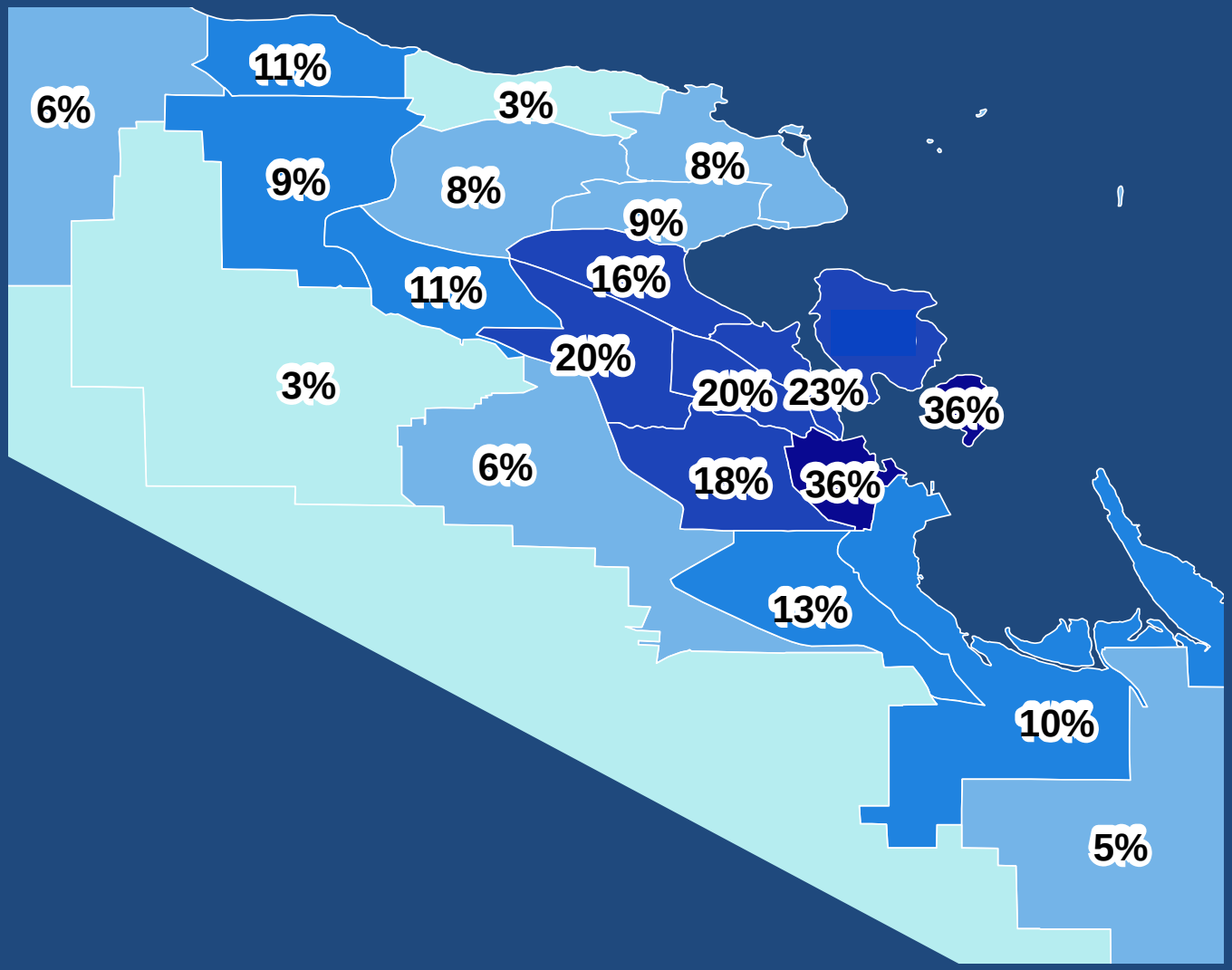
1996-2016 Census – main mode of commuting



Peer City Comparison of Non-Automobile Mode Shares



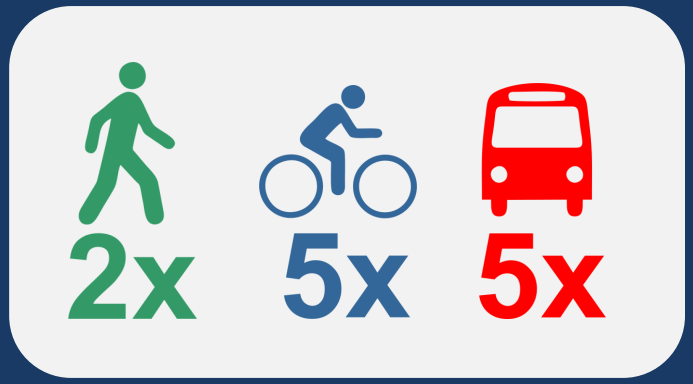
2006 Census – Non-Auto Travel to/from Work



Notes: Protection Island part of Downtown Census Tract, New Castle Island part of Newcastle / Brechin Hill Census Tract

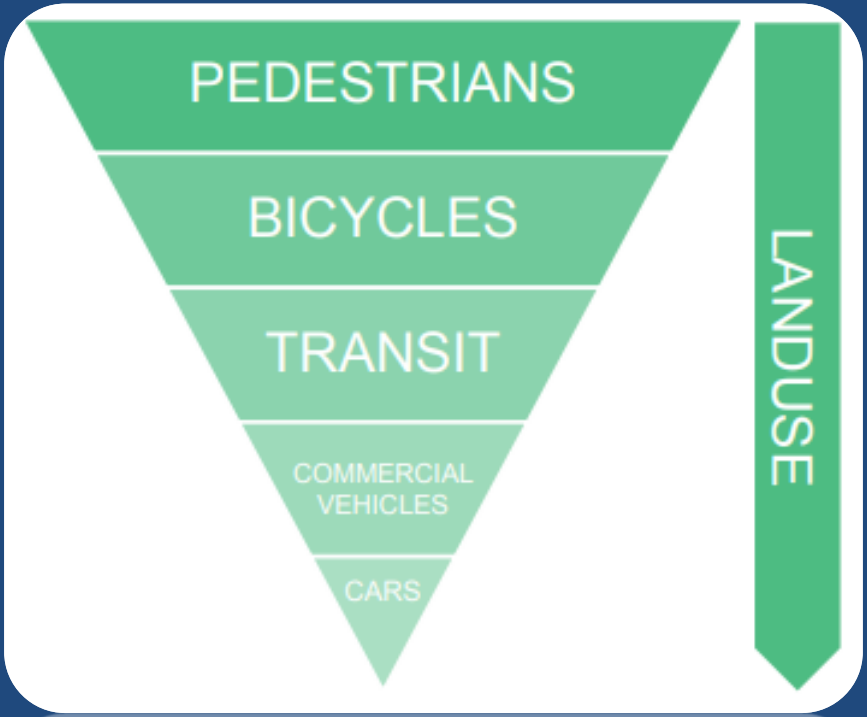
the Nanaimo Transportation Master Plan is…

-shift towards less vehicle use and a **more sustainable transportation mix** while supporting future growth and a vibrant economy.

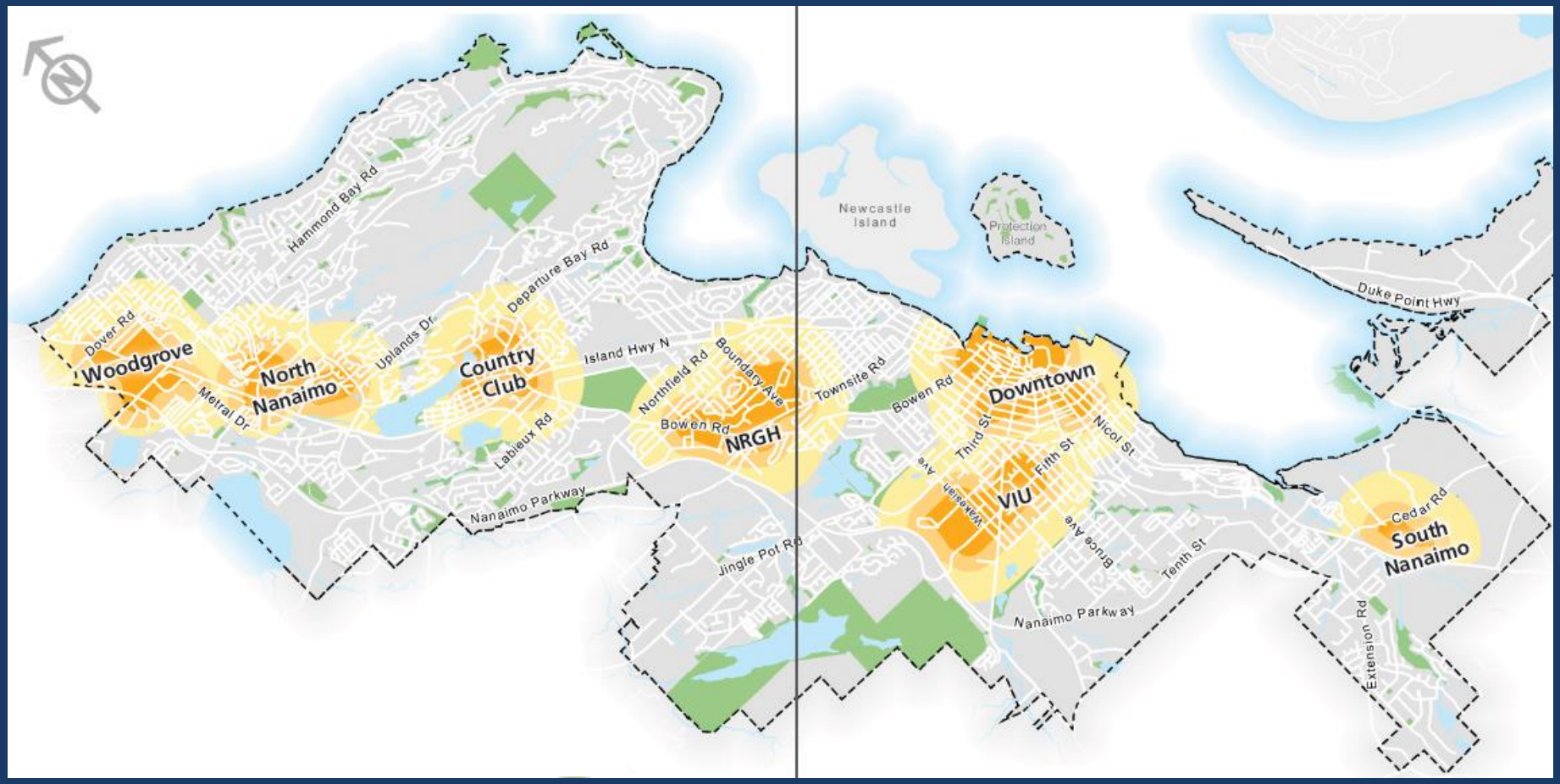


-supports **planNanaimo (OCP)** and the draft **Strategic Plan** in creating a **more livable Nanaimo for everyone.**

