

MERGED 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:
 - a. Agenda Item 5(a)(1) Add Report Titled "Strategic Plan Update"
- 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.
 - 1. Add Report titled "Strategic Plan Update"

15 - 37

To be introduced by Jake Rudolph, Chief Administrative Officer.

Purpose: To provide the Governance and Priorities Committee with a progress update on the Draft Strategic Plan.

Recommendation: That the report titled "Strategic Plan Update" dated 2019-APR-29, be received for information.

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

38 - 46

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.

47 - 137

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.

138 - 153

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 RecreationD. Lindsay, Director, Community DevelopmentB. 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. <u>ADOPTION OF THE MINUTES:</u>

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. <u>GOVERNANCE AND MANAGEMENT EXCELLENCE:</u>

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

- 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 followup 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

- 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

- 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

 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

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:

- 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

MINUTES – GOVERNANCE AND PRIORITIES COMMITTEE 2019-APR-08 PAGE 11

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 m	notion
carried unanimously.											

camed unanimously.		
CHAIR		
CERTIFIED CORRECT:		
CORPORATE OFFICER		



Information Report

DATE OF MEETING APRIL 29, 2019

AUTHORED BY JAKE RUDOLPH, CHIEF ADMINISTRATIVE OFFICER

SUBJECT STRATEGIC PLAN UPDATE

OVERVIEW

Purpose of Report

To provide the Governance and Priorities Committee with a progress update on the Draft Strategic Plan.

Recommendation

That the report titled "Strategic Plan Update" dated 2019-APR-29, be received for information.

DISCUSSION

To assist Council in completing its Strategic Plan, Staff have started to fill in details of projects that relate to each of the Key Focus Areas (KFA's). These include capital projects, plan updates and studies, both planned and underway, that will further the Strategic Initiatives of Council over its four-year term. The projects may be added to, modified and prioritized by Council.

Some of the projects can easily be placed under more than one KFA and often under more than one Strategic Initiative. This duplication was noted in some of the public feedback regarding the Draft Strategic Plan as well. The public feedback is included in one document, as Attachment B.

In order to advance the strategic planning process efficiently, Staff are looking for further direction from the GPC as to:

- 1. the projects listed for each KFA, including changes desired by the GPC; and
- 2. the relative priorities of the projects listed for each KFA.

Individual members of Council should also give consideration to what they believe to be the main strategic priorities for their term in office. Through this, Council as a whole can make a determination of its "flagship" plans or projects to achieve through this Strategic Plan.

SUMMARY POINTS

- Staff continue to make progress in developing Council's Strategic Plan.
- Additional guidance is needed for staff to continue to advance this project.



ATTACHMENTS

Attachment A: Updated Draft Strategic Plan Attachment B: Public Feedback to Draft Strategic Plan

Submitted by:

Jake Rudolph Chief Administrative Officer

ATTACHMENT A

STRATEGIC PLAN 2019 - 2022

DRAFT

APRIL 26, 2019



ABOUT THE PLAN

Each term, Nanaimo City Council sets the Strategic Plan, which identifies the priorities of the City of Nanaimo, which in turn, lays the foundation for the development of work plans for City employees.

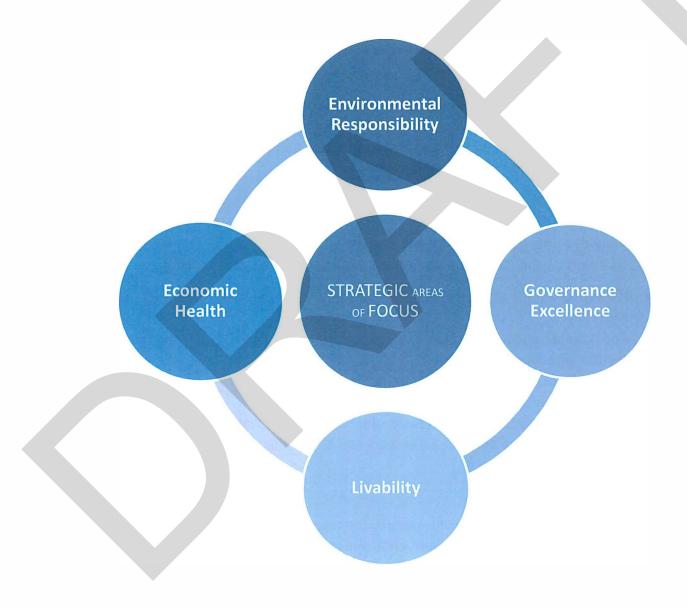
The Strategic Plan is a living document that is reviewed regularly during City Council's Term in Office in order to assess progress and performance. As the strategic priorities move to an operational level, and are completed, Council will provide direction on new priorities. As a result, this living document provides Council and City employees a clear roadmap to help focus resources and energies on priority areas so that projects and initiatives are worked on in a balanced way.

To be a community that is livable, environmentally sustainable and full of opportunity for all generations and walks of life.



STRATEGIC THEMES

Four strategic themes were identified and highlighted by Nanaimo City Council as key areas of focus for the duration of their Term in Office.





ENVIRONMENTAL RESPONSIBILITY

We will protect and enhance Nanaimo's natural environment by looking after the community's biological diversity and adapt the way we live, work, recreate and move.

- **1. Environmental Leadership:** Take a leadership role in preparing our community for climate change and environmental stewardship.
 - Complete Climate Resiliency Strategy
 - Update Building Bylaw
 - Continue LED street lighting replacement program
 - Develop an Electric Vehicle Charging Stations Strategy
- **2. Growth Strategy:** Support land development in a manner that efficiently uses our infrastructure to reduce our impact on the natural environment.
 - Synchronize the OCP review with the active transportation plan update, the parks master trail plan and the water supply strategic plan
- 3. Natural Asset Management: Identify, protect and enhance the ecological health of our significant natural resources and systems
 - Complete a natural asset inventory and strategy
 - Begin Boxwood connector site preparation including the wetland restoration
- **4. Transportation:** Ensure our transportation systems are designed to encourage multimodal transportation.
 - Develop "complete streets" standards and update the Manual of Engineering Standards
 - Conduct Downtown mobility study
 - Finalize Downtown transit exchange
 - Advocate for Downtown ferry service (Gabriola and Passenger)
 - Complete designs for the rebuild of two major roads (Metral & Wakesiah)
 - Install Bruce Ave (3rd to 4th) bikeways, sidewalks & street lighting
- **5. City Operational Impacts:** Focus on our environmental impact/climate change contribution in our decision making and regional participation.
 - Prepare and adopt a Green Fleet Strategy to formalize greening and right-sizing the fleet
 - Review and update the energy conservation and management plan
 - Review and update the City Green Building Policy
 - Enhance corporate initiatives to reduce environmental impact (e.g., electronic records management)



GOVERNANCE EXCELLENCE

We will develop a culture of excellence around governance, management and cost-effective service delivery.

- **6. Structured for Decision Making:** Ensure that we are structured and resourced for expeditious, high quality decision making and action within our risk framework.
 - Conduct and implement an organizational structure review
 - Complete Fire department three-year service delivery plan
 - Introduce an asset management levels of service discussion with Council and the public
 - Update and consolidate the Fees & Charges Bylaw
 - Undertake a review and update Council Policies and Bylaws
 - Enhance council meeting material prepared by staff (i.e. reports and presentations) in order to allow for better decision making
 - Implement new Committee and public engagement framework
 - Revise management terms and conditions bylaw and the exempt salary administration policy
- 7. Relationships: Invest in relationships which impact and support our community.
 - Continue to work with Snuneymuxw First Nation through the Protocol Agreement Working Group to address issues and topics of mutual interest
 - Continue meetings to enhance stakeholder relations with the Nanaimo Port Authority,
 School District 68, The Greater Nanaimo Chamber of Commerce and the Regional District of Nanaimo
 - Continue to enhance relationships with mainstream media
 - Continue to build and enhance relationships with senior levels of government
- **8. Innovation & Creativity:** Create a vibrant culture of innovation, stewardship and partnership to encourage a healthy, robust city.
 - Encourage City staff to look for opportunities to explore new, creative solutions
 - Implement a new model of governance (GPC) that allows Council to participate in an enhanced decision making process
- **9. Engagement:** Engage with the community in a deliberate and disciplined way.
 - Provide opportunities for public engagement on fire safety and emergency management
 - Implement closed captioning of live streamed meetings
 - Utilize new committees or task forces as a means of engagement
 - Amend the Council Procedure Bylaw to clarify rules around Delegations
 - Proceed with Council and senior staff spokesperson training



GOVERNANCE EXCELLENCE...

- **10. Advocacy:** Focus on targeted advocacy with other levels of government to support our strategic goals and long term interests.
- Seek grant funding opportunities from the Federal and Provincial government for capital projects
- Advocate for the Province to take responsibility for mental health and social disorder issues
- Work with BC Housing in relation to the housing action plan

LIVABILITY

We proactively plan for Nanaimo's growth and focus on community infrastructure to support an inclusive, healthy and desirable place to live.

- **11. Housing:** Support the provision of affordable and accessible housing for all our community needs.
 - Implement the housing strategy (short term rentals, adaptable housing regulations)
- 12. Proactive Planning: Engage the community in long-term community planning.
 - Undertake a coordinated review of the Official Community Plan, Parks Master Plan and Active Transportation Plan
 - Update the Water Supply Strategic Plan
- **13. Community Safety:** Create a city in which all people live, work, play and learn in a safe and connected community.
 - Complete and update Fire Underwriters Survey
 - Complete Fire Department's three-year service delivery plan
 - Update and implement emergency management mass notification system



LIVABILITY ...

- **14. Infrastructure & Services:** Improve our community infrastructure and services to support Nanaimo as an active and healthy place to live.
 - Update Asset Management Plan
 - Adopt project management policy
 - Implement a computerized maintenance management system
 - Conduct facility assessment
 - Complete design for replacement of Fire Station No. 1
 - Conduct Utilities rate review (funding model, transparency, different rate scenarios)
 - Construct Bastion Street bridge seismic upgrade
 - Complete Hammond Bay Road slope stabilization
 - Construct Jingle Pot Road & Westwood Road signal upgrades
- **15. Arts, Culture & Recreation:** Support arts, culture and recreation as an integral part of everyday life.
 - Work with Port Theatre Society to plan for the Port Theatre expansion project
 - Establish additional Public Art throughout the community including the continued support of the annual temporary outdoor public art program
 - Review and update existing operating agreements to ensure the continued support for City owned cultural facilities
 - Continued support for the City's Heritage Conservation Program
 - Ongoing support for community and public events
 - Raising the profile of literary arts in the community through the continued support of the Poet Laureate programs
 - Provide culture programming to develop and showcase local artist and cultural groups
- **16. Social Connectivity:** Continue to facilitate solutions for social issues impacting our community and residents.
 - Adopt an age-friendly City plan to support the City in being recognized as an Age Friendly British Columbia (AFBC) Community
 - Continue to ensure that our facilities and programs are available to people of all ages and abilities
 - Continue to work with neighbourhood associations through the Nanaimo Neighbourhood Network to strengthen local communities and reduce social isolation



- **17. Waterfront:** Continue to increase opportunities for residents to access our waterfront and natural environment.
 - Complete feasibility work and conceptual design for on-beach options for the Departure Bay Waterfront
 - Construct interim walkway around One Port Drive
 - Develop One Port Drive

ECONOMIC HEALTH

We create a vibrant culture of innovation, stewardship and partnership to encourage a diverse and healthy economy now and into the future.

- **18. Downtown:** Have Downtown recognized as a livable and desirable heart of our community.
 - Incorporate public art into the seismic upgrade of Bastion Street bridge
 - Monitor downtown tax exemption program
 - Complete Maffeo Sutton Park upgrades
- **19. Business Attraction, Retention & Health:** Focus on business retention and expansion, and position Nanaimo as the best place to grow a business with a focus on businesses that align with our strategic direction.
 - Complete an Economic Development Strategy
 - Renew Nanaimo Hospital Association Agreement relating to the Municipal & Regional District Tax Program (Hotel Tax)
- **20. Governance Structure:** Ensure our economic development efforts are governed and measured to produce value for the community.
 - Identify and implement the most appropriate economic development model for Nanaimo
- **21. Partnership:** Strengthen partnerships and collaboration with First Nations, the private sector, educational institutions, other levels of government and other organizations.
 - Increase coordination within city staff on the liaison with both Vancouver Island Conference Centre specifically and the tourism sector generally



ATTACHMENT B

From John Dacombe:

This draft strategic plan has managed to incorporate pretty much every buzzword that is currently popular. However, it contains little of substance.

As someone who unfortunately was forced to write strategic plans ad nauseaum for the federal government, I place little value in buzzwords. Demonstrating progress on the issues that Council members ran on is the only benchmark that matters.

You would have been better served to lay out deliverables and hard timelines. "We pledge to complete X by Date Y" is a strategic plan. This document is a word-soup designed to check every possible box while ensuring zero actual accountability.

From Fraser Archibald:

what a bunch of double speak....there is nothing specific there ???? of course I agree with all of it......however, pragmatically.....

- 1. I would like to see more housing for the homeless
- 2.. I would like to see a vibrant and expanded seawall walk
- 3. I would like to see a paddling centre on the waterfront
- 4. I would like to see a vibrant downtown with thriving businesses....all the vacant stores full and all the holes in the ground built upon
- 5. I would like to see new bylaws enacted to ensure a quieter downtown core.....Maffeo Sutton park is far too AMPLIFIED.....ALL SUMMER LONG :-(((
- 6. I would like to see a 'centralized' market place in the summer, instead of scattered failing markets all over town
- 7. I would like to see the old quarter more cared for.....
- 8. almost forgot....I would like to see the 'ocean discovery centre' up and running
- 9. and perhaps a quiet, environmentally sound gondola up mt Benson
- 10 and last but not least A WALK- ON FOOT FERRY TO VANCOUVER

thanks for reading my list

Fraser Archibald

From Kevin Ford

Economic growth over the long term will provide money for the social programs trying to solve this terrible homelessness problem in Nanaimo.

As a city we should be focused on our waterfront and walkway expansion. The walkway expansion will attract more tourists to our beautiful waterfront. For the first time tourist and residents alike will have easy access from downtown to the best beach in town. The businesses along the way will prosper and grow in number and the residents of Departure Bay will now have level access to downtown. The area residents will finally have the option to leave their car at home which reduces traffic congestion and their carbon footprint.

Improved livability, an economic driver, better health, reduced traffic and carbon reduction. Drop the flow chart and start building!!

Cheers,

Kevin Ford

From Chris Taylor

Looks good team!

Looking forward to seeing some 'smart goals' for these.

I.E.

- Specific target a specific area for improvement.
- *Measurable* quantify or at least suggest an indicator of progress.
- Achievable specify who will do it.
- Realistic state what results can realistically be achieved, given available resources.
- Time-related specify when the result(s) can be achieved.

From Reb Stevenson

I'm extremely pleased to see environment/climate change so highly prioritized. This, in addition to downtown and waterfront improvement, is why I voted for most of the members of this council. I hope to see significant progress in these areas.

From Alina Abbott

Hello City Council members,

I really like your strategic plan, in my opinion it hits a lot of important priorities exactly right! There's just one thing that I think is really important to include as a specifically named priority, which is public transportation. Although one might argue that it fits into some of the other categories, the lack of efficient public transportation in this city will hold us back on many of those other priorities. For example, recently a friend of mine who currently lives in Vancouver was considering moving his business to Nanaimo, and came for a visit to see what it was like here. He does not own a car and does not want to, and he was appalled by the state of public transit. So he is going to stay in Vancouver instead. He liked so many other things about our city, but the ridiculous amount of time it took for him to move around the city on public transport held him back.

Thank-you for your consideration of this matter,

Alina Abbott

From Wanda Thompson

Thanks for the opportunity to comment. I appreciate a lot of work went into this document and I support the key themes, direction and principles identified.

Overall, I would like to see a document that provides concrete information to citizens about what specific priorities Council plans to focus on in the next 3.5 years.

This document is not a complete strategic plan. The elements listed are more principles and value statements, not objectives or priorities. Each statement needs to be followed with more specific outcomes, deliverables or actionable and measurable items.

For example, each statement should include some specifics, for example: Have our downtown recognized as a liveable and desirable heart of our community by working systematically with the Chamber if Commerce, undertaking a rebranding exercise, examining approaches to reduce vacant and derelict properties. Or whatever the key deliverables are.

Asking staff to add in planned current and future projects (the actual priorities) makes this exercise seem like more of a matching and rebranding exercise led by staff (ie., let's take all the stuff we were going to do anyways based on previous direction, and see how we can fit it under these new headings). It should be Council that identifies the specific broad priorities they want to focus on for the next 3.5 years.

The 3 key areas of focus are reasonable, but 22 separate vague value statements make this plan difficult if not impossible to measure for success or progress. Everything and anything could be claimed to address one or more of these statements. Perhaps some of these sub-elements could be combined or streamlined, as some seem repetitive or too vague. E.g., the descriptions under Infrastructure Services and Community Safety seem similar, as do the statements under Business Retention and Business Attraction. How would the deliverables be different?

The plan conflates the 'how' and the 'what'. Good governance is how Council will deliver on its priorities of environmental responsibility, economic health and liveability. How Council delivers on its agenda needs to be separated from what it will deliver. Good governance is the means, not the end. Also, I believe the Strategic Plan should be focused on goals for the City as a community. Internal goals for

Council or staff conduct, governance, efficiency etc. are internal organizational goals which should be separated in the plan, ie., conveyed differently. Good governance, effective decision making, good communications and relationship building are how you will get things done and are important to recognize and evaluate, but should be separated from strategic goals for the community.

Vision Statement - find it bland, uninspired and clunky. The use of the terms 'generations' and 'walks of life' are outdated and restrictive and subject to misinterpretation - just say 'everyone' or 'all residents'. Proposed new wording: Nanaimo is a livable, environmentally sustainable community full of opportunity for all residents.

There are many elements in this plan that are connected, linked or cut across main themes, such as building partnerships, transportation infrastructure. The plan should make an attempt to identify or group some of these interdependent and cross-cutting elements to demonstrate the reality that some deliverables and decisions may support multiple goals.

Thanks for your work on this, Wanda Thompson

From Debbie Kilfoyl

Mostly what we are all talking about, as the warm weather approaches, is what is your plan for this years onslaught of useless homeless criminals from across the nation? Last years dismal failure has permanently changed this city and its safety. Will you make them pack up daily so we have no more permanent tent cities? Maybe implement some requirements on those in the new facilities like lock down? Perhaps a certain number of weekly hours spent cleaning up the messes left in parks, schoolyards, church yards etc? Becoming part of the society they so freely destroy and have no respect for? ANYTHING???

Nick Greer

Thank you for the opportunity to provide feedback on the Draft 2019-22 Strategic Plan for Nanaimo.

As Chair of Destination Nanaimo, we would encourage the City to include a stronger reference to increased tourism as part of the "Economic Health" subheading.

Nanaimo has many positive features but lacks an effective major 'hook' to entice visitors. As a result, tourism largely passes through Nanaimo rather than stopping and contributing to the local economy.

While we officially aim for 25 to 30 cruise ships to visit Nanaimo, we are achieving only six. Each visit injects an estimated \$150,000 into our local businesses, meaning jobs and revitalization of our city center.

The former Chair of Nanaimo Ports Authority has publicly pointed to a "lack of quality attractions in Nanaimo that would entice operators and passengers to visit, citing Butchart Gardens in Victoria, wine tours in the Cowichan Valley and the steam train in Port Alberni."

(https://nanaimonewsnow.com/article/524675/cruise-outlook-disappointing-nanaimo-port-authority-boasts-strong-shipping-year)

We concur with that assessment.

A major inner city attraction would also have the benefit of being a catalyst for investment and renewal in our inner city.

The nature of an attraction is for the city to determine. However, other cities have had major tourism success from comparatively little upfront investment in attractions such as ferris wheels, closed to traffic pedestrian market streets (Commerical street may be a candidate), or waterfront attractions.

We, therefore, encourage the City to include a reference to tourism under the economic subheading of the strategic plan and undertake community consultation on specific and recommended projects to encourage tourism and amenity in our inner city.

Nick Greer Lawyer Johnston Franklin Bishop

From Lorelei James

Give people a chance to get a place to live. Hard to get a place. Affordable. Have to jump through so many hoops just to look at a place

From Bob Fulcher

Hi

I am glad that the city is finally thinking forward. I have lived in Nanaimo for 24 years and i have always said that Nanaimo has potential. And here we ard 24 years later and it has barely changed. Population has grown, but no real change. We need to finally start thinking about the downtown again. The north end is doing well enough. We need a liveable, walkable downtown. Get rid of holes in the ground. Make it a commercial ground level with high end condos above. Get developers with interesting designs. You need people to live and play downtown. Nanaimo is currently a drive by or through town. Make it a destination. Make the waterfront unique. Something that Victoria does not have. Anyway too many things and only one email. Thanks

From Richard Goatcher

I'm impressed with what council & staff have created so far on the strategic plan. Having worked in a federal gov't agency for years, I realize these types of exercises are a challenge.