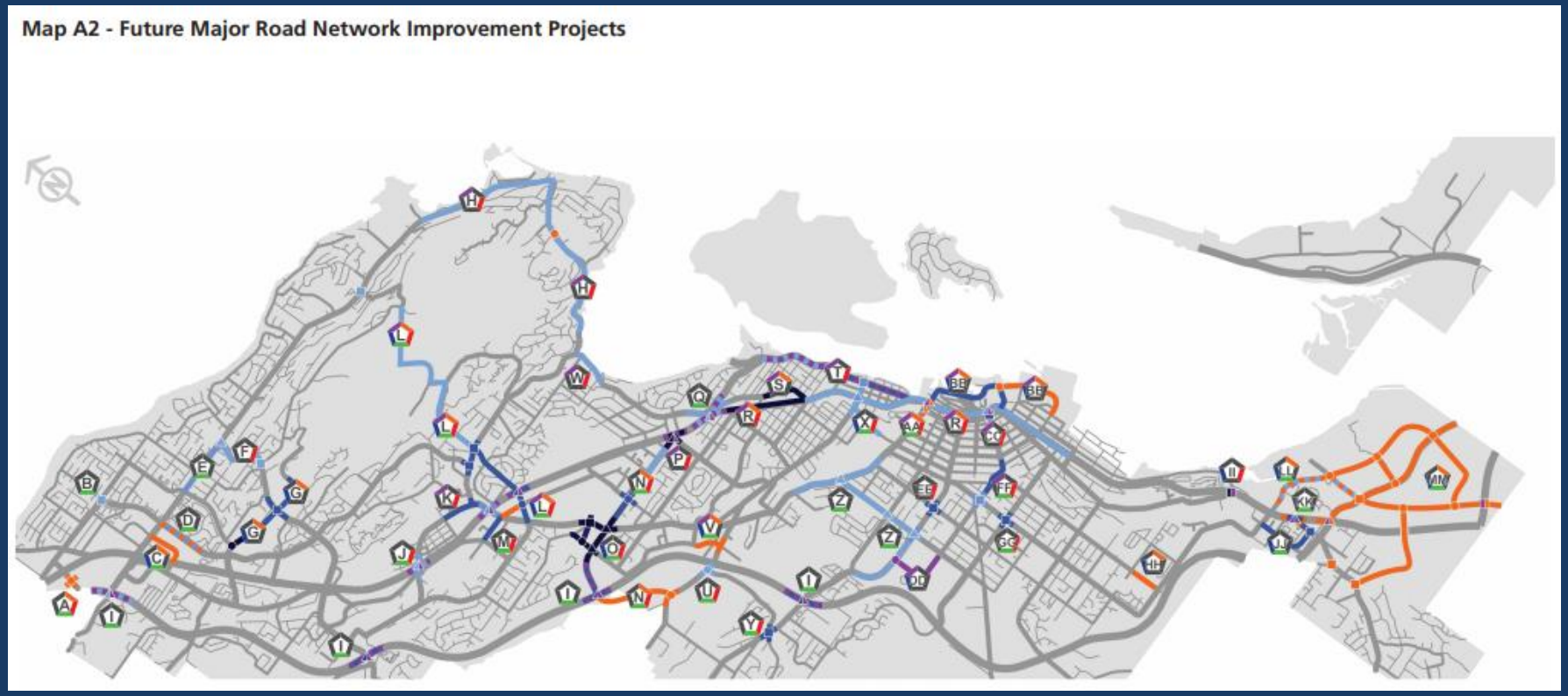
Approach to Mobility



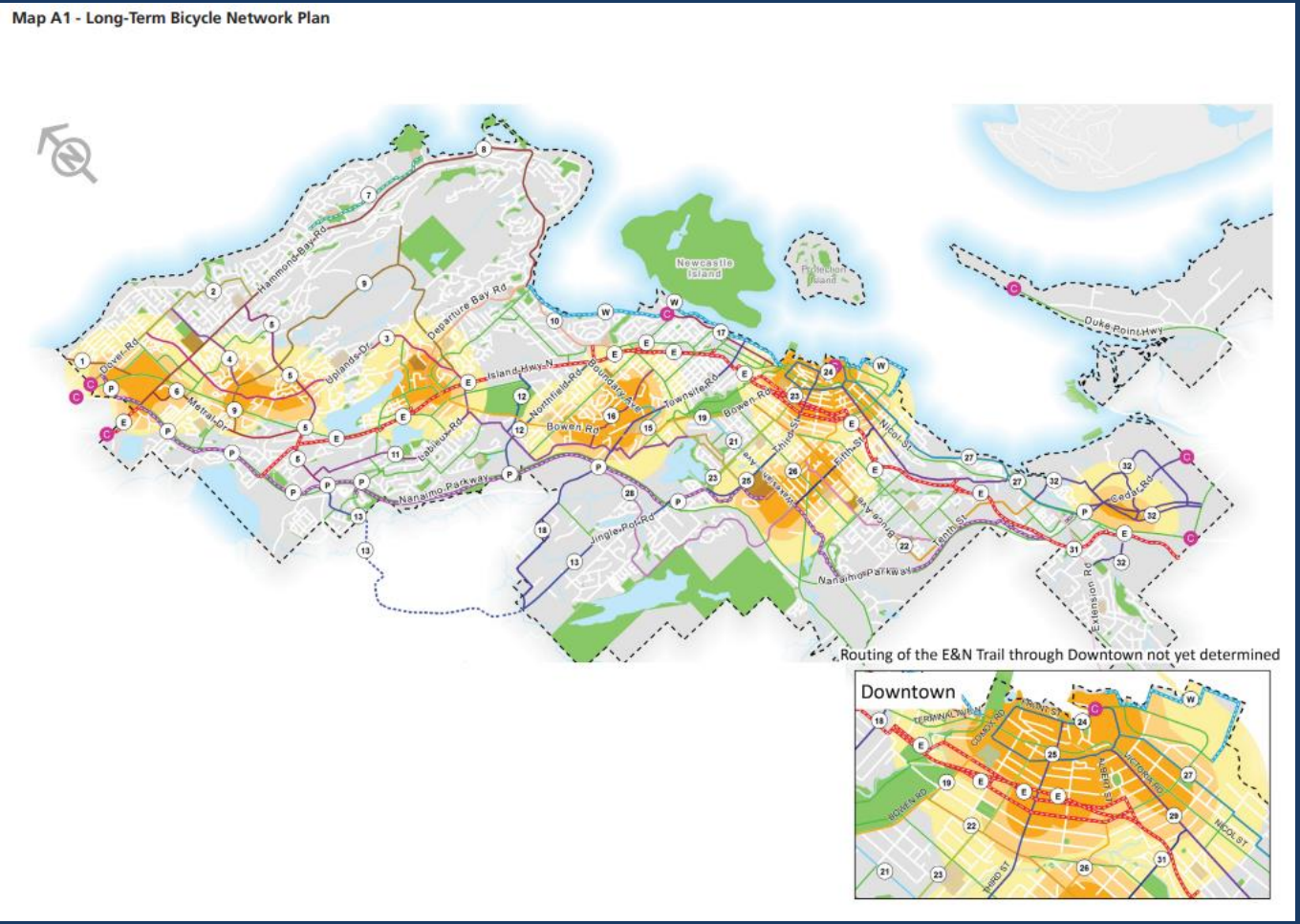
Land Use - Mobility Hubs



Future Major Road Improvements



Long Term Cycling Network



TARGET 2: **Reduce average distance driven per resident by 25%.**

Shorter trips = less driving

14km /person /day

10km /person /day

Fewer driving trips per capita over shorter distances will help reduce traffic growth in the future.

Complete Streets

Streets should be good places to walk, bike, catch a bus, drive a bus, truck or car. They need to be designed to suit the land around them.

Traditional Street

Complete Street

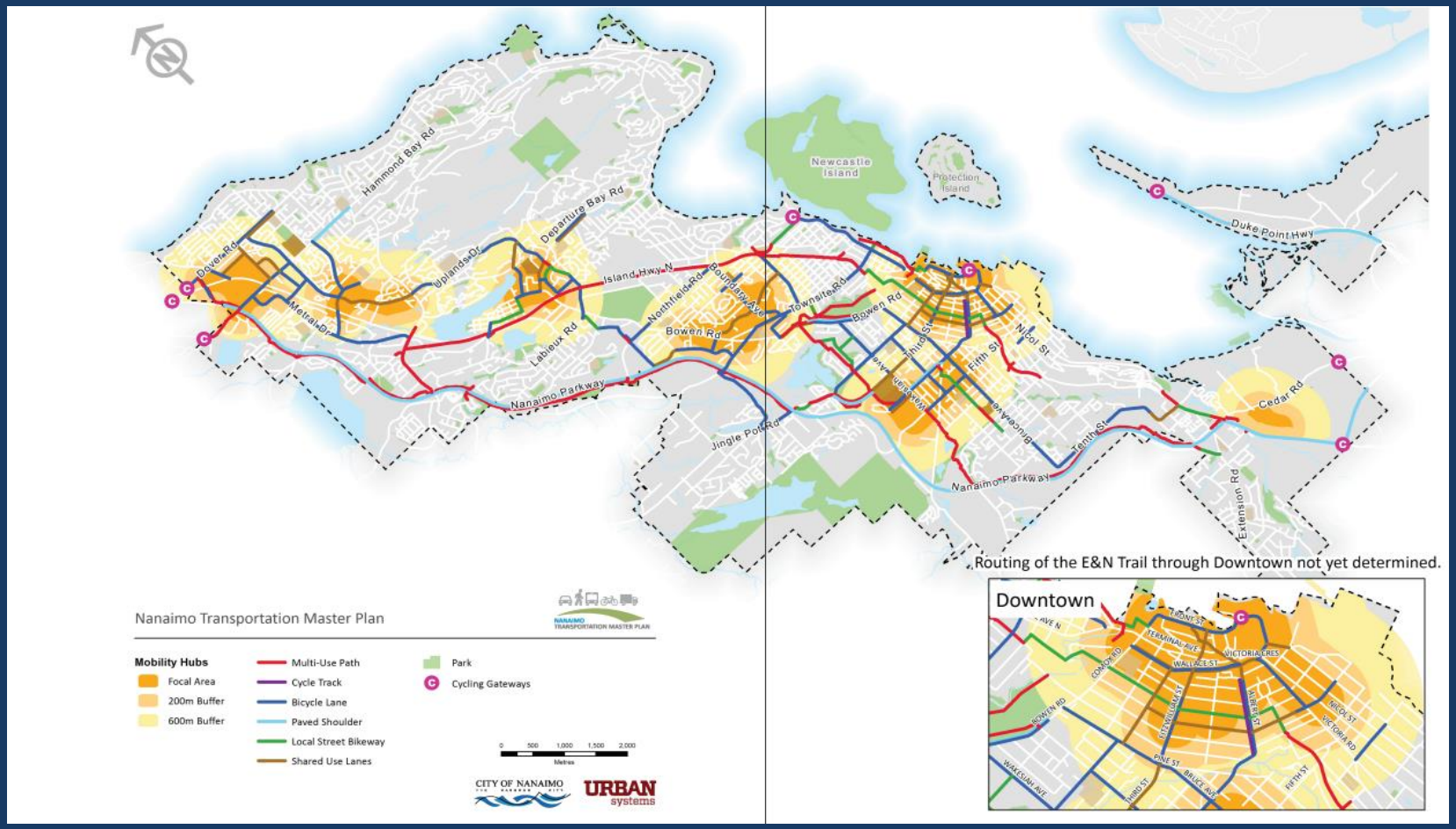
Walking

Encourage walking with better infrastructure and neighbourhood design.

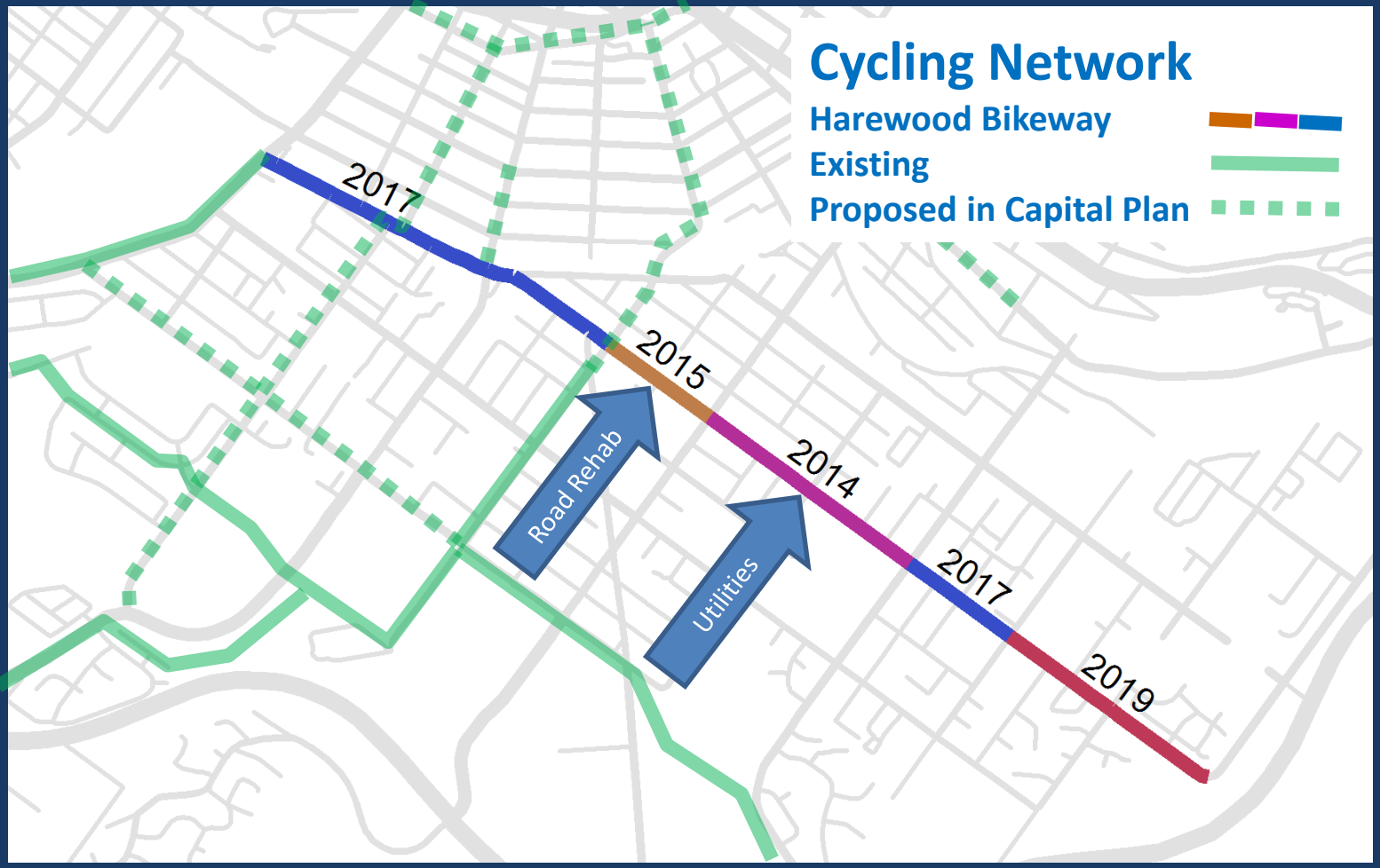
Cycling

Create a network that makes cycling a practical way to move throughout the City.

Planning Cycling – Short Term



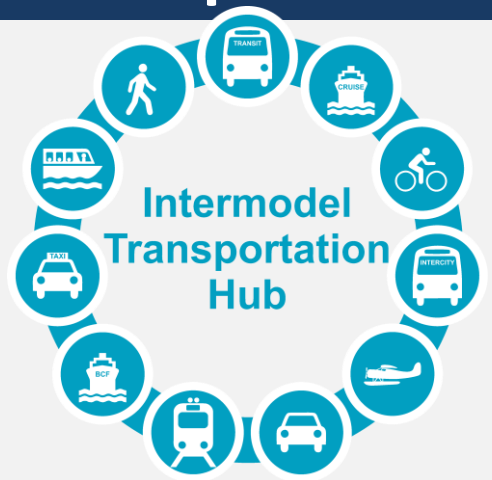
Example of Planning a Cycling Corridor



Transit

Grow transit ridership, attracting choice riders, and make transit more competitive in areas with the highest transit potential.

5x



Nanaimo Frequent Transit Network

15 min between buses

15 hours per day

Regional District of Nanaimo Transit

Presentation Overview

- **Transit Exchange Study**
- **Express Bus Route – Infrastructure Upgrades**
- **Service Expansions – 3 Year Provincial Budget**
- **Transit Infrastructure Upgrades**

Transit Exchanges

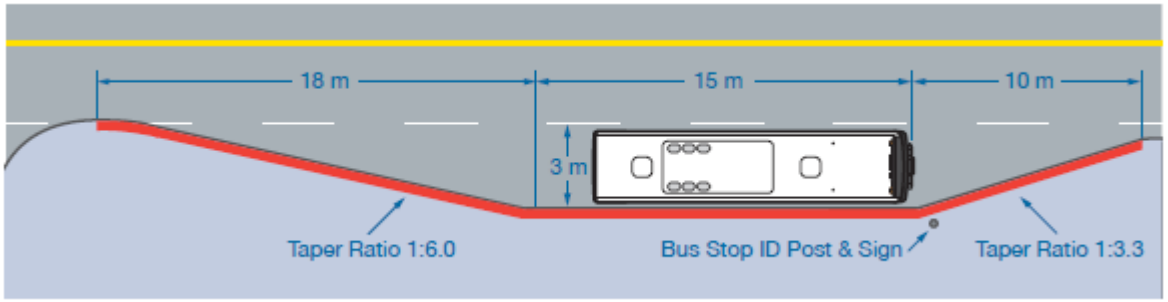
- **RDN Transit Exchange Upgrades**
  - **Downtown Nanaimo**
  - **Country Club**
  - **North Nanaimo**

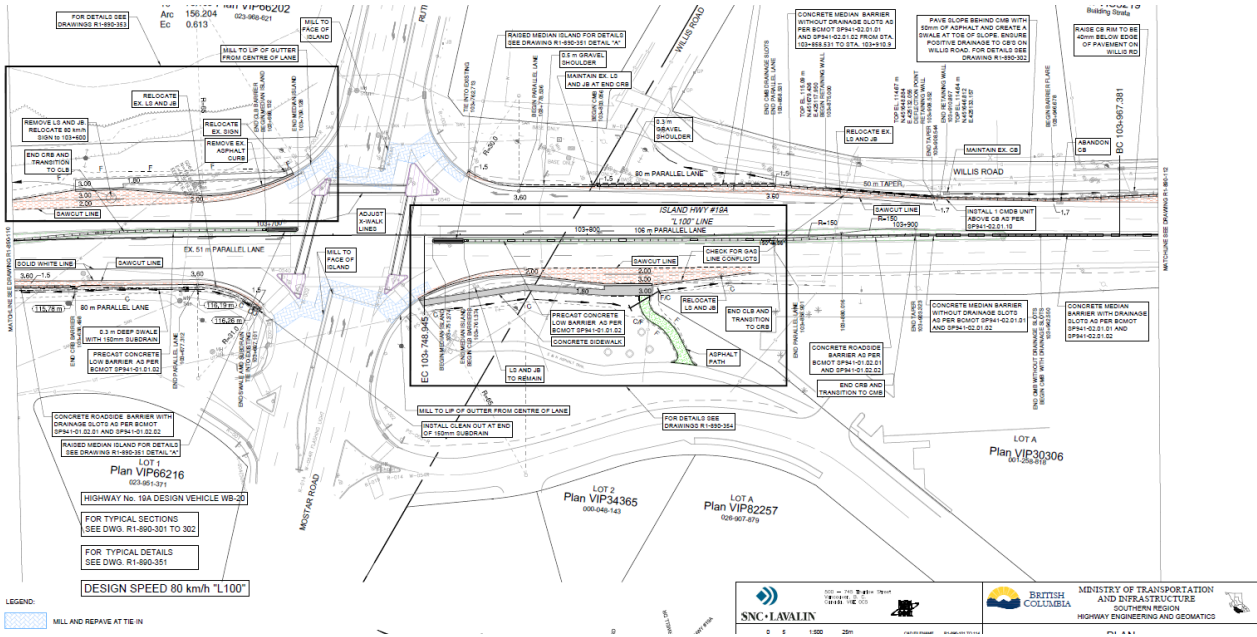
- **Pedestrian and other transportation mode linkages**