One element I think is worth adding is a piece on fiscal accountability. You allude to this under the section on <u>Economic Health</u>: Governance Structure Ensure our economic development <u>efforts are governed and measured to produce value for the community</u>.

My concern is more about the overall cost of city services & operations. Every time council raises taxes at a rate that exceeds general inflation + population growth, it hurts the low-income residents you are trying to serve. It also increases the cost of doing business here. Other levels of gov't are also raising taxes and fees, not to mention BC Hydro & ICBC.

I'd recommend you put something in the Section 1 Governance Excellence that speaks about keeping an eye on the bottom line and providing good value for the taxpayers' dollars.

Warmest regards; Richard Goatcher

From Heather Gonyer

Hello briefly reviewing your strategic plan, I was surprised how little there was in regards to health care and its provision. I imagine it may fall under infrastructure and services...

I'm interested in what nanaimo has planned for ensuring its citizen can access walk in clinics and attain a primary care provider. With the province announcing its financial support for the development of primary care networks, I'd like to know what Nanaimo is doing to support its community's primary health care needs. Also wanting to know how nurse practitioners are involved in the planning of Nanaimo's health care strategies.

Thank you in advance, Heather Gonyer

From Silvia Luescher

we need a lot better resources to help the homeless, addicts and mentally ill, to enable these people to go to rehab when they are ready, not when an opening is available some months away. Cheers. Silvia

From Dan Appell

Hi,

I very much appreciate the fact that your strategic planning document is both graphic and short. Thank you so much for that.

I would suggest some changes though with respect to the personal "values and priorities" of the present council.

I would suggest that all activities the city is engaged in contribute to the livability of a city. The primary activities would be governance, asset management and wealth development.

Secondary activities would include lifestyle support, cultural development and amenity development. These can be broken down further into specific tasks.

Anyway, here is my suggestion. I think it might help clarify somethings, and fill in some gaps that seem to not be covered.

I wish you all the best, Dan Appell

From June Ross

Greetings to all,

What I am looking for is greater explanation of each of the items you have identified in more detail.

As an example -

ENVIRONMENTAL RESPONSIBILITY

A. Natural Asset Management; How do you intend for this to occur. How will they be identified?

Will a dollar value be placed on those natural resources and systems and then be assigned to each of them?

B Growth Strategy

Will Land designations be amended? Should the Transportation...that you have installed in this section ..not be included in the Liveability Section?

ECONOMIC HEALTH

Governance Structure-

Ensure...to produce value and protect the community.

Along with these pieces and outside of their realm, I am hoping that some kind of Bylaw will come into place that will stop Companies/corporations from leaving our City and not dealing with their buildings.(A and B Sound is but one example). Kamloops, I believe has a bylaw in place to deal with these issues and it may be worthwhile looking at that. I am tried of seeing empty buildings that deteriorate to the point of falling down. They are a blight on our community and must be dealt with!

I am also most tired of subsidizing businesses who come to our City in terms of "tax breaks", while the rest of us are going to incur huge tax increases in this and coming years. This too is unfair and unjust!

I am wondering why we have an OCP when nearly every Council Meeting has to deal with heights of buildings, designations of property, riparian setbacks, yard setbacks, etc., etc.?

This too I find unacceptable.

Finally...the other major issue for me is the Parking in new developments......both for residents and for visitors to these areas. When developers build townhouses or apartments, they are responsible for building the roads within the area. Most of the roads are narrower than the norm, so they are not allowed to be parked on. Then a silly number of visitor parking spaces are allowed for. How does it make sense to have 35 Units of townhouses built and only THREE visitor Parking Places on one level of a two level development? It makes no sense whatsoever! Every time a new development is dealt with the developer is looking to decrease parking stalls and areas. Why do we allow for that to occur?

Thank you for your efforts on our behalf's. I for one appreciate!

Sincerely,

June Ross

From Larry Whaley

The only comment I have on the new draft is that it seems to be a bunch of airy - fairy words that will mean nothing to me until I see the meat.

From Heather Kauer

Hi there - in regards to the City's draft Strategic Plan I have a few comments:

I think it's great that the City is undergoing a Strategic Planning process and the visionary statements you've drafted are a great start. Since the draft document on the City's webpage is just a list of categorized vision statements and no strategies or plans of action are identified, I'm assuming that the document will be expanded to include measurable goals and objectives - otherwise it wouldn't meet the definition of a "Strategic Plan."

I look forward to seeing and being able to comment on the measurable goals the City will identify, take action on, and monitor as part of your Strategic Planning process.

Sincerely, Heather Kauer

From Paul Chapman

Hello,

The Nanaimo & Area Land Trust (NALT) is supportive of the environmental components of the draft 2019 Strategic Plan. The recognition of the values and goals supported by healthy functioning natural systems such as quality of life, natural habitat, natural asset management and climate change mitigation is an important aspect of the plan. NALT further believes that environmental considerations should be woven into the matrix of decisions made across a wide spectrum of city responsibilities. NALT looks

forward to working with City council and staff to help implement the Environmental Responsibility pillar of the plan.

Thank you,

Paul Chapman Nanaimo & Area Land Trust nalt.bc.ca

From Nancy Mitchell

Here are my comments on the draft strategic plan ... Nancy

City of Nanaimo Draft Strategic Plan 2019-2022 Comments

Comments re process and organization of plan:

- All comments made by the public about this draft should be posted online accompanied by statistics about how many people responded to the draft and an assessment as to how effective the advertising was to encourage participation.
- Include in a preface to the plan, an identification of the challenges and opportunities facing Nanaimo which need to be addressed by the strategic plan
- The <u>overall vision</u> should be changed to: *To be a community that is liveable, environmentally sustainable and full of opportunity for everyone.*
- Identify where would "creating a disaster resistant community" fit in with this plan
- Next step should be the publication online of the final plan with current actions included in each of the goals so we can see where the gaps are.

Comments re specific goals:

1. Governance Excellence

• Change Engagement to: Engage with the community in a deliberate, transparent, respectful and meaningful way

2. Environmental Responsibility

• Change Transportation to: Create an accessible and efficient transportation system which responds to community need and promotes an active lifestyle.

3. Economic Health

- Change Governance Structure to: Organize our economic development function in a way that produces value for the community
- Change Downtown to: Enhance and sustain an attractive and viable downtown core as the heart of our community.
- Change Business Retention and Health to: Support existing business and encourage them to grow.
- Change Business Attraction to: Position Nanaimo as an attractive and supportive place to live and invest

4. Liveability

- Change Housing to: Develop and implement clear short- and long-term strategies to address housing accessibility and affordability for all members of our community.
- Change Arts, Culture & Recreation to: Support and enhance our arts, culture and recreation organizations and facilities as an integral part of everyday life.
- Change Social Connectivity to: Identify and facilitate solutions for social issues impacting our community and residents.
- Change Waterfront to: enhance opportunities for residents to access our waterfront within the context of our Official Community Plan

From Sacia Burton

Hello Mayor, Council, and Staff,

In reviewing the 2019 - 2022 Strategic Plan, I have come across an omission that I believe is a crucial element of a thriving city: food security.

Food security is directly intertwined in 3 of your 4 core tenets of the strategic plan (livability, environmental responsibility, and economic health); therefore, I was surprised to not see any mention of it.

Further, a search for "food security" on nanaimo.ca does not yield any direct landing page to discuss the topic and it's importance (though there are many secondary pages, which reference festivals, events, committees, and work of the Island Roots Cooperative).

So: is the City is directly invested in, preparing for, and/or keeping track of food security in the region?

We must ensure that everyone in our community can access healthy, affordable food if we want a healthy community. We need to support our local growers, food producers, and processors if we want a thriving, resilient economy. And we need to encourage biodiversity and food-productive spaces in our city for a healthy environment.

Thank you for your consideration. You can reach me at this email address, or at , if you would like any further information about food security.

Kindly, Sacia Burton

From Hugh Thorburn

After reviewing the draft strategic plan I am disappointed that there is no specific mention of renters issues or food security, critical issues in our city that require long term attention from council. Strategic plans have a long term effect on council policy and I think it is important that issues like these are addressed, at least by acknowledging the importance of policy that addresses these issues.

From Darcy Ambler

I respectfully submit my comments below. Thanks for reading them.

Comments on Draft Strategic Plan 2019

I really don't know where to start with my comments, as creating a strategic plan is such a complex process. However, my first comment will be to send kudos to you all, mayor and council and staff, in trying to draft such a document and reaching out to the community to ask for feedback.

I'll start with the vision statement. I'm not sure what the meaning is of the first two criteria pertaining to the vision – livable and environmentally sustainable. I would point out that both livable and environmentally sustainable have many and varied definitions and what the city's "vision" is of these needs to be made clear.

Google "livable" and you will get many definitions of this. I really like the site <u>livablecities.org</u> because it describes many features of a city that I agree are valuable to me. I wager to say, however, that other folks in Nanaimo would have a very different definition of what livable is.

Google "environmentally sustainable" and you will again find many definitions and explanations of this. For example, one I found stated "The ability to maintain things or qualities that are valued in the physical environment." While I value the natural environment, like forests, lakes, clean and breathable air, etc. I would guess that many Nanaimo residents would value their "physical" environment of massive road systems to move them from point A to B. Indeed, the current projects being focused on in Nanaimo seem to highlight this value.

For example, the Boxwood Connector seems to provide a left hand turn lane onto Bowen from the connector and a right hand turn lane from Bowen onto Boxwood, a few hundred feet from what exists right now. My idea of a natural environment, which is trees and the plants and animals which exist in this environment, was cut down, ploughed over, etc. I was talking to someone in the mall on Bowen and Northfield the other day, who told me that the current work has displaced many of the rodents who lived in the natural area, and moved them to the mall. Thus we have forced them to move from their natural living area to a human one where they become pests and we kill them. The birds that used this area as a home and nesting location will also be missing it. I know the trees were cut prior to the nesting season, but now they will have to look for another place to nest. Another road to reduce congestion instead of getting people out of their cars!

The third criteria seems clear to me and I applaud the vision of "full of opportunity for all generations and walks of life." I think that this is probably understandable to most people, who may or may not agree with the vision.

The items listed under the "vision statement"

It's not clear what the items listed under the vision in the draft plan are. Firstly, there is no mission statement included with the plan. My guess is that the four items listed (Governance Excellence, Environmental Responsibility, Economic Health, and Livability) are values related to the presented vision. In my understanding, a strategy is supposed to provide a plan for how to achieve the vision and mission. I don't find that the four listed items actually go into the detail of how to achieve the vision. When each item is expanded on further, it is still not clear what, when and how these things will be achieved.