- **Safe and designed for transit operational efficiency**

Rapid Bus Route

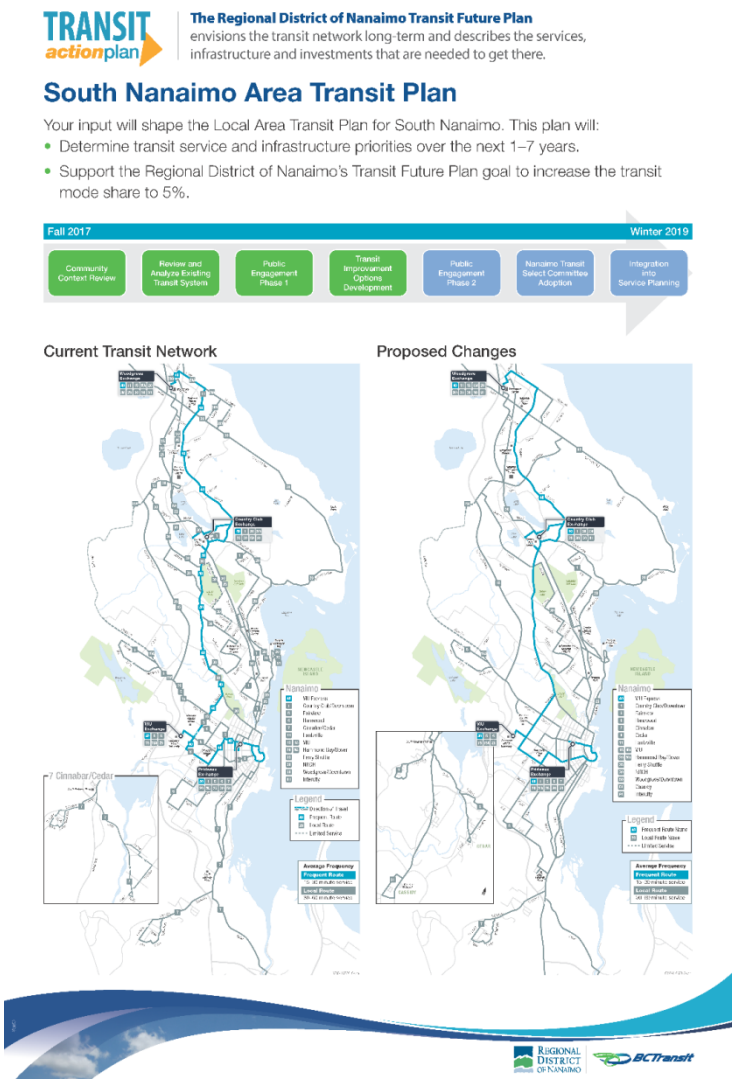
- **Linking South RDN to North RDN**
- **RDN and MOTI partnership**
- **Two bus pull offs on Highway 19A at Rutherford and Mostar Road.**



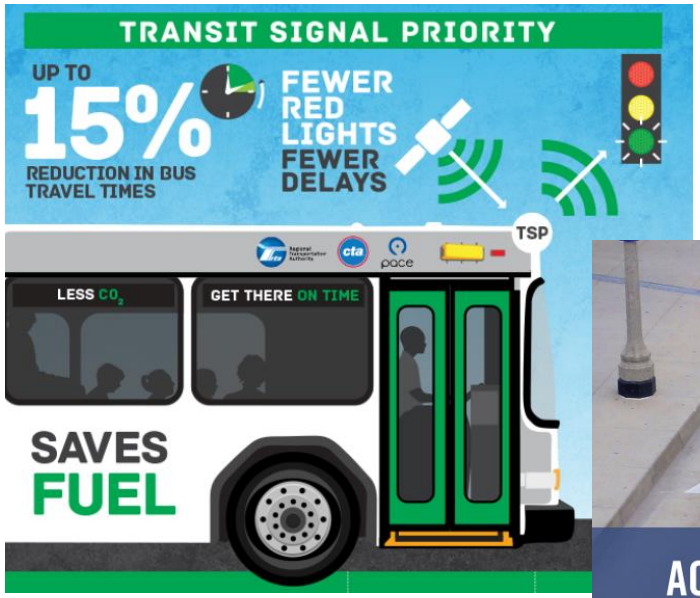


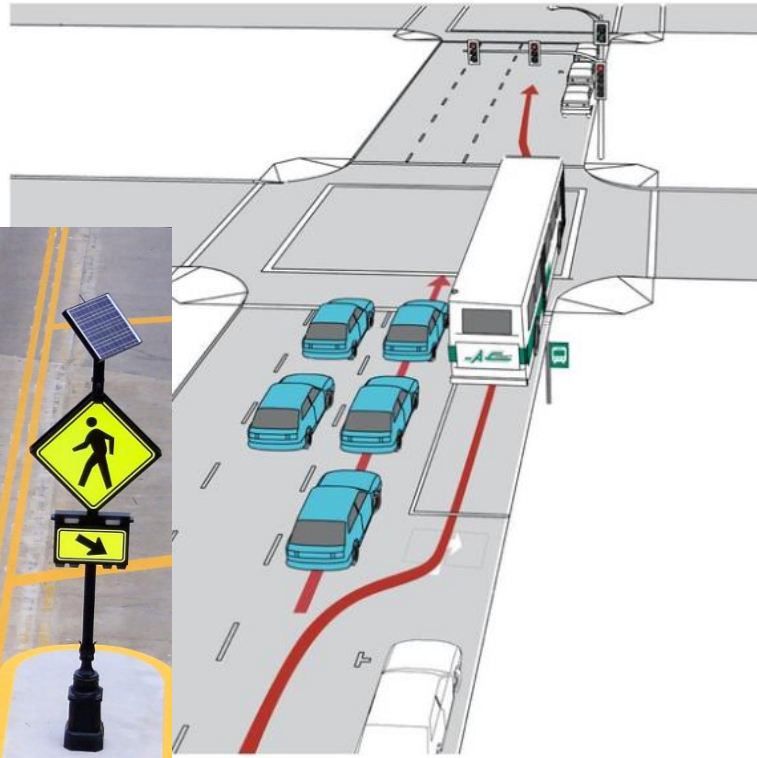
Transit Planning and Expansion's

- **South Nanaimo Local Area Transit Plan**
- **Study of routes 5, 6, 7, 30 and 40**
- **Draft to the RDN Board in September 2019**
- **North RDN Local Area Transit Plan**
- **Study of North Nanaimo transit routes and the 91 intercity**
- **Public engagement over 2019**
- **BC Transit 3 year budget**



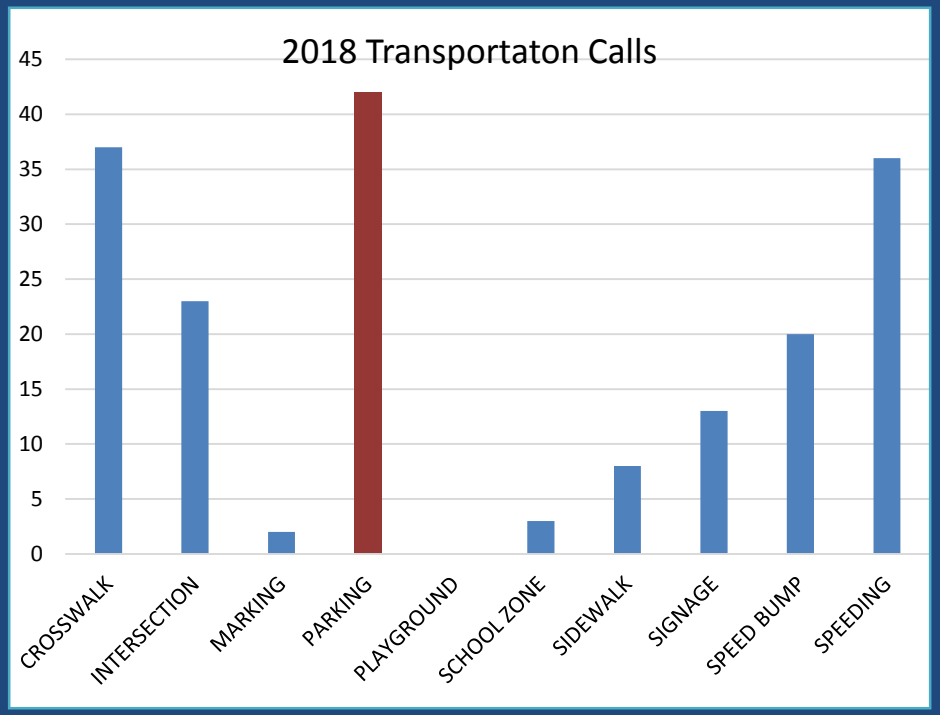
Infrastructure Upgrades

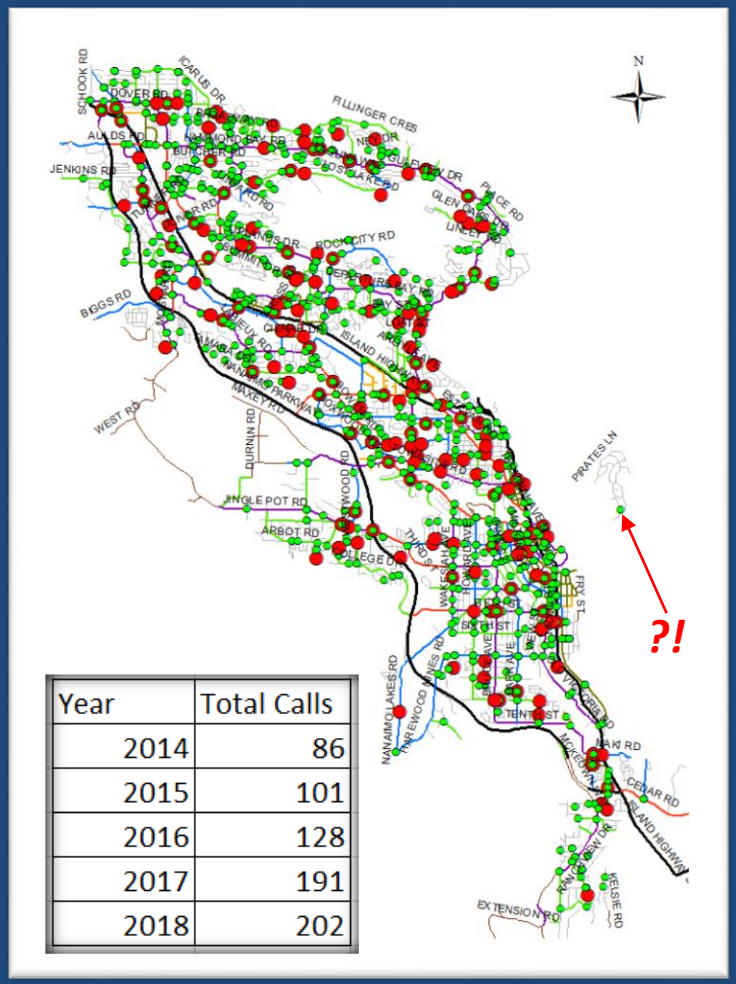




Thank you!

Calls from the Public





Year	Total Calls
2014	86
2015	101
2016	128
2017	191
2018	202

Transportation Chart toppers!

- Parking
- Speeding – Traffic calming
- Pedestrian or Cyclist safety
- Traffic, delay, safety
- Goods movements – truck routes

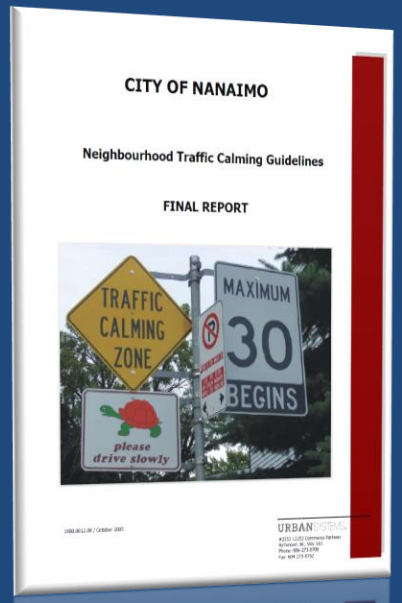
Transportation safety – the three E's

- Engineering
- Education
- Enforcement

Kungsgatan in Stockholm on Dagen H.

5:00am September 3, 1967

Traffic Calming



Why?

Where?

How?

Opal Road 2019

Vancouver V1.0

Education and Enforcement

Parking…

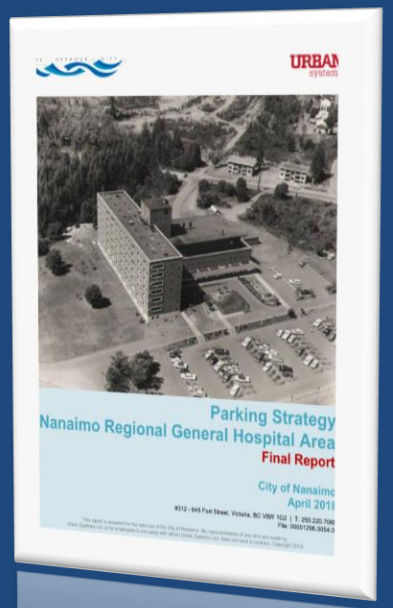
Why?!

What has changed?

What do people want?

How are we moving forward?

Quote: “I had to park a block away from the gym…what are you going to do about it?”



Parking Favorites…

Just another day on Protection

and

If I can, I will…

ByLaw Review and Update

- Traffic and Highways Regulation Bylaw ByLaw (ByLaw 5000)
- Crossing Control ByLaw (ByLaw 5174)
  - Regulates driveway access to property

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Hotel Loading Zone - 4(36)
Hydrant - 4(5)

Incorporation of Existing Regulations - 63
Inspection - 15
Insurance - 43
Interpretation:
- General - 2
- Extraordinary Traffic - 24

Intersection - 4(4)

Jay Walking - 3(20)

Keep Right - 47(14)

Lane - 3(8), 4(3) (23)
Leaflets - 3(18)
Littering - 3(23)
Load - 55(7) (8), 61.4
Loading Zone - 4(30), 7(2), 47(15)

Location of Traffic Control Devices - 47
Logging Truck - 55(6)

Market Value less than $100. - 21
Materials - 44
Maximum:
- Height - 56(2) (3)
- Weight - 3(19), 47(16), 59.2, 61.4
- Speed - 3(8), 3(9), 47(17)
- Speed/Solid Tires - 55(4)
- Speed/Unloaded Pole Trailer - 55(6)
- Width of Vehicle - 55(1), 56(1)

Men Working (Signs) - 47(5)
Motorcycle Parking - 4(26)
Merchandise Left on Highway - 3(10)
Motor Vehicle Act Regulations - 53

Noise - 3.3, 29
NO PARKING: 4
- 24 Hours Maximum - 4(21)
- Angle parking - 4(19)
- Angle parking (on Highway) - 4(40)
- Bridge - 4(13)
- Bus Stop - 4(32)
- Crosswalk - 4(6)
- Cycle or Pedestrians - 4(27)
- Designated Parking Area - 4(25)
- Distance from Curb - 4(18)
- Double Parking - 4(12)
- Driveway - 4(2)
- Exit - 4(8)
- Fire Zone - 4(33)
- Hotel Loading Zone - 4(36)
- Hydrant - 4(5)
- Intersection - 4(4)
- Lane - 4(3) (23)
- Loading Zone - 4(30)
- Motorcycle Parking - 4(26)
- Obstruct (Traffic or Pedestrian) - 4(24)
- Obstruct Visibility - 4(16)
- Obstruction - 4(11)
- Off-Street Parking Facility - 4(29)
- Overnight Abode - 4(37)
- Overtime Parking - 4(28)
- Parking Lots - 4(29)
- Prohibited by Sign - 4(14)
- Railway - 4(9)
- Reserved Parking - 4(20)
- Residential Areas Sales - 4(10)
- Restricted Zone - 4(41
- School Ground - 4(31)
- Sidewalk - 4(1)
- Stop Sign - 4(7)
- Taxi Zone - 4(34)
- Trailers - 4(39)
- Trucks - 4(22)
- Unlicenced Vehicle - 4(38)
- Violation of Traffic Control Device - 4(15)

Transportation YouTube Videos

- LED Streetlights
- Cycling series:
  - Cycling with Traffic
  - 2-4-1 Helmets
  - Cycling and Route Planning
  - Cycling and Changing Weather
  - GoByBike 2018
- Roundabouts
- Bike to Work Week 2018
- Project 529 (Protect Your Bike)
- Pedestrian Safety
- Snowplow Ride-along
- Snow & Catchbasins
- And more…at https://www.youtube.com/user/CityOfNanaimo

Video	***Views***
LED Street Lights	75
Cycling with Traffic	138
2-4-1 Helmets	125
Cycle and Route Planning	51
Cycling and Changing Weather	81
Go By Bike 2018	111
Roundabouts	419
Bike to Work Week 2018	28
Project 529	258
Pedestrian Safety	105
Snowplow Ride Along	362
Snow and Catchbasins	215

Nanaimo RCMP Road Safety 2018-2019

Nanaimo Detachment
April 2019

2018 Annual Ticket Stats

- 2735 Traffic Tickets
- 843 Traffic Warnings or Vehicle Safety Violations.
- 668 Park Bylaws
- 283 Bylaws
- 213 Liquor Bylaws or Violation Tickets
- 509 Seatbelt Violations
- 249 Electronic Device Violations
- 11 Cannabis Tickets
- TOTAL – 5511 Offences

2018 Annual Impaired Driving Stats

- 70 Suspension (24hr) by alcohol or drug
- 34 Three day (3) IRP
- 4 Seven day (7) IRP
- 2 Thirty day (30) IRP
- 157 Ninety (90) day IRP / Refusal
- 2 Criminal Impaired Crashes
- 2 Criminal Impaired by Drugs
- 271Total Alcohol Related Investigations

Serious and Fatal Crashes

- 6 Serious or Fatal MVI’s this year as of April, 2019.
- There have been 12 fatal collisions in the last 12 months.
- 8 of these occurring over the last 4 winter months of 2018/2019.

2018/2019 School Year Enforcement

- Over 95 School Zone enforcement operations – typically conducted before or after school in school zones.
- HASTe program “Think of Me Campaigns”, with ICBC, RCMP Traffic and Youth, City Engineering.
- Input and resulting from various School Admin requests as well as PAC requests.

Streets; more than roads…

- Making Streets Places…
- Using Streets to support Business

Road and Traffic Services

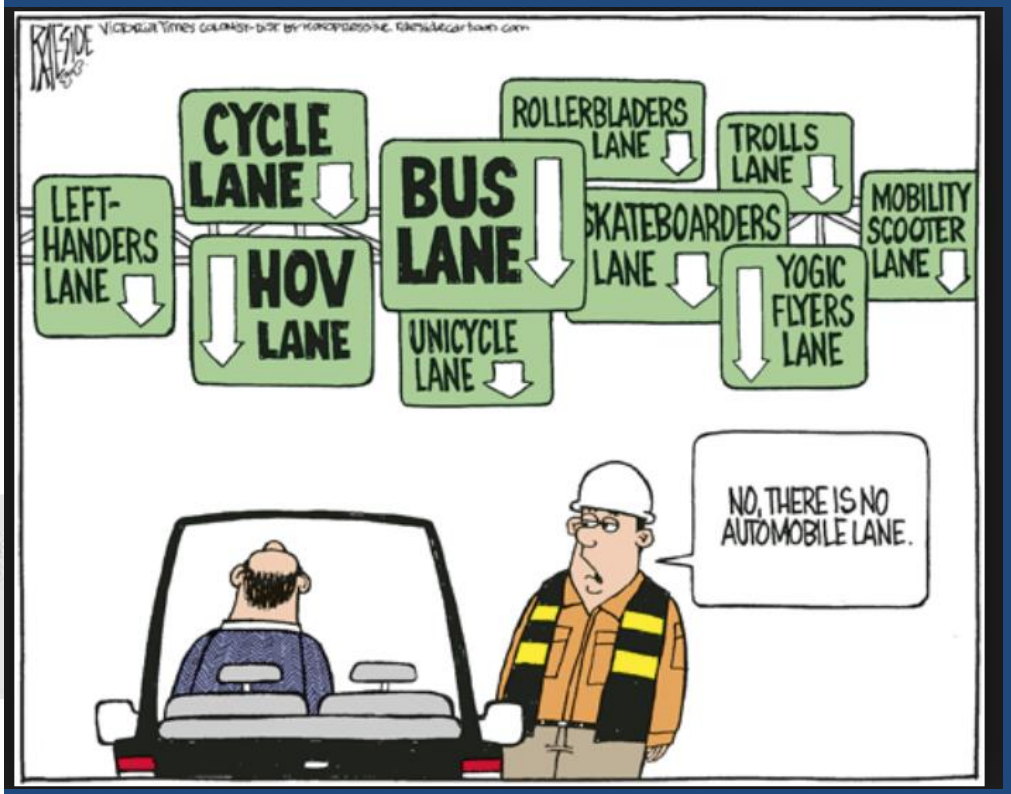
Snow and Ice Control

Maintenance of:

- Roads
- Bridges
- Signals
- Sidewalks
- Signs and Lines

Take a break – mid point

"It's a very short cycle lane but I'm determined to use it."



Asset Management

Sustainable Service Delivery

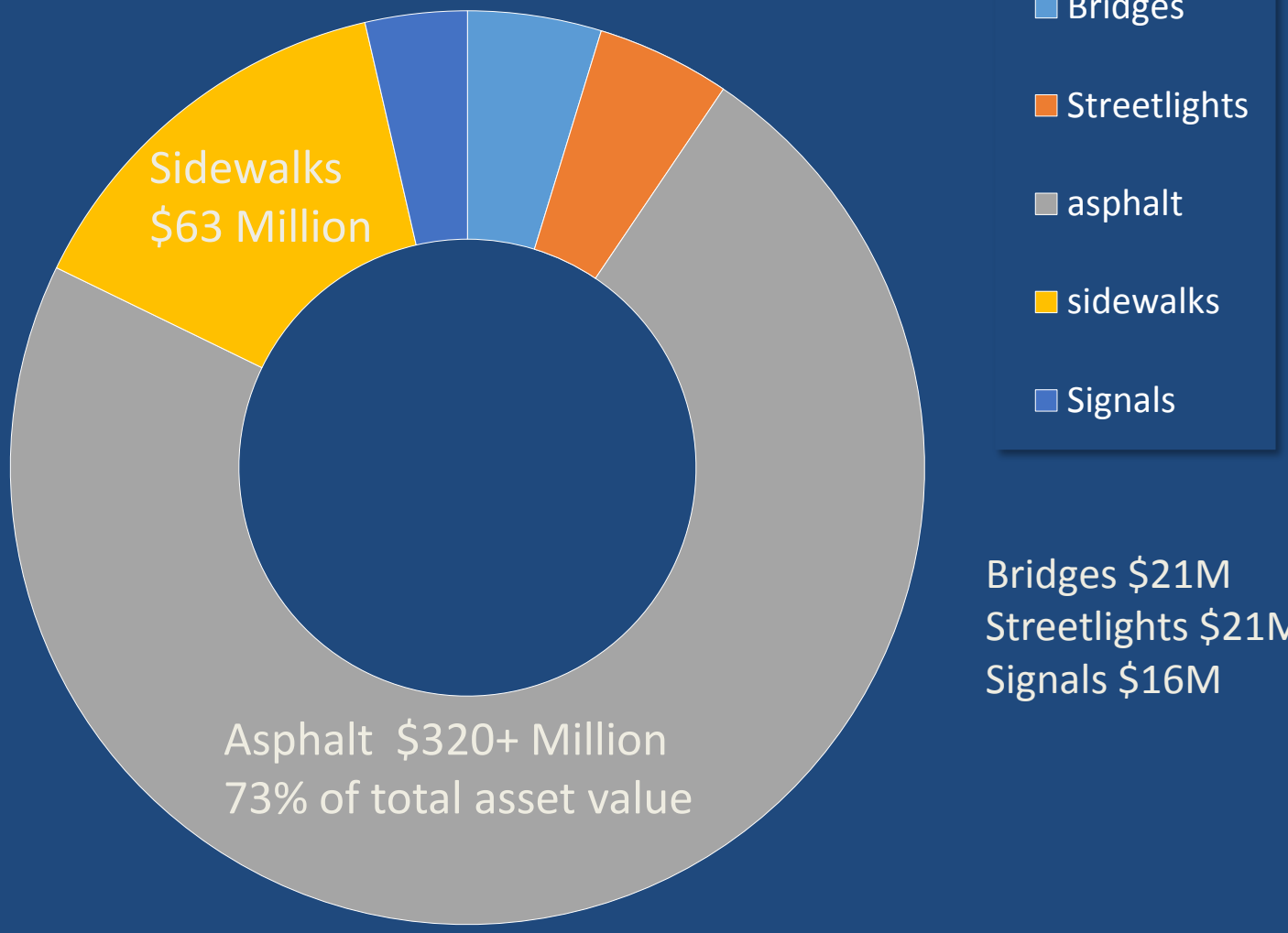
Funding levels

- Road Rehab (repaving)
- Street lights
- Bridges

Levels of Service

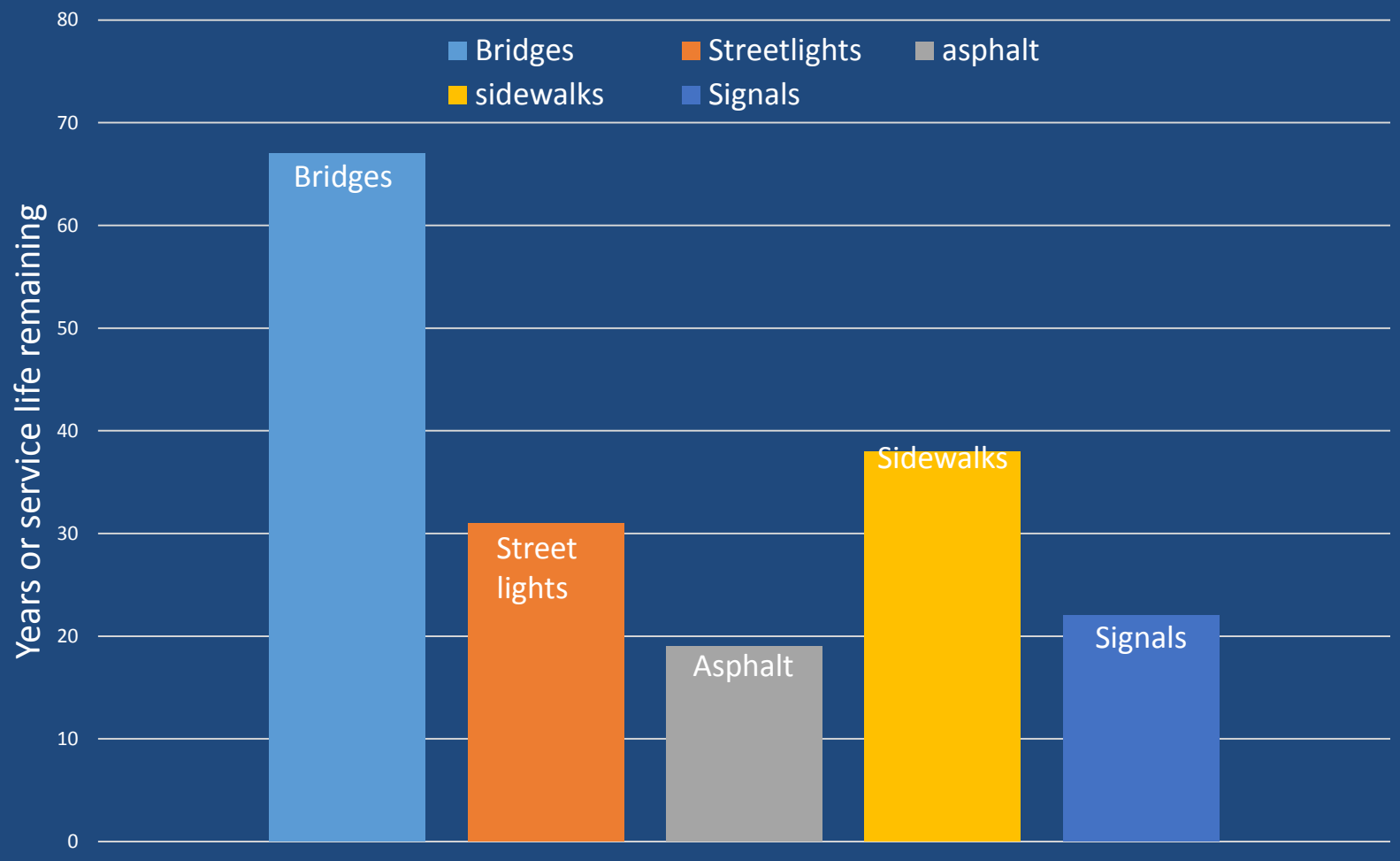
Risk

Transportation Asset Value



Bridges $21M
Streetlights $21M
Signals $16M

Average Remaining Service Life (years)