The environment – my focus

Since environmental sustainability is included in the vision, I will say that I believe preserving the natural environment and reducing our climate impact are vital. We need to focus on the impact on the natural environment of every decision made, whether it is planning OR operationally related. City staff and the council need to understand this clearly. Indeed, if one is to believe the experts, we only have 12 years to get this right.

My most important comment is that every decision made in the city must include ALL environmental consequences in the cost-benefit analysis of the decision making. If we start to plan a new roadway, we need to ask why we continue to make driving so convenient for people versus active transportation. We need to ask why the money spent in budgets for roads to drive on far outweighs the amounts spent on sidewalks. We need to ask why businesses such as car dealerships and drive through coffee outlets are so important to us that we are willing to support selling vehicles or allowing them to idle in line to buy coffee, simply to add to the economic output of the city. Is this focusing on environmental impact\climate change contribution in our decision making? Does this align with our strategic direction?

The current focus of the city and the province on active transportation also needs to be taken seriously, not only because many citizens do not have the choice of driving but also because of the health benefits to the people and the environment. As stated under environmental responsibility\transportation in the plan, all decisions made should "ensure our transportation systems are designed to encourage multimodal transportation." Society's focus on vehicles is longstanding and will not change overnight. My experience is, however, that the experts have been warning about climate change for decades now and no real change has occurred.

Having tried to apply the principle of voluntary simplicity to my life decisions, I know how difficult or sometimes impossible this can be as a vision to follow. It's really not simple and I often fail, but at least I am aware of it and can look at how to do better. Thus, I know that it can be difficult or impossible to always follow a vision as an organization, particularly one where some of the folks running the show change every four years! However, in crafting the vision, mission, and strategy you must always bear in mind that the city must walk its talk as much as possible. Otherwise all we have are empty words and

another box to check on our to do list. I know none of you want this to happen, and again send kudos for trying your utmost!

Sincerely, Darcy Ambler

From Laura McLeod

I have read with interest the draft 2019 Strategic Plan and applaud your efforts to build an updated framework that will govern Nanaimo decision making processes.

I was heartened to read about the commitment to the environment. However, I would hasten to add that there is a piece missing that I believe requires further consideration and that is around *food security*.

Food security, as defined by the United Nations' Committee on World Food Security, means that all people, at all times, have physical, social, and economic access to sufficient, safe, and nutritious food. This has always been an important factor here in Nanaimo where there is a high degree of child poverty and relatively low incomes. However, it is becoming a very serious issue at this time due to climate change. With those of us in Canada and, specifically, Vancouver Island, relying so much on imported food (particularly from California) we are putting ourselves at risk. Our food supply could be cut short or drastically increase in price due to fire, drought, outbreak of food borne illness (e.g., E. coli, etc). For this reason, prioritizing and protecting food security has significant benefits for City of Nanaimo.

Other reasons why food security is important and deserve mention under the framework, include:

- purchasing food from local food producers, farmers and entrepreneurs strengthens the economy and provides sustainable job opportunities. (Economic Health)
- eating locally is, in general, better for the planet. Less travel = less emissions = reduced carbon footprint. (Environmental Responsibility)
- purchasing food locally often eliminates or reduces packaging, including single-use plastic, in-line with the RDN's waste reduction strategies. (Environmental Responsibility)
- promoting urban farming and community gardens is free way for the City to have its underutilized spaces put into active use by residents and increase community connections. (Livability)

Other leading cities that have placed a high value on food security in their planning processes include:

City of Boston - https://www.boston.gov/departments/food-access

City of Vancouver - their stated goal is to become a global leader in urban food systems by 2020. https://vancouver.ca/people-programs/food.aspx

City of Saanich - https://www.saanich.ca/EN/main/community/agriculture-food-security.html

I hope that you will consider the above in finalizing the strategic plan, and make mention of food security somewhere within the framework.

Kind regards,

Laura McLeod



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:
 - o 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;
 - o 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;
 - o 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;
 - o 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



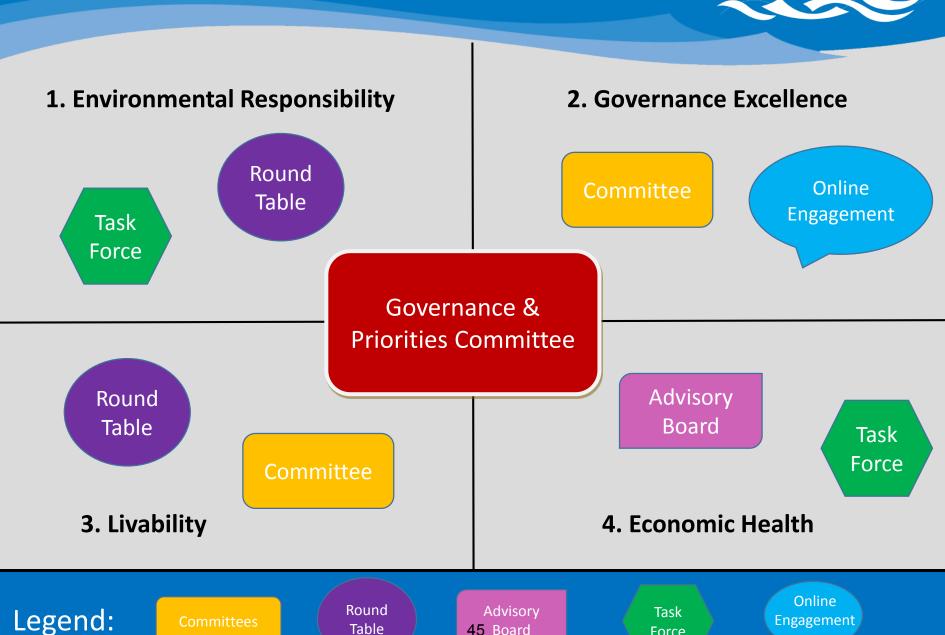
Submitted by:

Sheila Gurrie, City Clerk and Corporate Officer



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





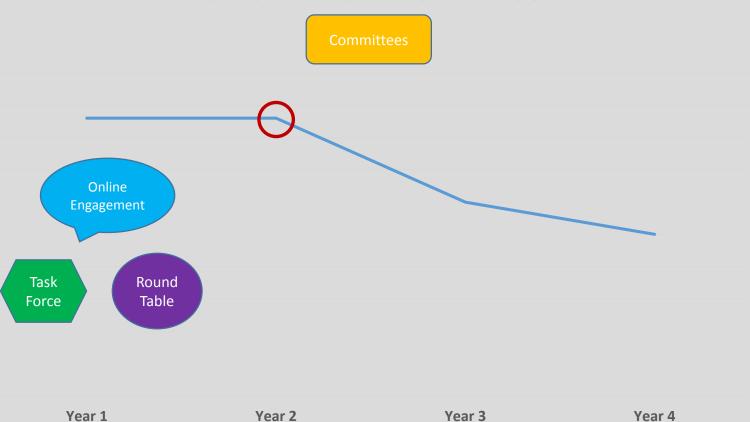
45 Board

Force

Table



Momentum of a Committee





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 multimodal transportation.

Submitted by:

Concurrence by:

Bill Sims
Director, Engineering & Public Works

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



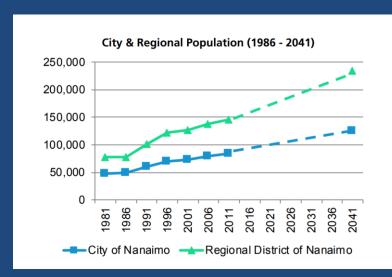


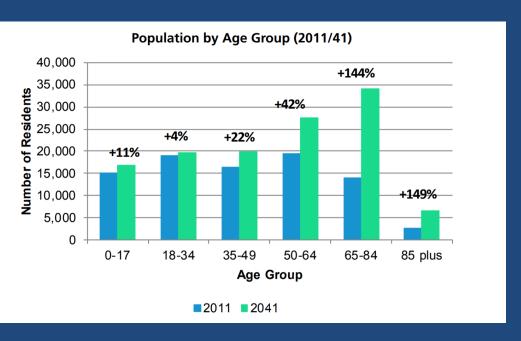






City of Nanaimo - Demographics









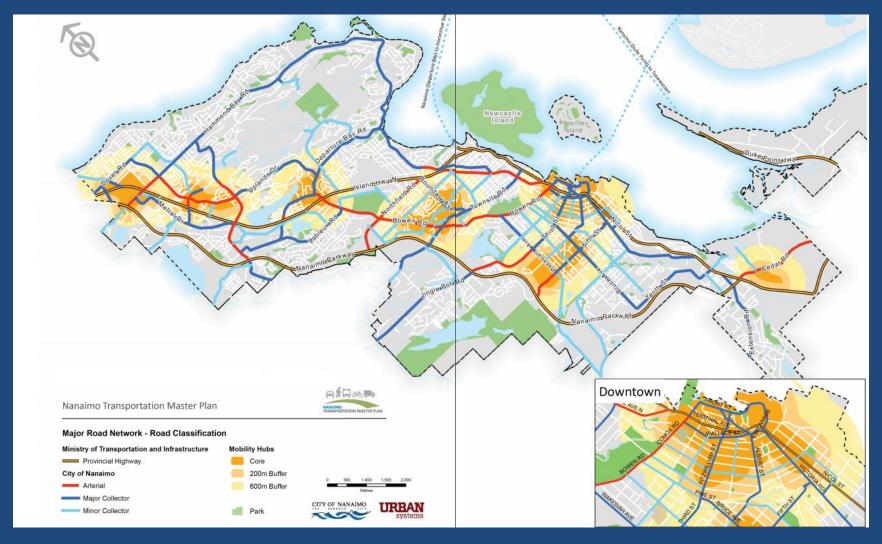








Functional Road Classification Plan (OCP)







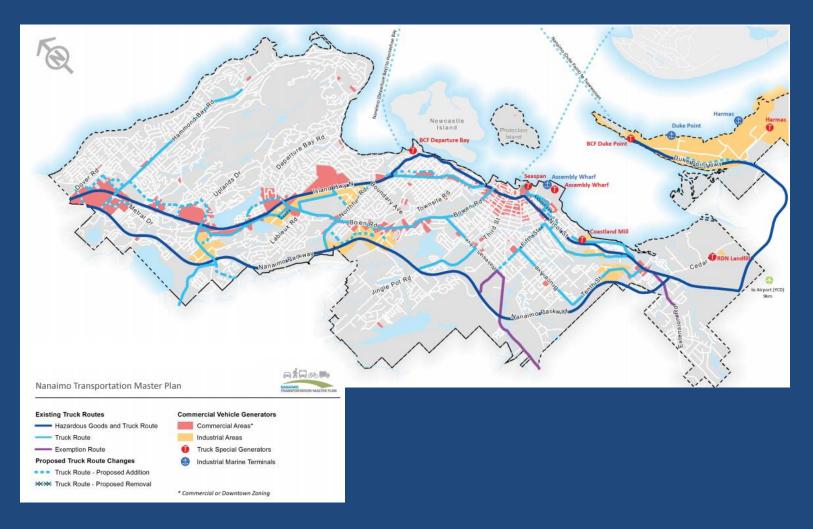








Truck routes













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





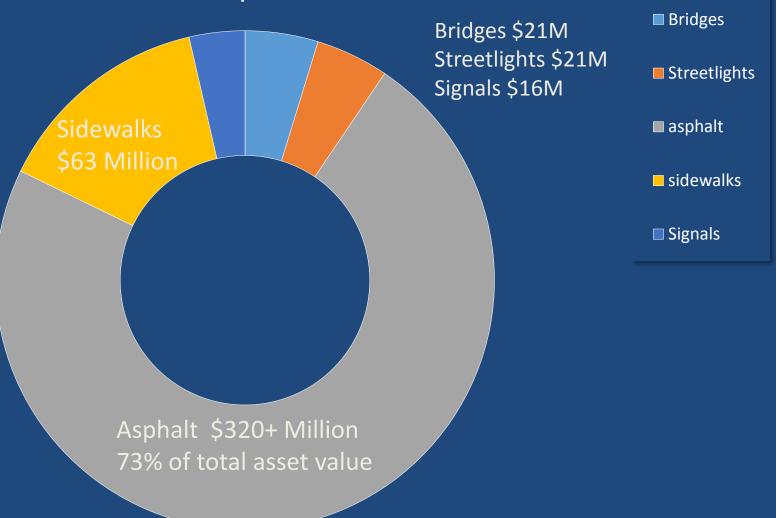




















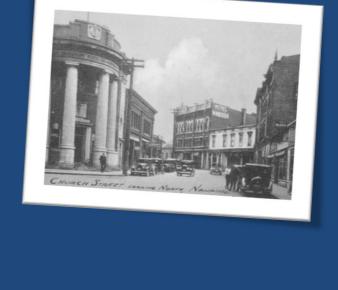




History of Transportation

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







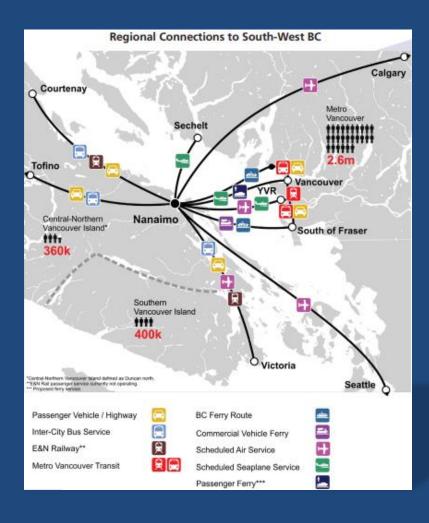








The HUB of the Island













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.



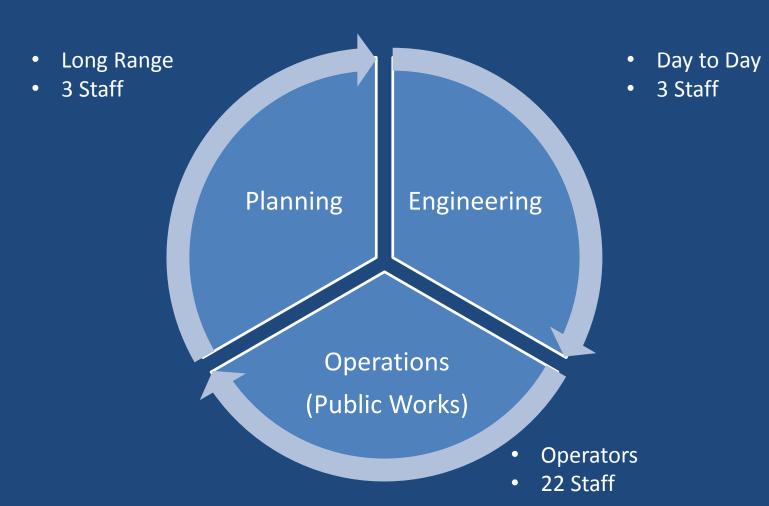








City of Nanaimo Transportation Overview













Transportation Planning

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











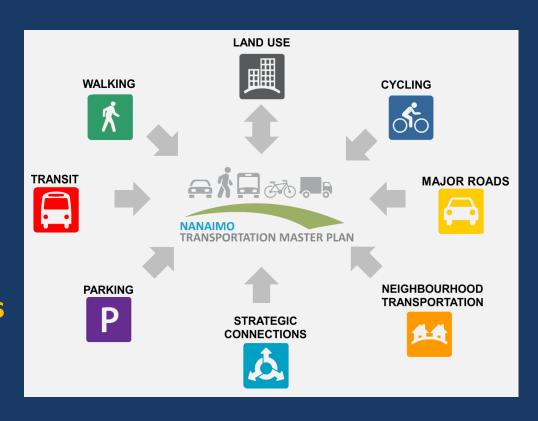






the Nanaimo Transportation Master Plan is...

- 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.





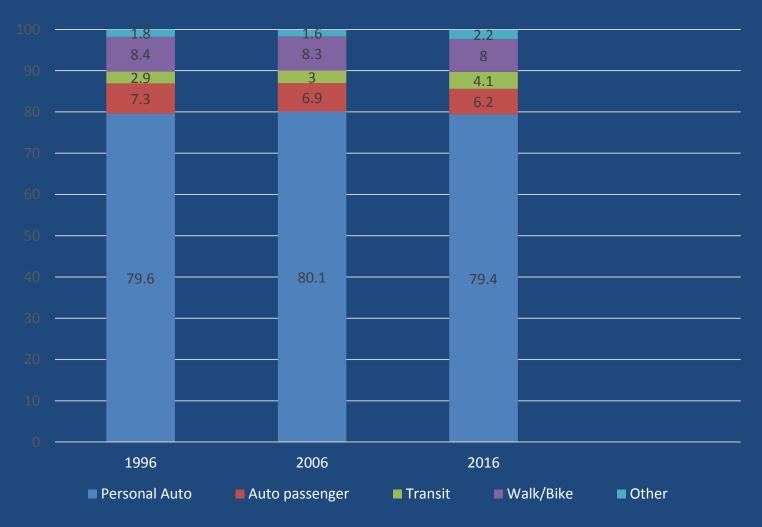








1996-2016 Census – main mode of commuting





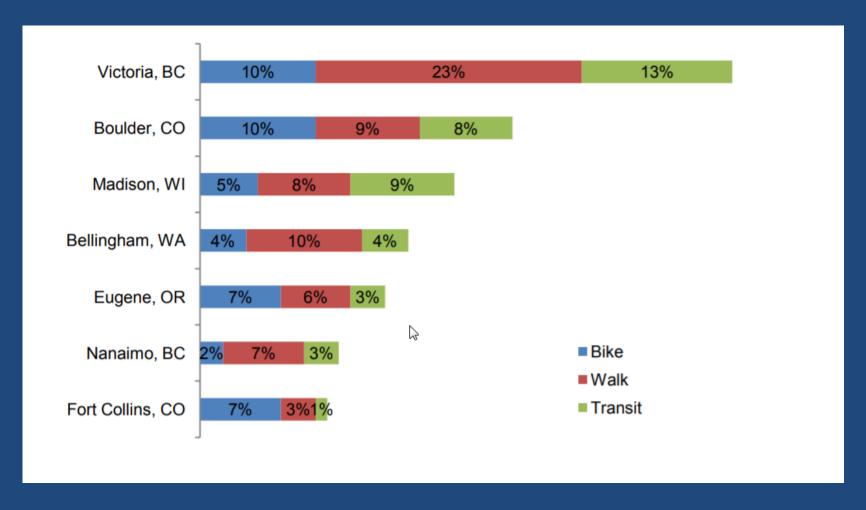








Peer City Comparison of Non-Automobile Mode Shares





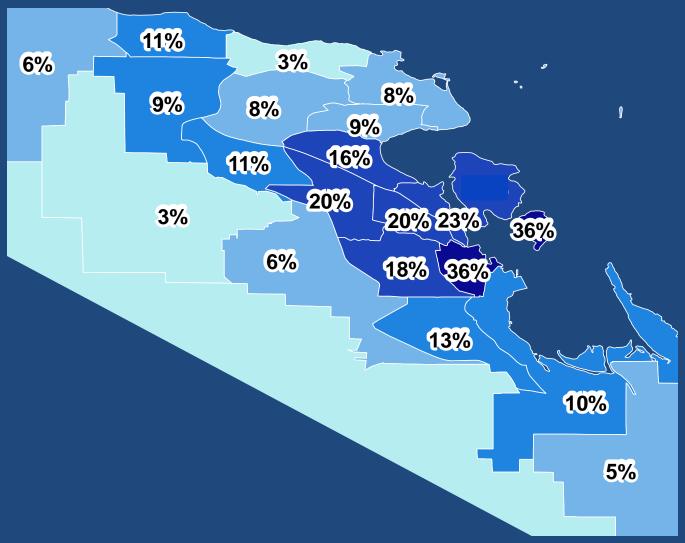








2006 Census – Non-Auto Travel to/from Work







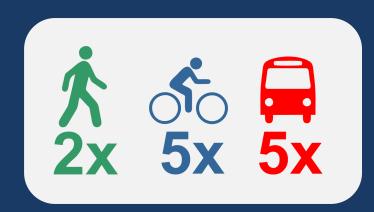






the Nanaimo Transportation Master Plan is...

-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.