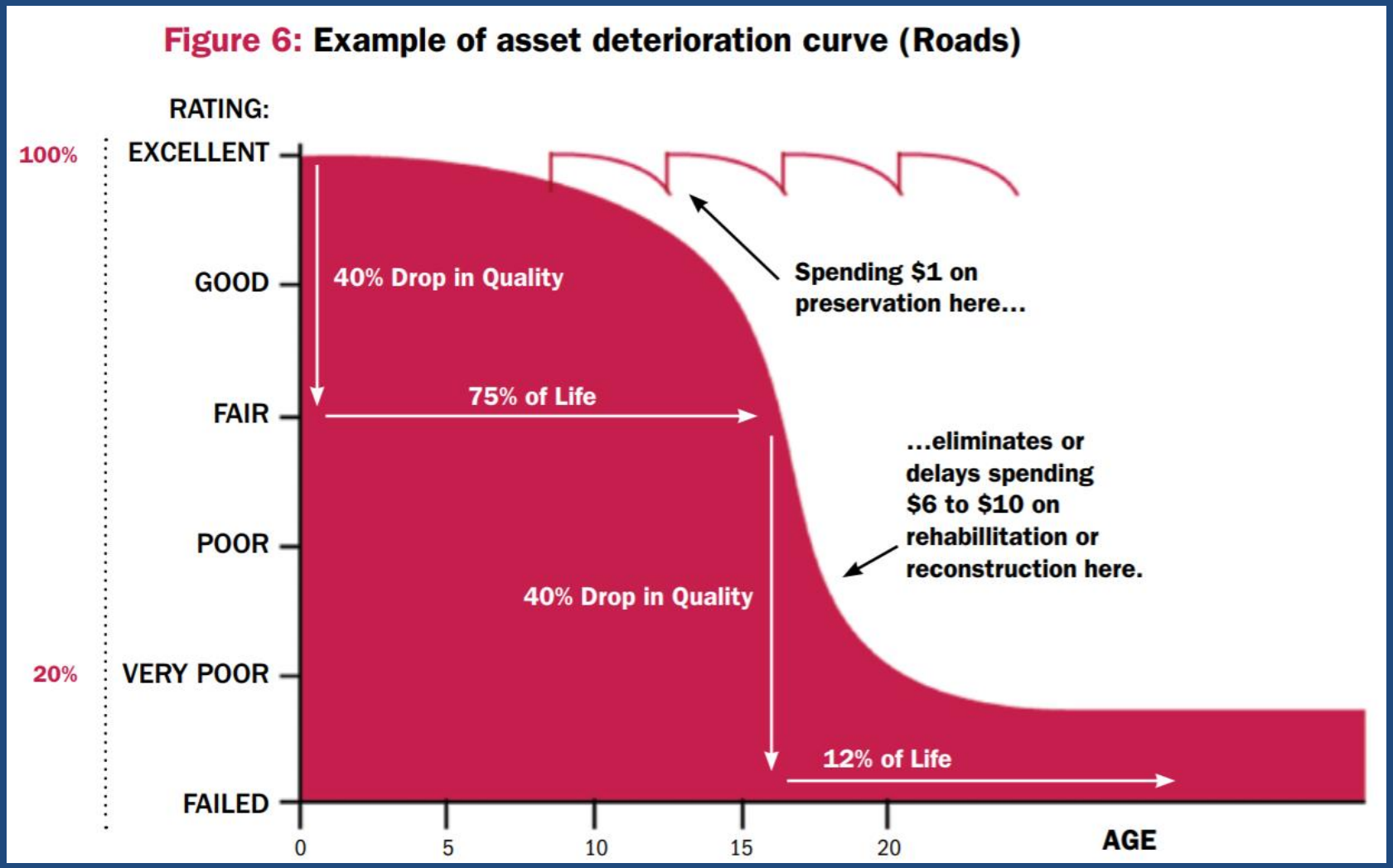
Road Rehab

Asphalt Condition Assessment - 2017

- Detailed technical inspection/survey on 528 km of roads

Performance indicators:

- Riding Comfort Index (RCI)
- Surface Distress Index (SDI)
- Structural Adequacy Index (SAI)
- Pavement Quality Index (PQI) ← This one!



Source: Canadian Infrastructure Report Card 2016 – key messages

Table 5.14: Maintain 2017 PQI of 79 Budget Scenario Results

Year	Cost ($)	Target PQI	LL-PQI	LL-Def. (%)
2017	$221,000	79	79	2
2018	$6,970,000	79	79	1
2019	$5,873,000	79	79	1
2020	$5,070,000	79	79	0
2021	$6,517,000	79	79	0
2022	$5,041,000	79	78	0
2023	$3,095,000	79	78	0
2024	$3,838,000	79	77	0
2025	$3,701,000	79	76	0
2026	$5,987,000	79	76	1
2027	$3,972,000	79	76	1
Total	**$50,285,000**			

Levels of Service

PW:

- SNIC
- Sweeping
- Road Rehab
- Pothole repair
- Signal maintenance
- Street light

Eng:

- Enquiry or complaint response
- Capital Projects
- Planning – Development Reviews
- Active Transportation Activities and Events
- Transit amenities: bus shelters, benches, garbage cans and signs.
- Network Efficiency / Delay tolerance.

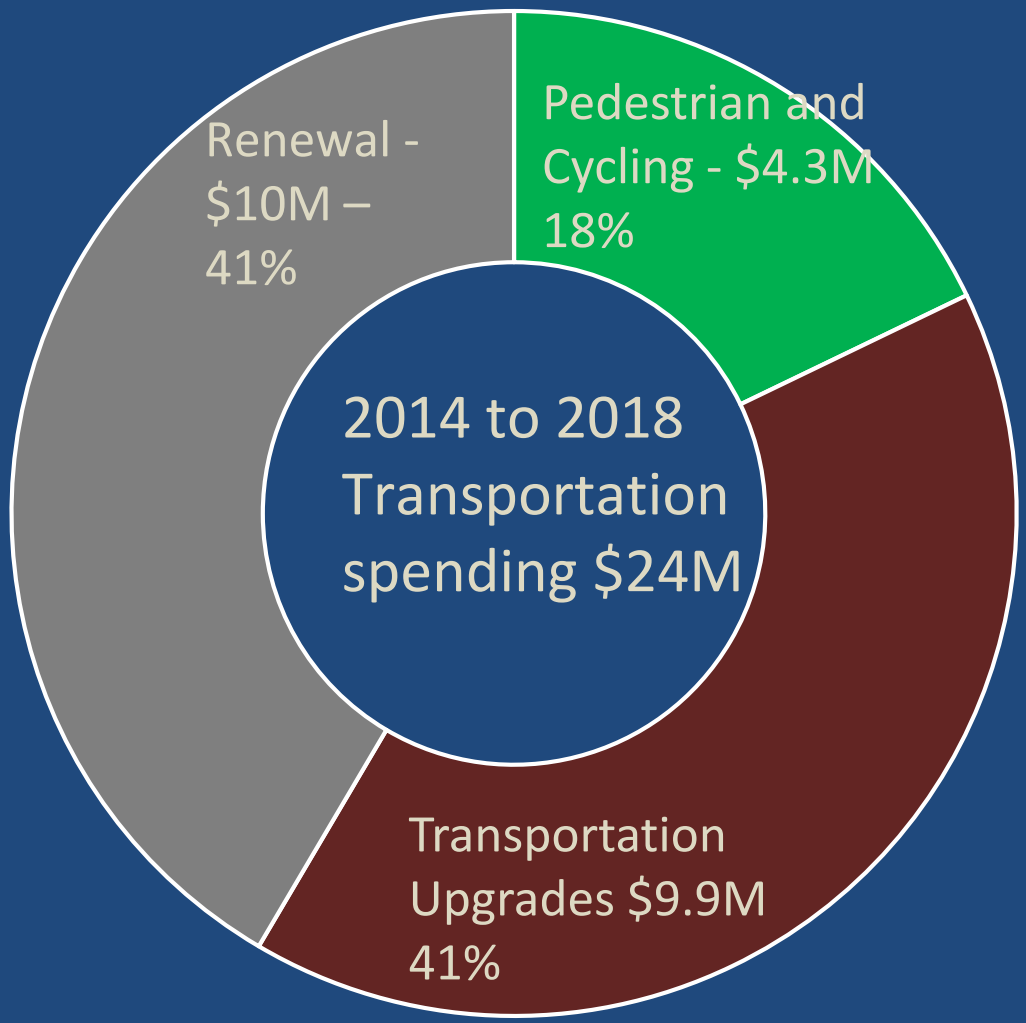
Risk

Examples include:

Slope stability

Structures such as bridges, or signal poles

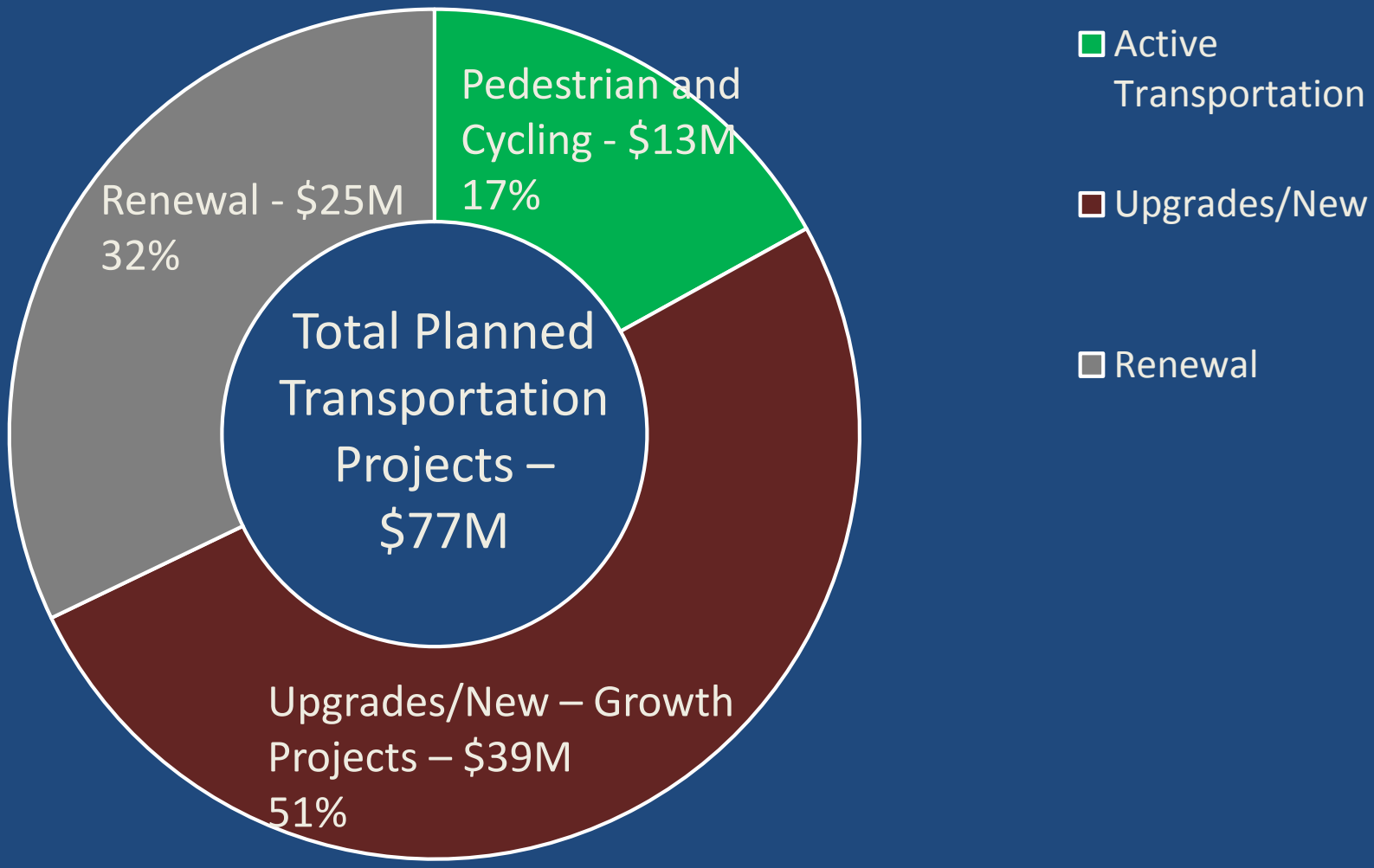
Historic Transportation Infrastructure Spending 2014 to 2018

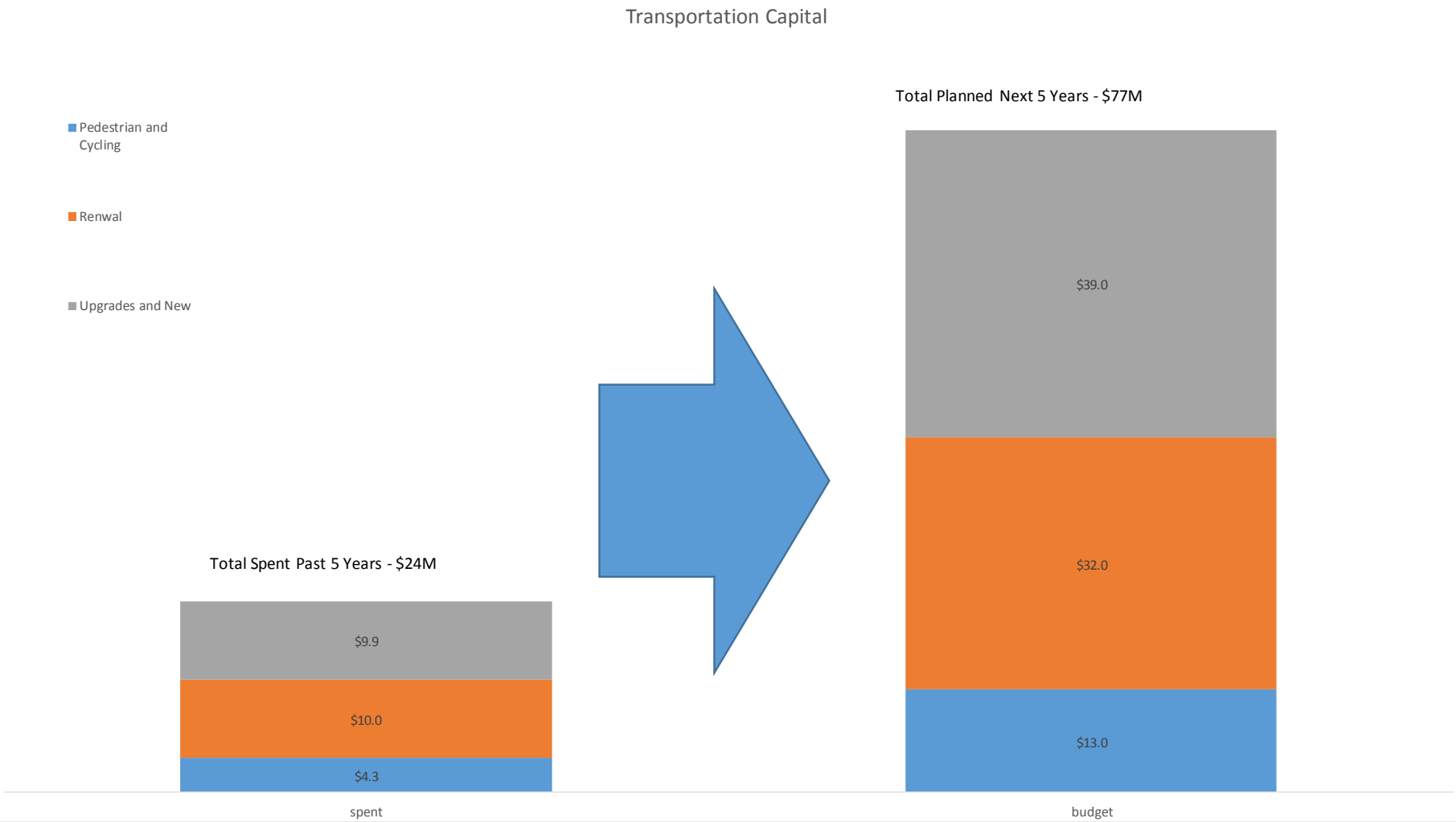


- Pedestrian and Cycling
- Transportation Upgrades/New
- Renewal

Total transportation infrastructure received during this time from <u>development</u> = $8.4M or about 2% of total