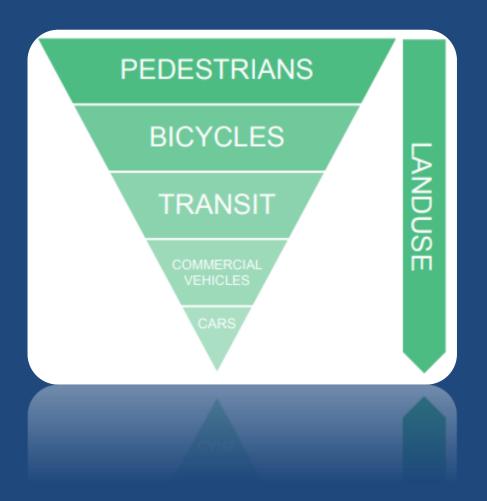








Approach to Mobility





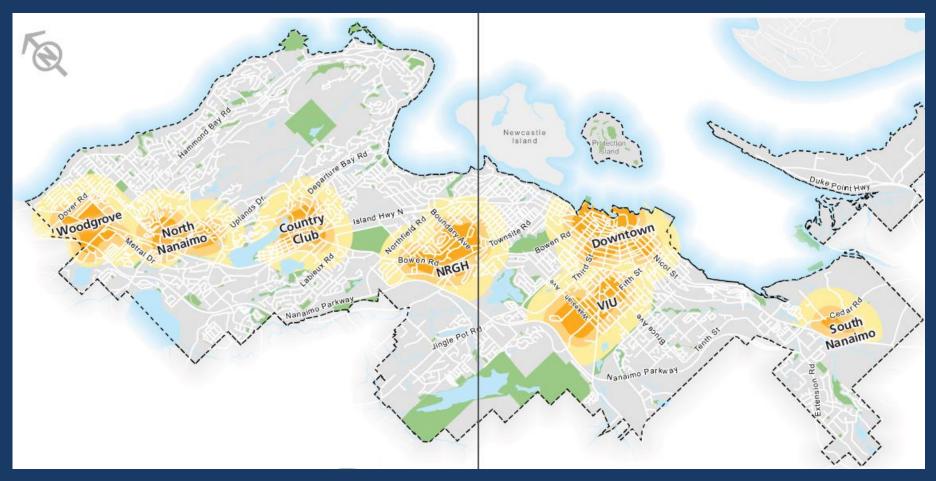








Land Use - Mobility Hubs







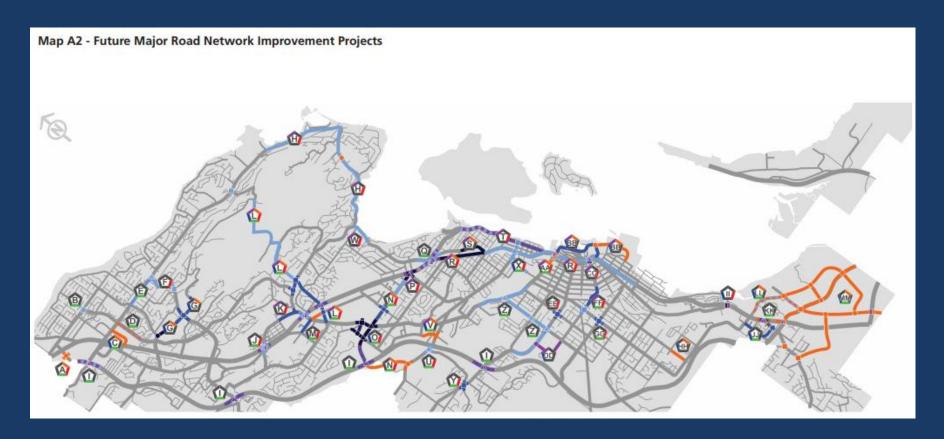








Future Major Road Improvements







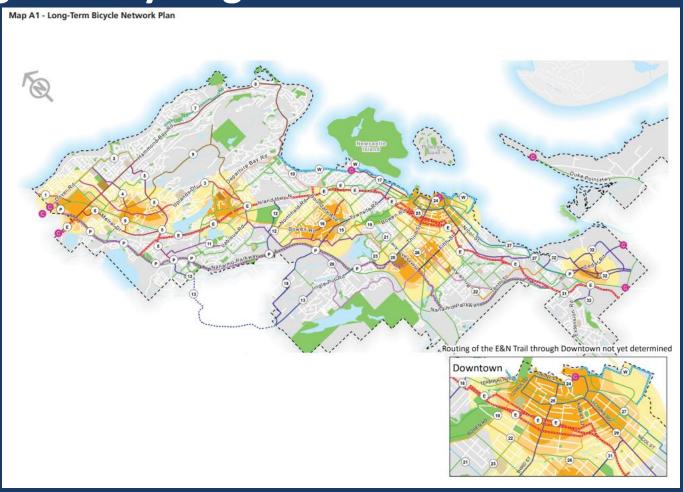








Long Term Cycling Network













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

Shorter trips = less driving



/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





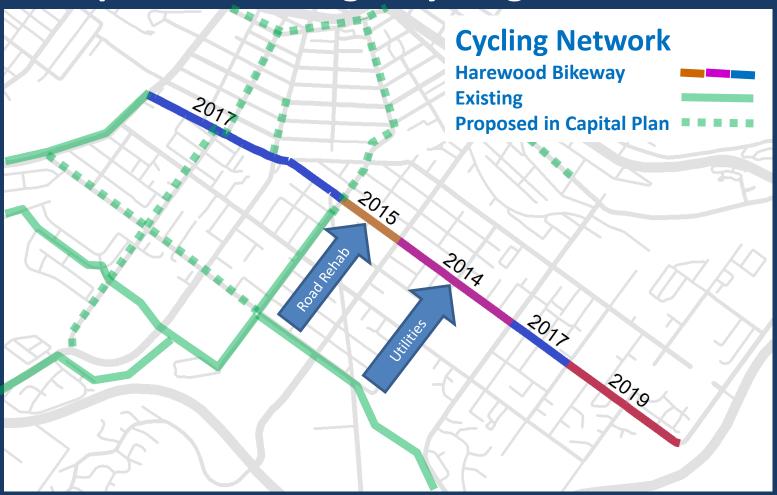








Example of Planning a Cycling Corridor









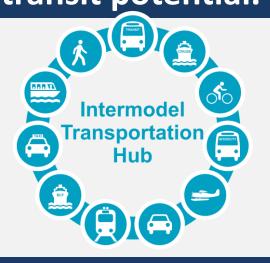




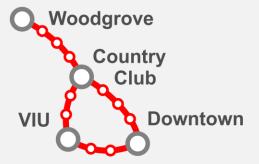


Transit Grow transit ridership, attracting choice riders, and make transit more competitive in areas with the highest transit potential.





Nanaimo Frequent Transit Network





15 min between buses



15 hours

Regional District of Nanaimo Transit





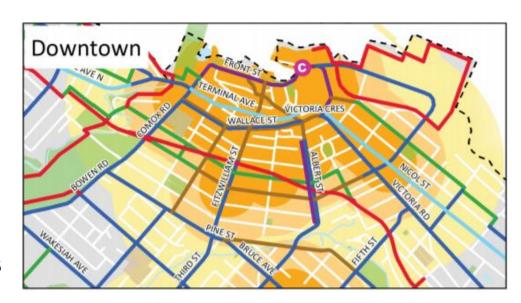
Presentation Overview

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

Transit Infrastructure Upgrades

Transit Exchanges

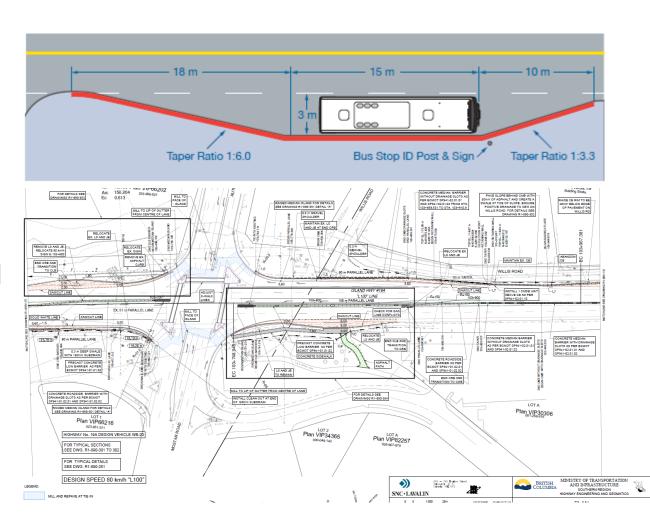
- RDN Transit Exchange Upgrades
 - Downtown Nanaimo
 - Country Club
 - North Nanaimo
- Pedestrian and other transportation mode linkages



 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



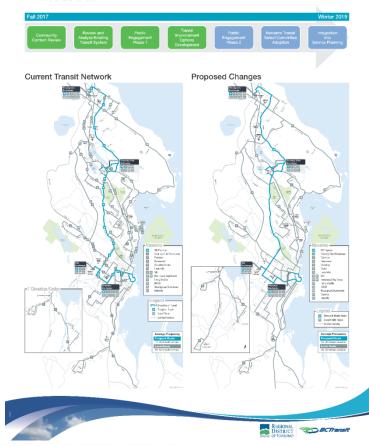
The Regional District of Nanaimo Transit Future Plan

envisions the transit network long-term and describes the services, infrastructure and investments that are needed to get there.

South Nanaimo Area Transit Plan

Your input will shape the Local Area Transit Plan for South Nanaimo. This plan will:

- Determine transit service and infrastructure priorities over the next 1–7 years.
- Support the Regional District of Nanaimo's Transit Future Plan goal to increase the transit mode share to 5%.



Infrastructure Upgrades









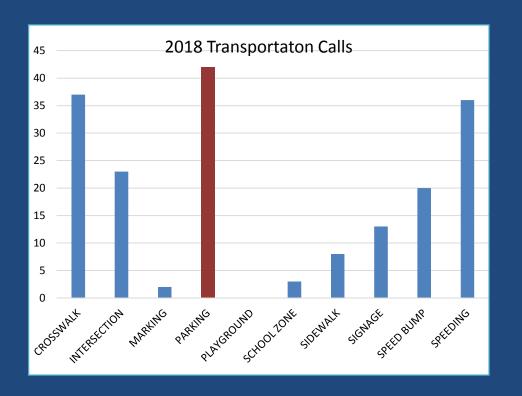


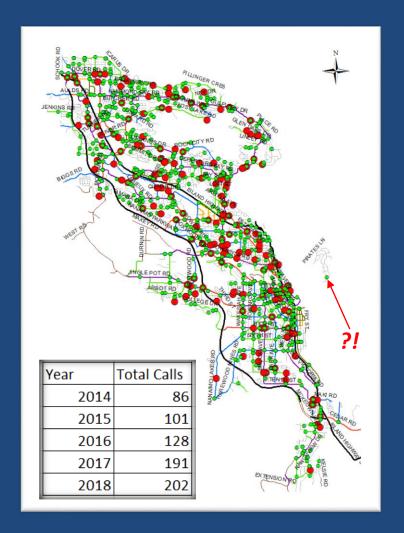






Calls from the Public















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





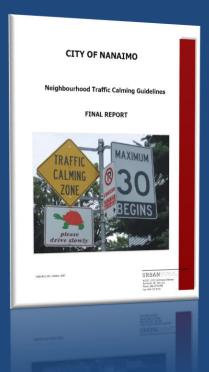




BAYST



Traffic Calming



Why? Where? How?



Opal Road 2019















Education and Enforcement















Parking...

Why?!

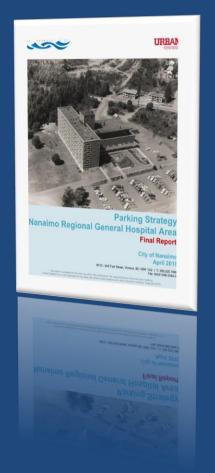
What has changed?

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



INDEX - TRAFFIC AND HIGHWAYS BYLAW

4II signs to Apply - 58 4ter Sign - 50 Amend Order - 49 Angle Parking - 4(19) (40), 47(23) Appeal Order - 64

. Extraordinary Traffic - 25

Safety - 30

. Director Permission - 32

. Traffic Control Devices - 46 · General Vehicle Regulations - 54 4s-Built Plans - 39

Against Damage to Highway - 34

. Building Permit holder - 24(2) . Work within City Streets - 38 3ridge - 4(13)

3ridges (Weight) - 59 3us Stop - 4(32), 17(1), 47(18)

Closing Street Temporarily - 51 Commercial Vehicles (Parking) - 7 Compensation (Extraordinary Traffic) - 27 Condition of Director Permission - 35-45 Construction - 3(9) Construction Zone (Signs) - 47(6) Control - 50

Corner Lots - 3(13) Crosswalk - 4(6), 47(22) Cutting Timber - 33(1) Cycles or Pedestrian Zones - 4(27)

Damage (Extraordinary Traffic) - 26

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 Bonding - 34(1)(2) Irrevocable Letter of Credit - 38 Designated Parking Area - 4(25) . Maximum Width - 56(1)

 Maximum Height - 56(2) (3) Disabled Parking Permits - 8 Disposal of Vehicle - 19(2) DIRECTOR PERMISSION REQUIRED: 33

. Excavations, Cutting Timber - 33(1) Construction - 33(10)

. Damage to Boulevards - 33(2)

 Defacing - 33(6) . Effluent from Drains - 33(5)

• Signs - 33(7)

Stopping Water - 33(3)

. Tracked Vehicles - 33(8)

. Vehicles and Animals - 33(9)

Disobey Direction of Peace Officer - 3.1 Distance from Curb - 4(18), 33(8) Ditches (Water Flow) - 3(17) Double Parking - 4(12) Do Not Enter - 47(10) Do Not Pass - 47(13)

Drag or Skid - 3(11) Drive Contrary to Signs - 3(26) Drive on Sidewalk or Boulevard - 3(1)

Drive w/Person in Cargo Compartment - 3(45) Drive over Newly-Painted Lines - 3(34) Driveway - 4(2)

Earth - 3(12) Effluent from Drains - 33(5) Election Signs - 23 Enforcement (Peace Officer) - 61.1, 61.2 Excavations:

. Cutting Timber - 33(1) Exemptions (Size and Weight) - 57(1) Exit - 4(8)

Extraordinary Traffic - 24-28 Fail to Stop for Peace Officer - 3.2 Fail to Yield/Disobey Green Arrow - 3(32) Fees/Removal of Vehicle or Chattel - 19(3)

Fire Zone - 4(33), 17(2), 47(30) Garbage on Highway - 3(15) GENERAL: 62 - 65

Fire Hose - 3(44)

Guideposts - 50

Hydrant - 4(5)

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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) 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

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)

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. Loading Zone - 4(30)

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. Obstruct Visibility - 4(16)

· Obstruction - 4(11)

· Off-Street Parking Facility - 4(29)

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· 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)

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

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

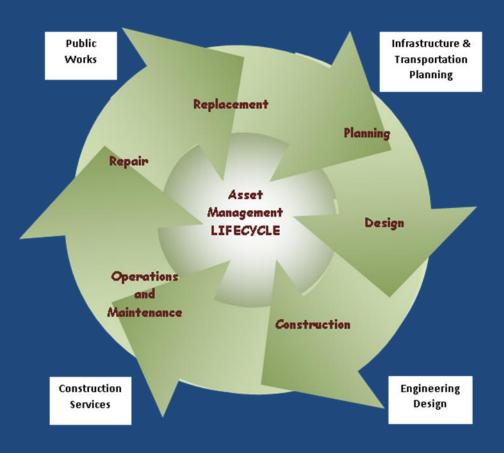
Sustainable Service Delivery

Funding levels

- Road Rehab (repaving)
- Street lights
- Bridges

Levels of Service

Risk



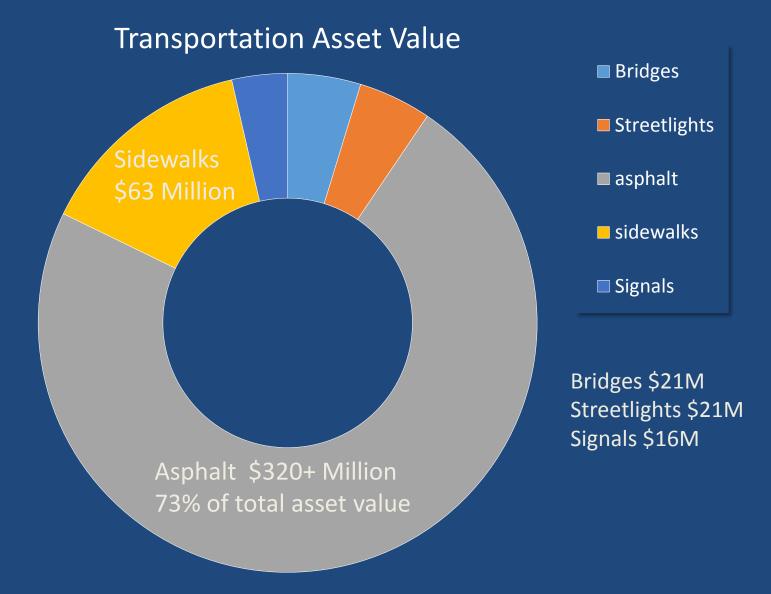
















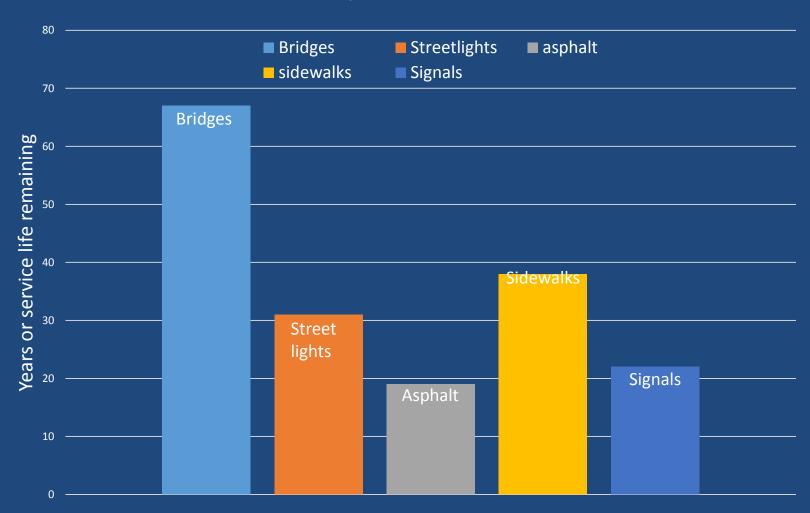








Average Remaining Service Life (years)













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)



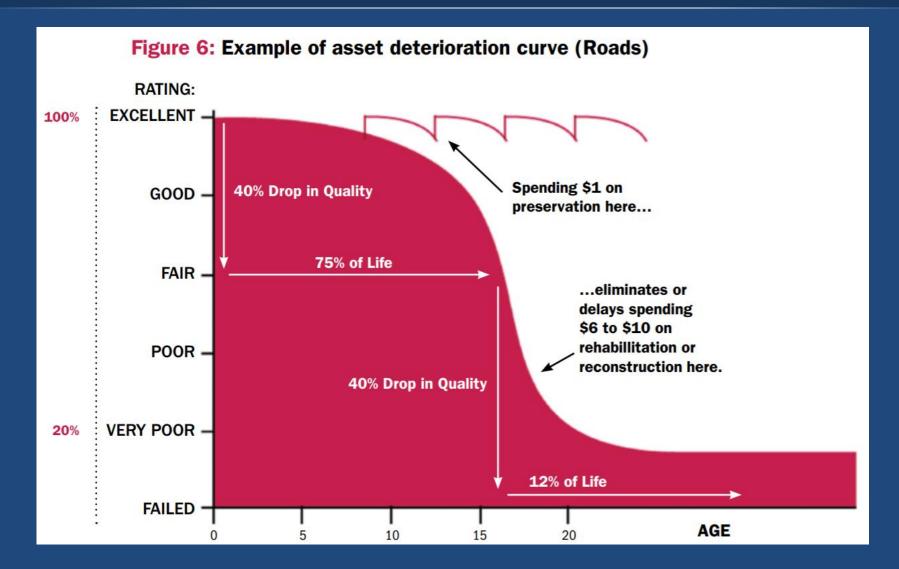












Source: Canadian Infrastructure Report Card 2016 – key messages













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			1











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



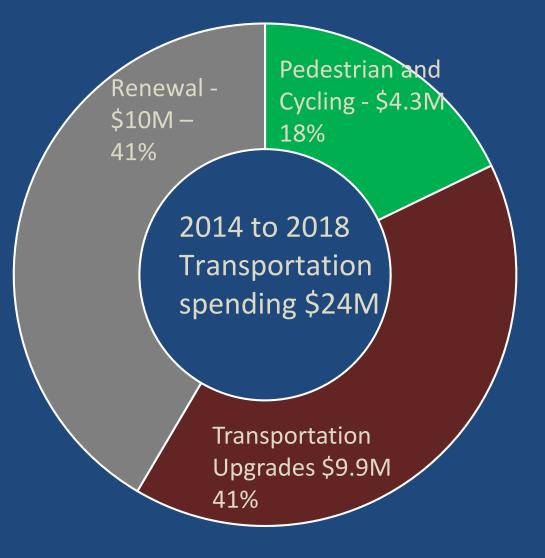








Historic Transportation Infrastructure Spending 2014 to 2018



Pedestrian and Cycling

■ Transportation Upgrades/New

■ Renewal

Total transportation infrastructure received during this time from development = \$8.4M or about 2% of total