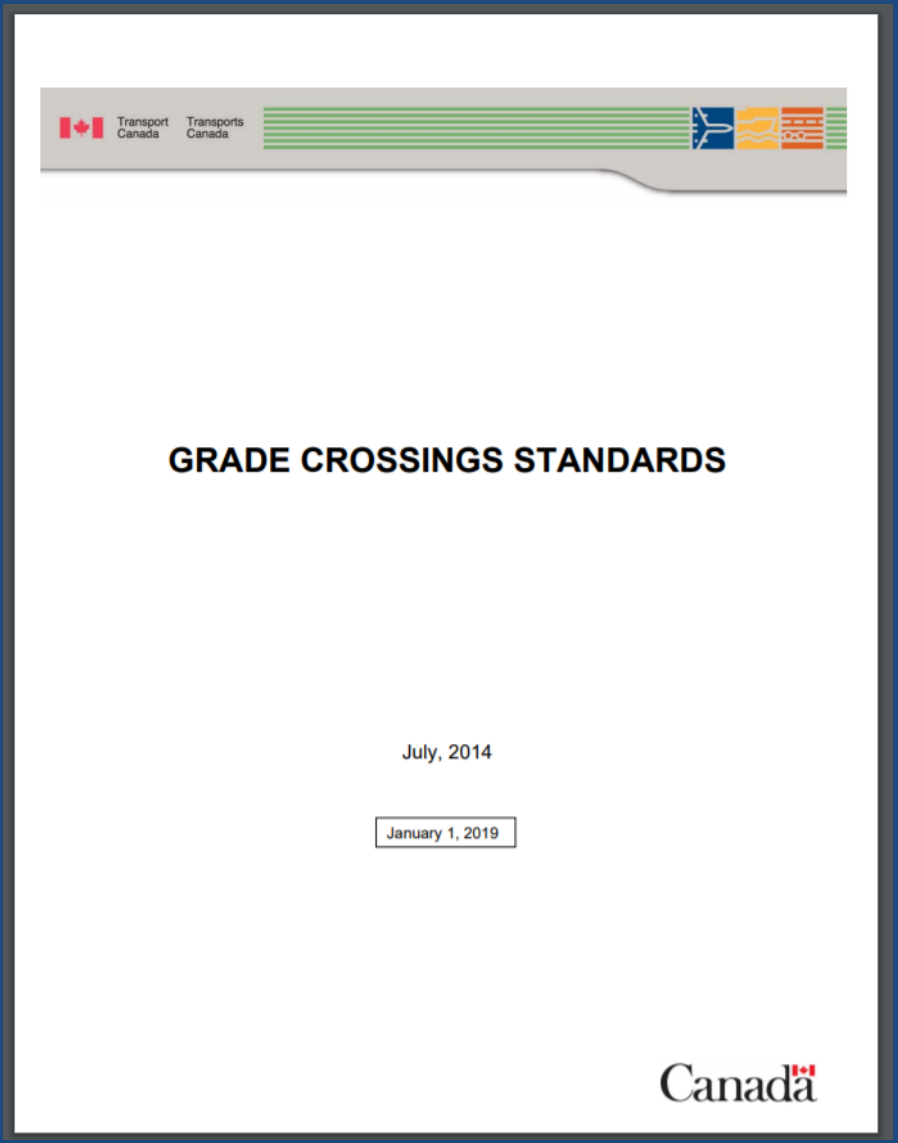
2019-2023 Project Plan - Transportation




Transportation Capital
Pedestrian and Cycling
Renwal
Upgrades and New
Total Spent Past 5 Years - $24M
$9.9
$10.0
$4.3
spent
Total Planned Next 5 Years - $77M
$39.0
$32.0
$13.0
budget

E&N Rail

- E&N Rail regulation
- Federal Standards
- Cost per crossing
- Impact extends well beyond crossing
- Impact to capital planning
- Impact to development



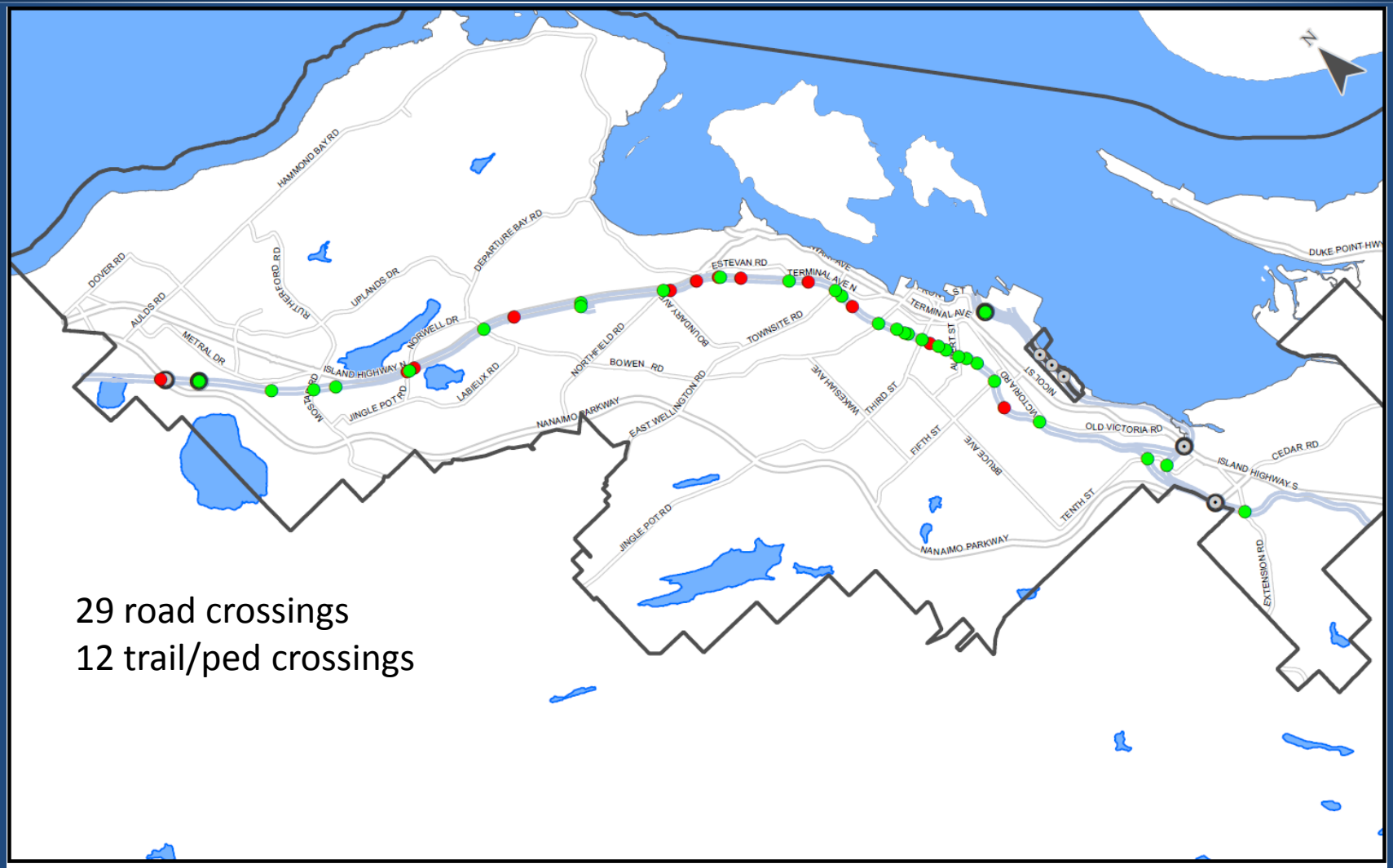
Transport Canada Transports Canada

GRADE CROSSINGS STANDARDS

July, 2014

January 1, 2019

Canada



City of Nanaimo
Railway Crossings

Legend

- Railway Crossings Vehicular
- Railway Crossings Pedestrian
- Other Jurisdictions
- E&N Railway
- City Boundary
- Grade Separated Crossings

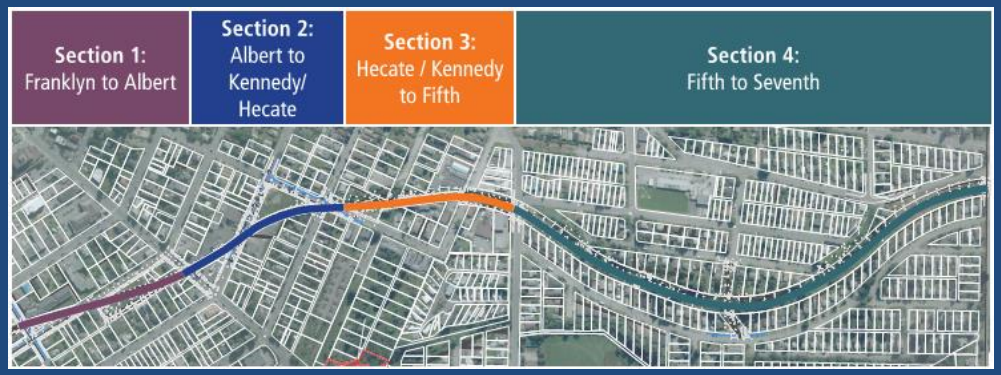
Published: November 14, 2018

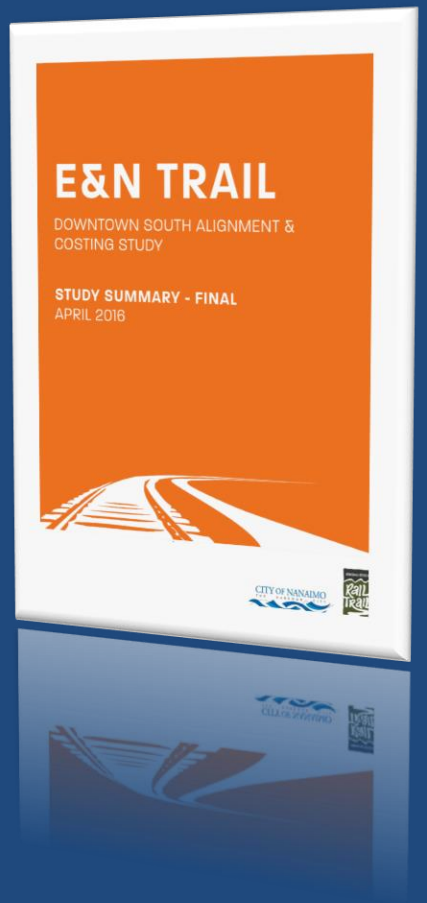
0 750 1,500 3,000
Meters
1:75,000

CITY OF NANAIMO
GIS

Extension of the E&N Trail South

Estimate $6 to $8 million





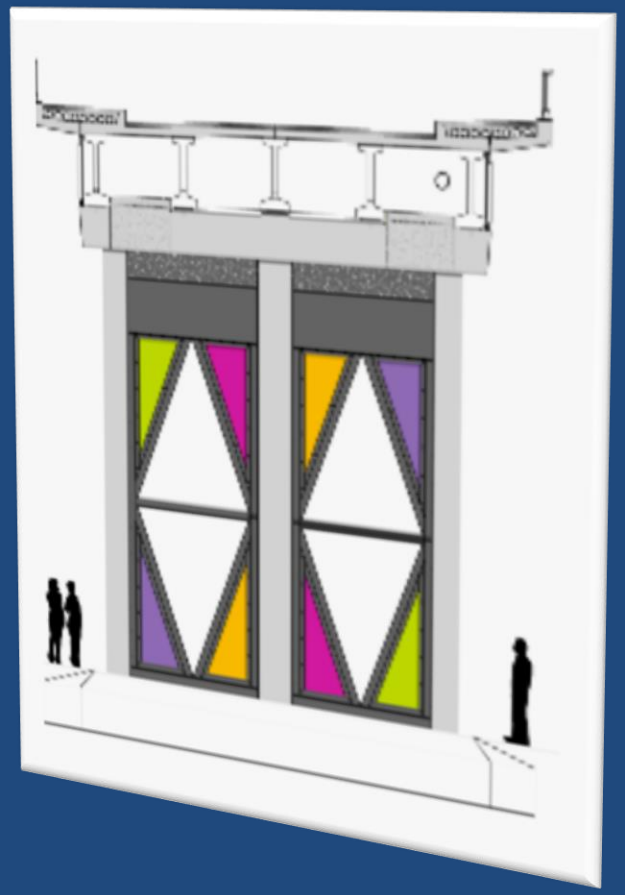
Capital Project Types

- Condition Deficiency
  - Road rehab/paving
- Growth (aka DCC projects)
  - Rutherford Roundabout
- Capacity Deficiency
  - Bowen and Northfield
- Strategic
  - Metral active transportation corridor
- Operational Deficiency
  - Dufferin Sidewalk
- Opportunity presents itself
  - Haliburton

Bastion Bridge Seismic Upgrade

Cost: $1.8 million

Completion Fall 2019



Port Drive/Wellcox Access

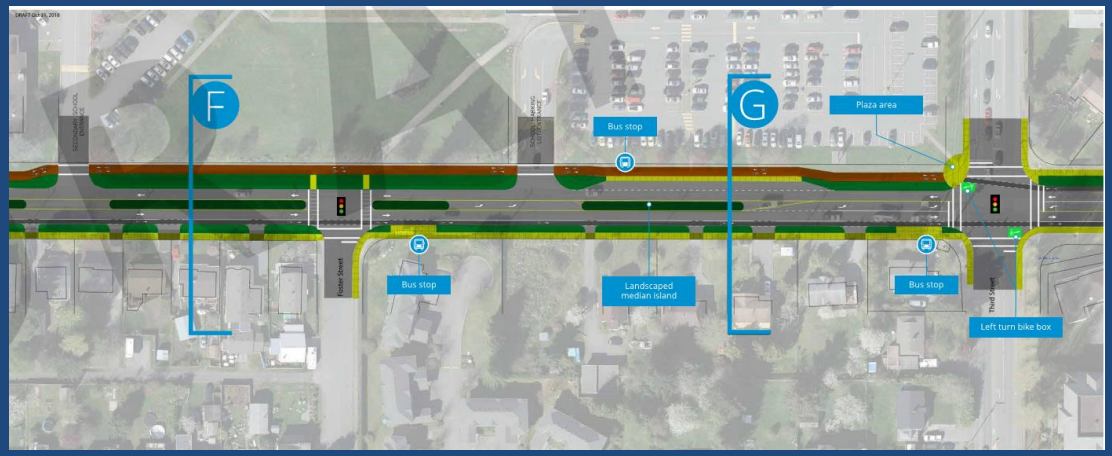
Cost: $1.8 million

Completion: Fall 2019

Wakesiah Corridor – Phase 1

Cost: $4.7 million

Schedule: Construction 2020



Metral Drive Corridor

Cost:

- Phase 1, $4-5 million
- Phase 2, $4-5 million

Schedule:

- Phase 1, 2020
- Phase 2, TBD

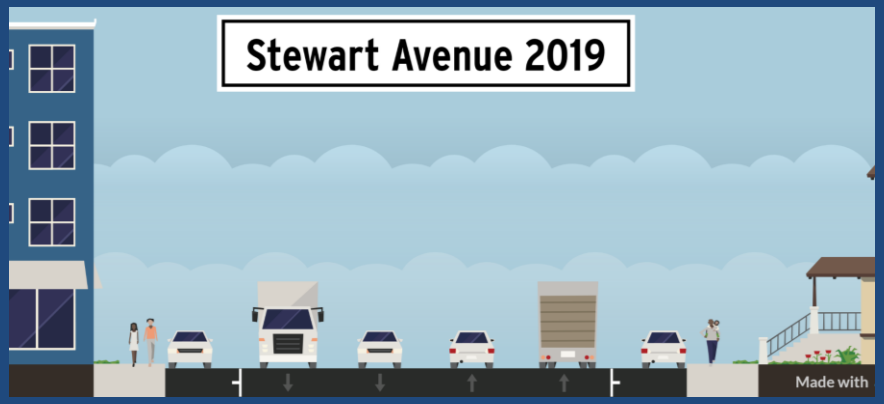
Stewart Ave Complete Street

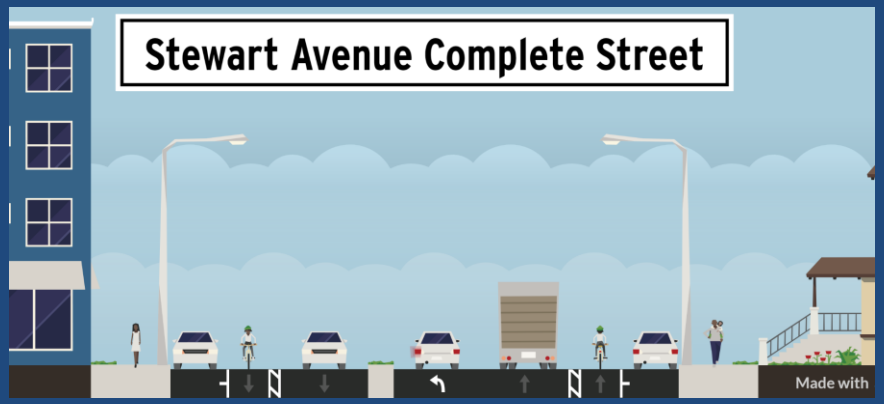
Est:

- $600,000

Schedule:

- Design 2019-2020
- Construction 2021





Boxwood Connector

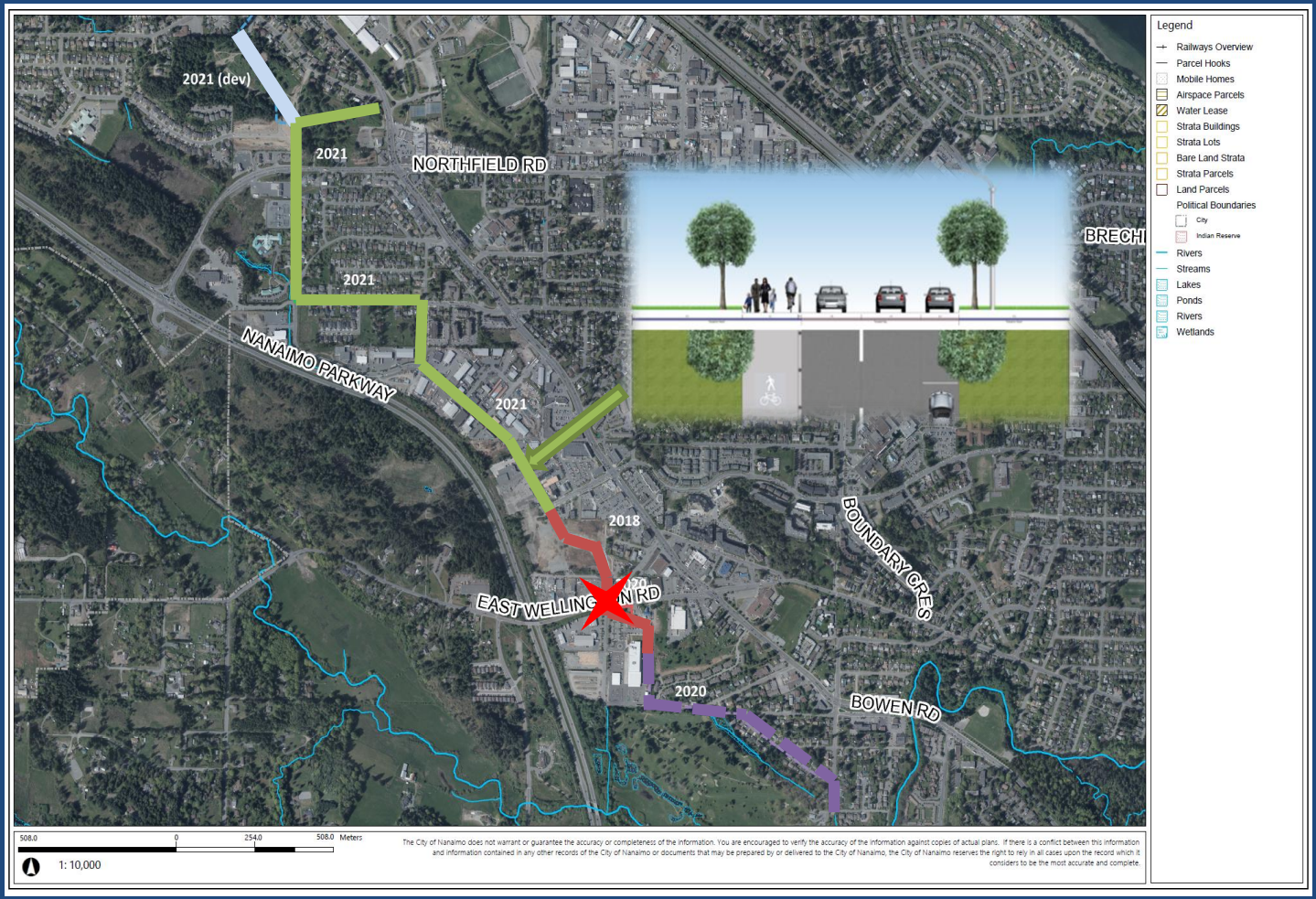
Cost:

- Phase I, $3.5 million
- Phase II, $8.5-11.5 million

Schedule:

- Phase I, 2019
- Phase II, 2022

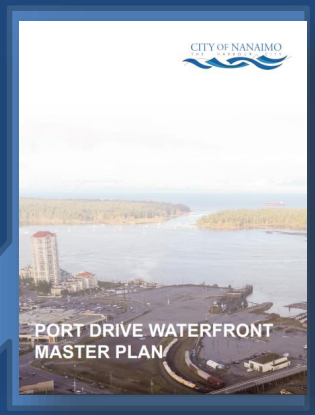
Boxwood Corridor – Off Bowen Bike Route

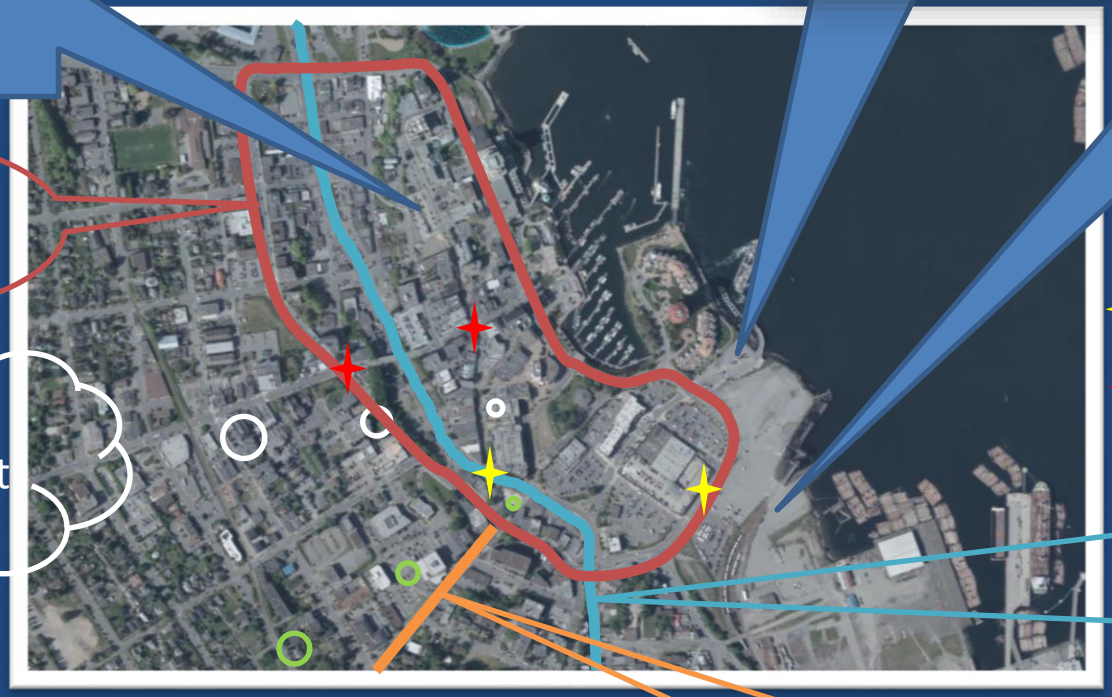


Nanaimo Downtown Mobility Project
linking it all together

- Multiple Plans
- Multiple Projects
- Multiple Stakeholders

Opportunities



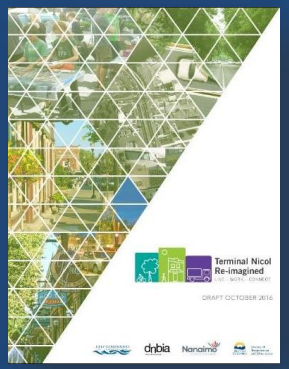


Downtown Cycling Loop

Parking Management Strategy

Transit Options

Signal Rebuild



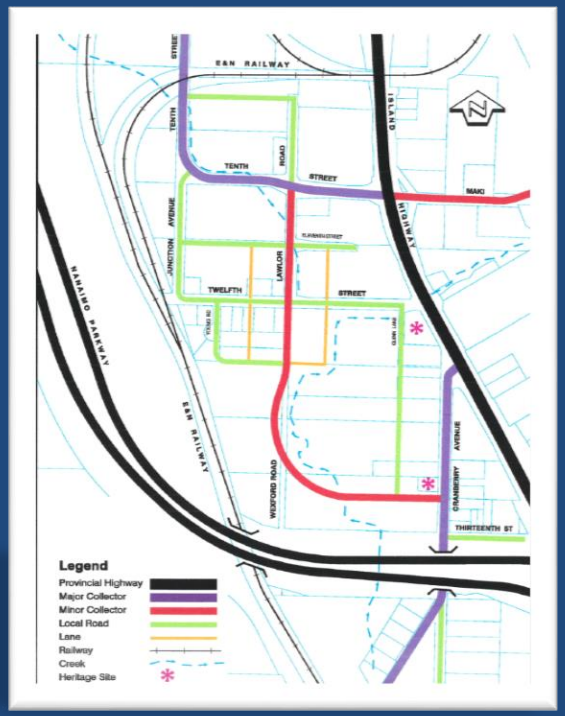
Albert Street Bike Route

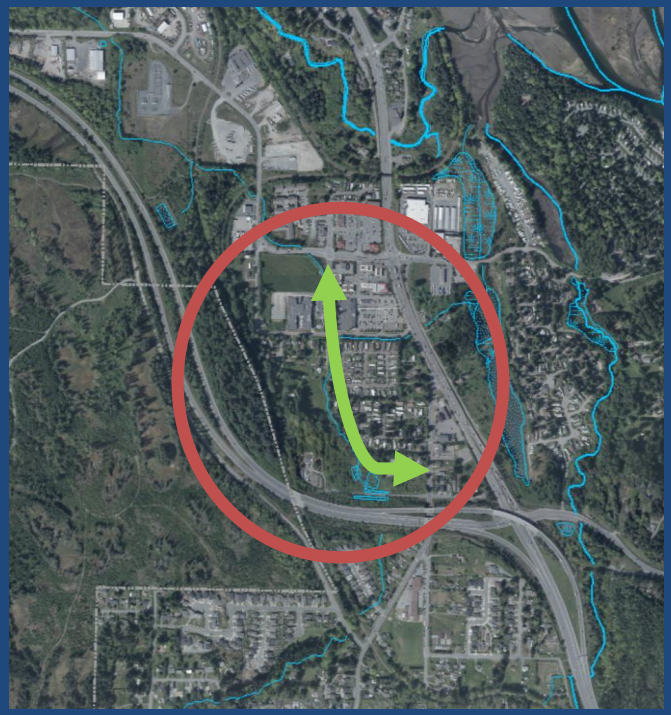
Redevelopment Potential

Cranberry Connector

Planned for 2023

Currently updating background info





More Capital Projects

LED Conversion:

- Phase 2, 2019
- Phase 3, 2020

Traffic Signal Management System

Wellcox Secondary Access

Norwell Road at Departure Bay Road intersection rebuild

Townsite Bike Lanes

Fifth Street – Bruce to Wakesiah

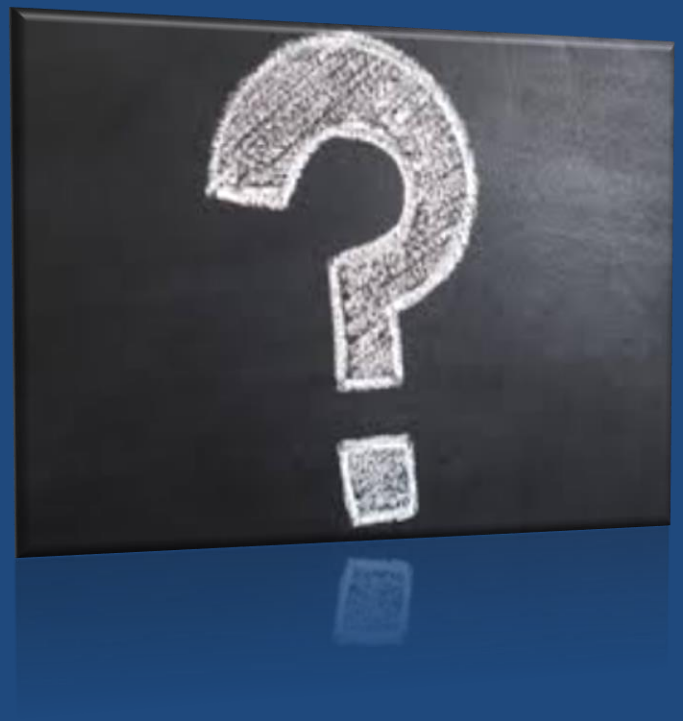
Various sidewalk and bike lane infill projects

Annual Pedestrian Unallocated funding

Complete Street Standards

- Current Practice
- Outcome of Project
- Timeline

Future of Transportation



Too Many Variables!

- Advancements in Technology
- Legislation (ride hailing)
- Societal Preference
- Economic Changes

Future Studies

2020

- Active and Sustainable Transportation
  - Data Collection
  - Master Plan
  - Pedestrian Prioritization Process Update
- Transit integration
  - Frequent Transit Plan
  - Rapid Bus Corridor Plan (RDN)
- Mobility HUB Plan
- Area Parking Strategy (location to be determined)

Summary of Future Actions

Update MOESS with complete streets standards

Active and Sustainable Transportation Master Plan 2020

Rapid Bus Implementation Study 2020

Area Wide Parking Management Study (annual starting in 2020)

Potential Future Actions

Road Rehab – proposed budget increase from $2.5M to $3.5M for 2020 and beyond to meet AM targets.

Transportation Level of Service – undertake establishment of Level of Service for Transportation – 2020 or 2021. Requires funding and significant staff resources to undertake.