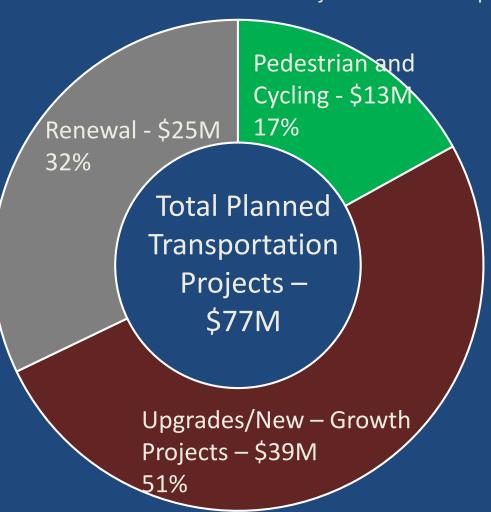








2019-2023 Project Plan - Transportation



- Active Transportation
- Upgrades/New
- Renewal



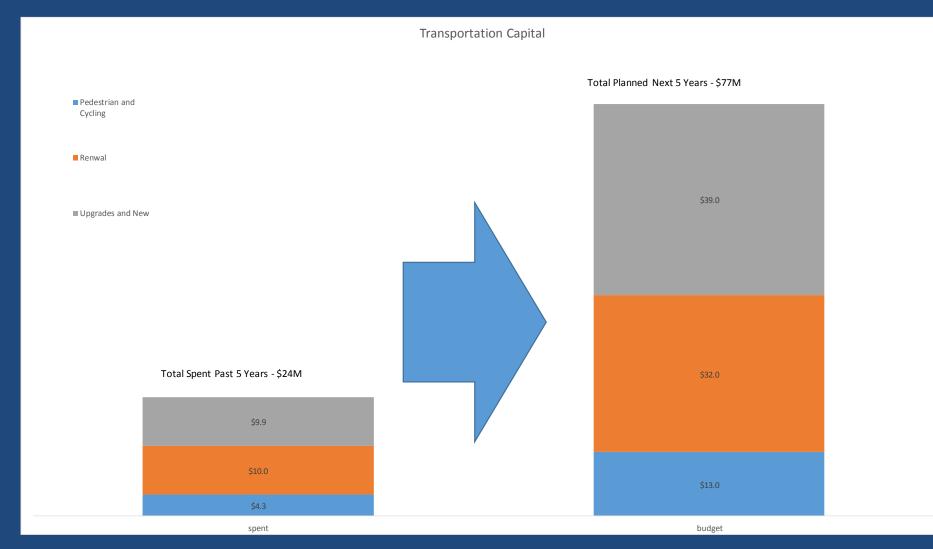


















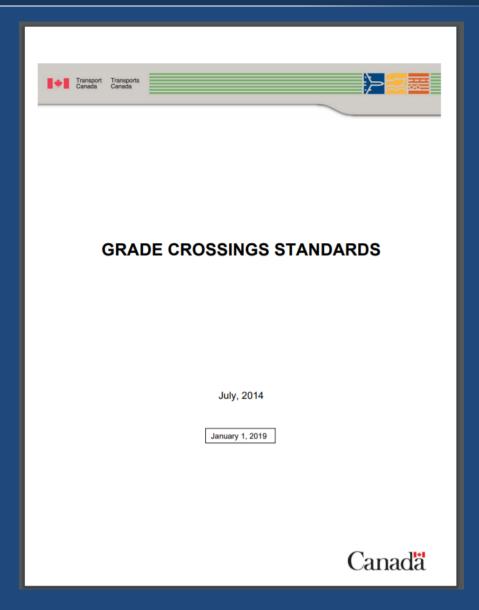






E&N Rail

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





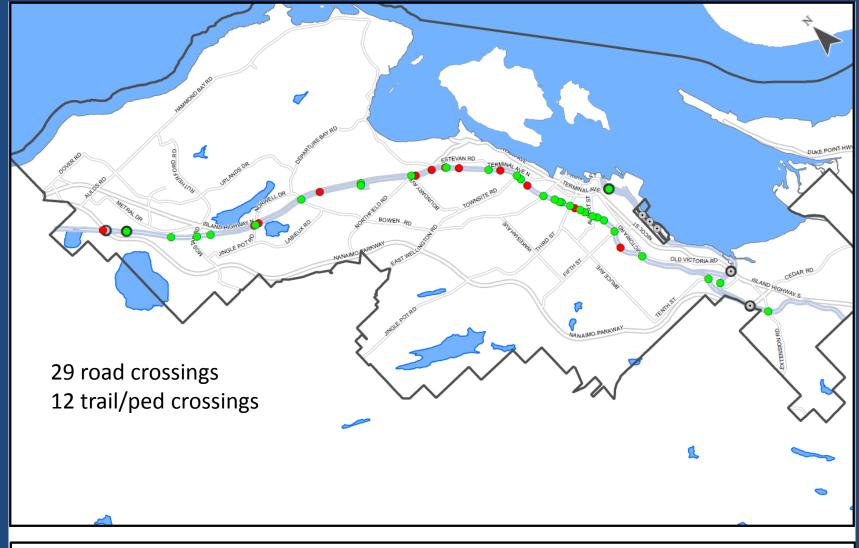


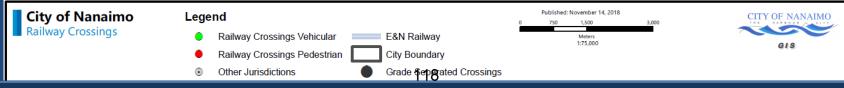




















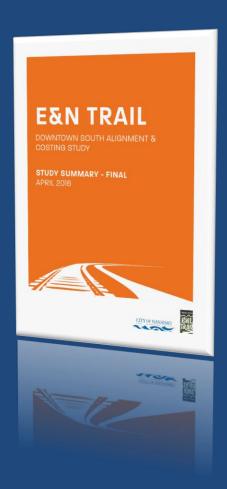




Extension of the E&N Trail South

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







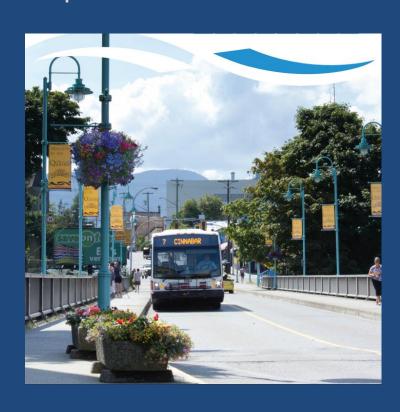






Bastion Bridge Seismic Upgrade

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



















- Multiple Plans
- **Multiple Projects**
- Multiple Stakeholders











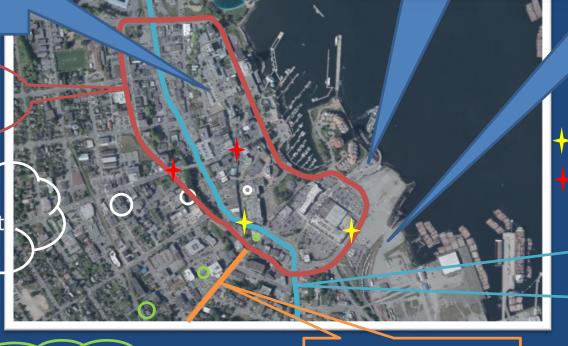


Opportunities



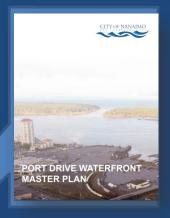
Downtown **Cycling Loop**

Parking Management Strategy



Redevelopment Potential

Albert Street Bike Route



Transit Options Signal Rebuild









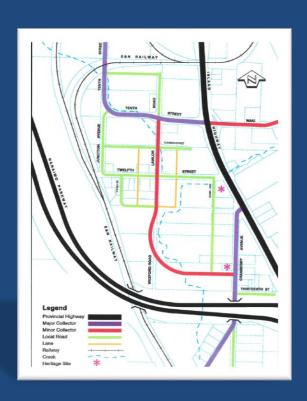






Cranberry Connector

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?



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 Bill Sims Senior Manager Director

Engineering & Public Works



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.

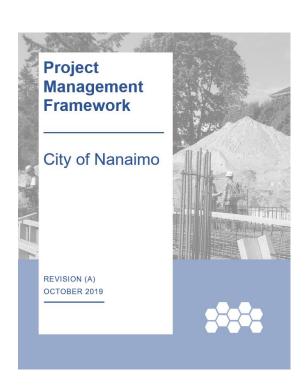
5 Review Date

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





Capital Project Management Framework

Council Presentation

April 2019



Contents

1.	Why was a framework necessary	3
2.	How did we achieve our goal	4
3.	The Capital Project Management Framework	5
4.	The Capital Project Management Policy	10

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1. The Why

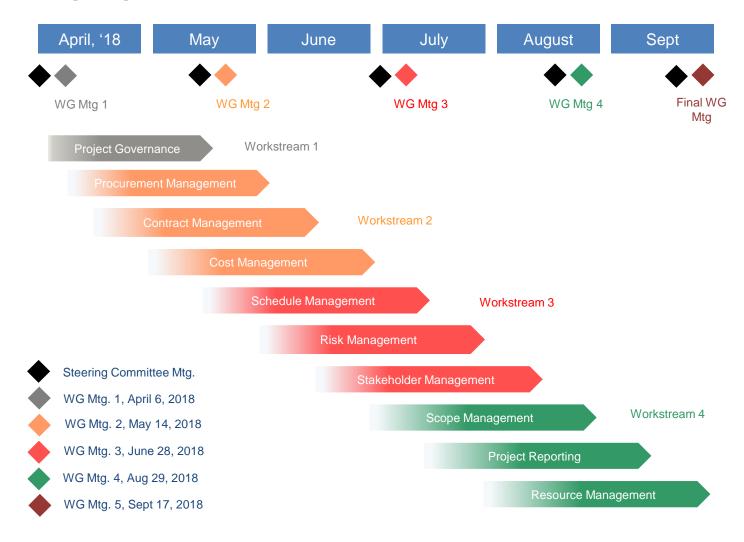
The City's 2018 Capital Plan allocated \$56 million to capital projects, with a total of \$220 million budgeted over the next 5 years.

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.



2. The How



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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

Workstream 2

Workstream 3

Workstream 4

Project Categorization Tool Stage Gate Process RACI Charts

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

Stakeholder Management Plan Schedule Management Guidelines Risk Management Process

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.



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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.

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Any questions?