Develop a Vision Zero Toolkit 2022 (new to plan)

Update Transportation Master Plan 2024

Council Actions and Considerations

Funding levels

- capital (aka projects)
- staff resources for project delivery
- staff resources for ongoing operational impacts

Policy

Prioritization

- infill as opportunity or implement strategically?

CITY OF NANAIMO
THE HARBOUR CITY

Staff Report for Decision

File Number: 0110.01

DATE OF MEETING APRIL 29 2019

AUTHORED BY POUL ROSEN, SENIOR MANAGER, ENGINEERING

SUBJECT PROJECT MANAGEMENT FRAMEWORK AND POLICY

OVERVIEW

Purpose of Report
To inform Council about the Project Management Framework and Capital Project Management Policy and to recommend that Council adopt the Policy.

Recommendation
That the Governance and Priorities Committee recommend that Council adopt the Capital Project Management Policy 11-5210-01.

BACKGROUND

The Core Services Review recommended the City adopt a Capital Project Management Policy. The purpose of the Policy would be to formalize capital construction project processes, in particular, on high value and high risk projects. Staff supported the approach to formalize a framework to implement the Policy across the organization.

The City engaged the consulting firm, Capex Project Advisory, to develop a project management framework and assist Staff in the development of a draft policy to establish best practices and ensure a consistent approach to project management.

The Policy will establish the requirement for projects to be completed in accordance with the Project Management Framework (PMF), which is a living document and sets minimum standards for project management.

The framework sets out standards and guidelines for project management based on project size, complexity and risk. The chapters include:

1. Project Governance
2. Procurement and Contract Management
3. Cost Management
4. Schedule Management
5. Risk Management
6. Stakeholder Management
7. Scope Management
8. Project Reporting
9. Resource Management

It also includes a series of templates to assist with use of the framework and facilitate compliance.

Not all projects fit into the traditional definition of a capital project, for example Information Technology projects. The policy sets out the requirement for these types of projects to follow the intent but not necessarily the letter of the Framework.

Through implementation of the Framework, and over time, it is expected that it will need to be revised, updated and amended to suit the changing needs of the organization. Staff will maintain the framework document to reflect best practices and the changing needs of the organization.

Both the Framework and the draft Policy were put forward to the Engineering and Public Works Committee in October 2018. The Committee endorsed the Framework and Capital Project Management Policy, and recommended that Council adopt the Policy.

A final draft of the Capital Project Management Policy is attached for reference. See Attachment A.

OPTIONS

1. That the Governance and Priorities Committee recommend that Council adopt the Capital Project Management Policy 11-5210-01.
    - **Budget Implication:** Process and procedures can sometimes be perceived as bureaucratic or liable to add unnecessary cost to City operations. A Capital Project Management Framework is necessary to bring consistency and provide assurance that all fundamental aspects of a project are being managed. This framework has been designed to ensure that good practices are implemented which are relative to the value and risk of each Capital Project. This will help to mitigate the risk of cost and time overruns, and reputational risk that comes with larger, more risky Capital Projects, while at the same time minimizing administrative burden on other Capital Projects the City delivers.

2. That Council recommend changes to the Capital Project Management Policy.

3. That Council decline to endorse the Capital Project Management Policy and Project Management Framework.

SUMMARY POINTS

- A Capital Project Management Policy will provide assurance to Council and the Public that projects are being managed in an effective and consistent way.
- The cost of project management may increase as a result of this policy; however, the benefits such as consistency and reliability will improve and so will the outcomes of projects.

ATTACHMENTS

Attachment A - Capital Project Management Policy 11-5210-01.

Submitted by:	**Concurrence by:**
Poul Rosen Senior Manager Engineering	Bill Sims Director Engineering & Public Works

CITY OF NANAIMO
THE HARBOUR CITY

COUNCIL POLICY MANUAL

Section:	**Administration**	**11**
Subsection:	**Circulars, Directives, Orders, Manuals, Policies**	**5210**
Title:	**CAPITAL PROJECT MANAGEMENT POLICY**	**01**

POLICY

The City of Nanaimo (the "City") is committed to improving transparency and consistency of capital construction project outcomes. The Capital Project Management Framework, as amended from time to time, is a mandatory Administrative Procedure which will be implemented pursuant to this Policy by all Departments undertaking capital construction projects at the City.

REASON FOR POLICY

This Policy is designed to improve capital construction project outcomes through the establishment and implementation of a fit-for-purpose, consistent approach to project management and oversight.

AUTHORITY TO ACT

Delegated to Staff.

PROCEDURE

1 Definitions

1.1 Capital Project: For the purposes of this Policy, a Capital Project is defined as all design, construction and related activities involved in delivering a defined scope of work to provide or improve upon the City's infrastructure within a defined budget and timeframe.

1.2 Capital Project Management Framework (the "CPMF"): The CPMF is an Administrative Procedure which describes the standard of project controls and governance arrangements applicable to various classes of Capital Projects.

2 Responsibilities

2.1 To implement this Policy and maintain continual improvement of the City's CPMF, an appropriate level of governance for decision making must be in place throughout the City.

2.1.1 Council is responsible for:

i. adoption, periodic review and updating this Policy;

ii. maintaining the necessary corporate capacity to support the elements and practices within the CPMF; and

iii. setting priorities and articulating community values to City administration.

2.1.2 CAO is responsible for:

i. implementing this Policy;

ii. committing to the implementation and continuous improvement of Capital Project practices and systems to support achievement of the City's organizational objectives.

3 Scope and Applicability

3.1 This Policy applies to all Capital Projects across the organization.

3.2 IT capital projects should follow the intent (but not necessarily the letter) of the CPMF

3.3 The CPMF does not replace any existing corporate strategy, business & capital planning, budget management, asset management, estimating, procurement management systems and processes already in place. The Capital Project Management Framework complements and aligns with these initiatives.

4 Benefits of Compliance

4.1 Implementing this Policy will:

(i) support the goals stated in the Official Community Plan by making best use of available funds for the provision and maintenance of infrastructure;

(ii) support the City's vision, community values and priorities as stated in Council's Strategic Plans;

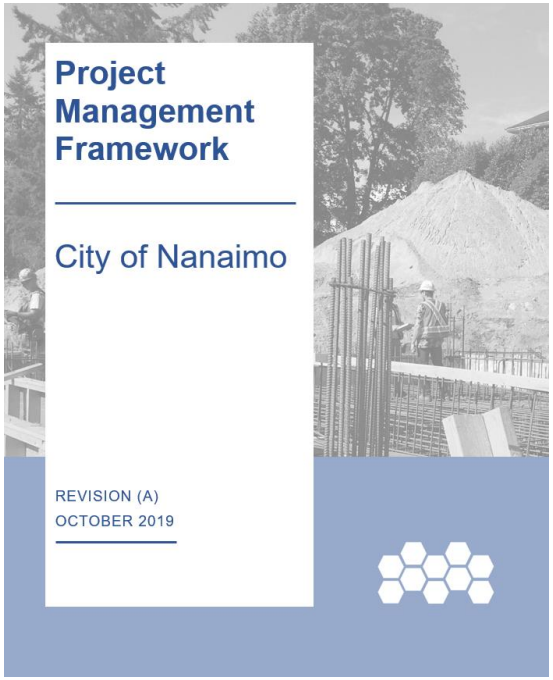
(iii) establish common expectations across the City in terms of how Capital Projects are delivered based on industry good practices which in turn will improve financial performance, and delivery of services that meet stakeholder expectations.

5 Review Date

This Policy should be reviewed every 3 years from its effective date or from time to time as appropriate.

Date:	201X-XXX-XX	Approved by:	Council / In Camera Council
1. Amendment Date:	201X-XXX-XX	Approved by:	Council / In Camera Council

CITY OF NANAIMO
THE HARBOUR CITY



Capital Project Management Framework

Council Presentation
April 2019

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1. The Why

The City's 2018 Capital Plan allocated $56 million to capital projects, with a total of $220 million budgeted over the next 5 years.

To provide consistency and formalize capital project processes throughout the City.

Capex Project Advisory Services Inc. was engaged to deliver a fit-for-purpose and scalable project management framework.

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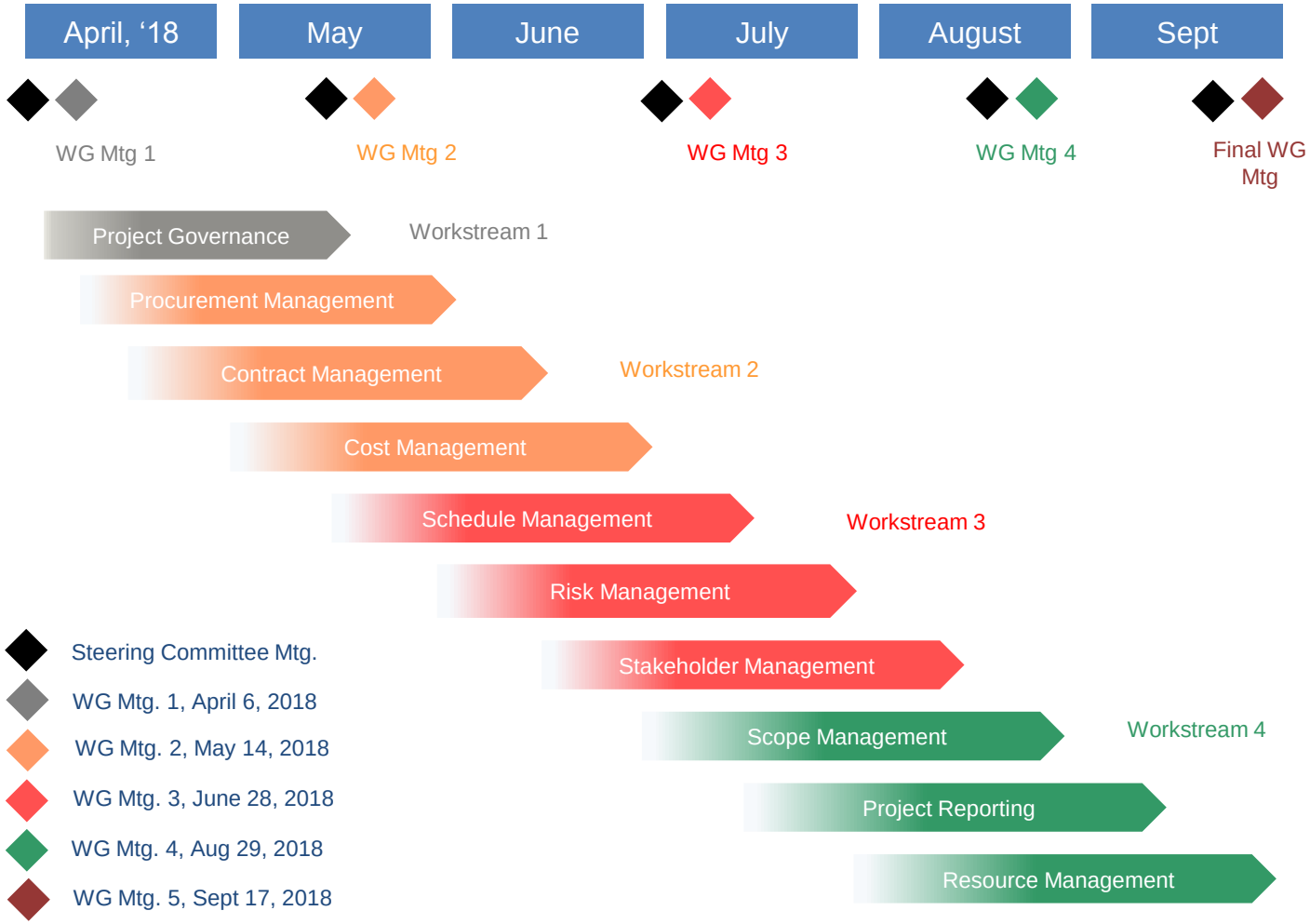
2. The How



3. The Approach

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3. The Capital Project Management Framework

The City of Nanaimo's PMF is a documented manual of procedures and templates, including -

Workstream 1

- Project Categorization Tool
- Stage Gate Process
- RACI Charts

Workstream 2

- Procurement Compliance
- Project Delivery Model Selection
- Estimating Guidelines
- Cost Management & Tracking Tool
- Cash Flow Forecasting
- Contingency Guidelines

Workstream 3

- Stakeholder Management Plan
- Schedule Management Guidelines
- Risk Management Process

Workstream 4

- Project Charter
- Project Close Out Process
- Change Management Process
- Project Reporting
- Project Management Resources

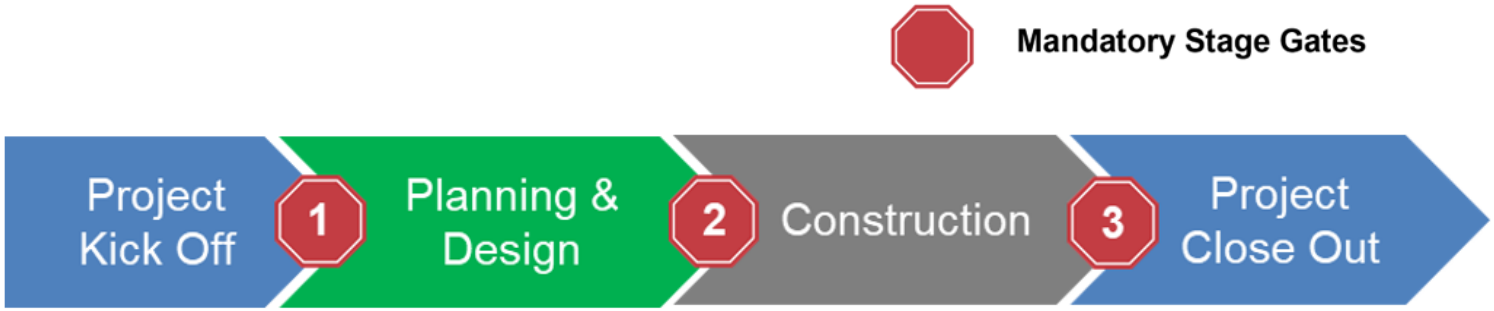
3. Governance

The Project Management Framework is designed to be scalable. Because of this, there will be now be four classes of capital construction project at the City:

Special Projects	Projects with a capital budget in excess of $10m.
Major Projects	Projects with a capital budget between $1m and $10m, or otherwise considered high-risk
Standard Projects	Projects with a capital budget between $100k and $1m
Routine Projects	Projects with a capital budget of less than $100k

3. Governance

A stage gate process, based on good project governance practices, is now in place to ensure key decisions are taken at the right level, and to verify that the Project Management Framework is being followed.



Projects of higher risk and/or value may be required to pass through additional stage gates, at the discretion of the Project Sponsor.

4. The Policy

Because the City is committed to improving transparency and consistency of capital construction project outcomes, the procedures set out within the Project Management Framework are proposed to be mandated by Council adoption of the Capital Project Management Policy.

The Project Management Framework doesn't replace any existing systems or processes in place, it complements and aligns with them.

It is applicable to all Capital Projects, including IT which can follow the intent of the Project Management Framework.

4. Benefits of Compliance

1) Support the Goals stated in the Official Community Plan by making best use of available funds for the provision and maintenance of infrastructure.

2) Support the City's vision, community values and priorities as stated in Council's Strategic Plans.

3) Establish common expectations across the City in terms of how Capital Projects are delivered based on industry good practices which in turn will improve financial performance and delivery of services that meet stakeholder expectations.

Any questions?