



## AGENDA

### GOVERNANCE AND PRIORITIES COMMITTEE MEETING

Tuesday, May 21, 2019, 9:00 A.M. - 12:00 P.M.

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

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Pages

1. CALL TO ORDER:

2. INTRODUCTION OF LATE ITEMS:

3. APPROVAL OF THE AGENDA:

4. ADOPTION OF MINUTES:

5. REPORTS:

a. GOVERNANCE AND MANAGEMENT EXCELLENCE:

1. Draft Strategic Plan

3 - 23

To be introduced by Jake Rudolph, Chief Administrative Officer.

*Purpose: To provide the Governance and Priorities Committee with a revised version of the draft Strategic Plan for consideration.*

Recommendation: That the Strategic Plan Revision report, dated 2019-MAY-21, be received for information.

2. Continued Committee Discussion

24 - 26

To be introduced by Sheila Gurrie, City Clerk.

Discussion regarding Committees to continue from the Governance and Priorities Committee meeting held on 2019-APR-29.

Section of Minutes regarding "Committees, Boards, Round Tables and Task Force" from the Governance and Priorities Committee Meeting held on 2019-APR-29, is attached for information.

1. Councillor Bonner regarding the Finance and Audit Committee

27 - 28

3. Recommendation from the Environmental Information Session

29 - 33

To be introduced by Rob Lawrence, Environmental Planner.

*Purpose: To provide an overview of the recommendations presented to the Governance and Priorities Committee, during the Environmental Information Session held at the Governance and Priorities Committee meeting on 2019MAY13.*

Recommendation: That the Governance and Priorities Committee receive the report titled "Recommendations from the Environmental Information Session" dated 2019-MAY-21, and accompanying presentation slide, for information.

b. ENVIRONMENTAL RESPONSIBILITY:

c. ECONOMIC HEALTH:

d. COMMUNITY WELLNESS/LIVABILITY:

6. QUESTION PERIOD:

7. ADJOURNMENT:

DATE OF MEETING | MAY 21, 2019 |

AUTHORED BY | JAKE RUDOLPH, CHIEF ADMINISTRATIVE OFFICER |

SUBJECT | STRATEGIC PLAN REVISION |

## **OVERVIEW**

### **Purpose of Report**

To provide the Governance and Priorities Committee with a revised version of the draft Strategic Plan for consideration.

### **Recommendation**

That the Strategic Plan Revision report, dated 2019-MAY-21, be received for information.

## **DISCUSSION**

At the Governance and Priorities Committee (GPC) meeting on 2019-APR-29, the GPC discussed the following with respect to the draft Strategic Plan:

- reducing the number of Key Focus Areas (KFA's) under each Strategic Theme from 21 to approximately 10, by grouping similar items together; and
- compiling a short list of "flagship" items (i.e., projects or measurable performance improvements) that individual members of Council wish to see accomplished in this term.

Staff have revised the draft Strategic Plan (see Attachment A) to reduce the number of KFA's from 21 to 10. In doing so, staff have also removed the two or three-word heading and the brief description that accompanied each KFA. Some of these statements have been combined and rephrased as action statements, to inform the reader how each of the combined KFA's will be acted upon.

The flagship items can be developed based on the priority items identified on April 29<sup>th</sup>. Staff will require further direction on this. For ease of reference, the nine items identified as the number one priority for the individual members of Council, under the four Strategic Themes, are:

- **Governance:** decision making;
- **Environment:** update and resource the community sustainability action plan; environmental leadership;
- **Livability:** :housing, supportive at all levels; and
- **Economic Development:** downtown; downtown waterfront lands; A&B Sound/Jean Burns Building; investigate carbon sinks industries and technology. |

### **SUMMARY POINTS**

- The revised draft Strategic Plan reduces the number of Key Focus Areas from 21 to 10.
- A list of flagship items – significant projects or performance improvements – has been included for further discussion.

### **ATTACHMENTS**

Attachment A: revised draft Strategic Plan with 10 KFA's

Attachment B: Minutes of the 2019-APR-29 Governance and Priorities Committee

**Submitted by:**

Jake Rudolph  
Chief Administrative Officer



# STRATEGIC PLAN 2019 – 2022

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**DRAFT**

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MAY 15, 2019







#### PHOTO CREDITS AND ACKNOWLEDGEMENT

The City of Nanaimo would like to thank Tom Jackman, Mike Thompson, Rachel Kirk, Greg Howard, Tourism Nanaimo and City staff for taking and sharing breathtaking photos that capture the beauty of our city.

Waterfall at Bowen Park





## ABOUT NANAIMO

The City of Nanaimo is a vibrant and growing regional centre on the east coast of Vancouver Island with a population of over **97,600** residents.

With its large protected harbour, Nanaimo is referred to as the Harbour City making it one of two major gateways to Vancouver Island and positioning Nanaimo as a key service and transportation hub for a regional population of **360,000** people throughout Central and Northern Vancouver Island.

## GOVERNANCE

The City of Nanaimo is governed by a Mayor and eight Councillors who are elected for a four-year term. Members of the current City Council were elected on October 20, 2018.

City Council is responsible for local government leadership and decision-making. Their responsibilities include establishing and implementing the priorities of the City of Nanaimo and for overseeing the overall administration of civic business.



# ABOUT THE PLAN

At the beginning of each term in office, Nanaimo's Mayor and Council set their Strategic Plan, identifying the vision and priorities of the City of Nanaimo, which in turn, lays the foundation for the development of work plans for City departments.

The Strategic Plan is reviewed regularly during Council's term to assess progress. As strategic priorities move to an operational level, and are accomplished, Council develops new priorities. This living document provides a clear roadmap, focusing resources and energies on priority projects and initiatives that benefit the people who live, work, play, visit and invest in our spectacular city.





### VISION

*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

## COUNCIL PRIORITY

*“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.”*

## KEY FOCUS AREAS

1. Take a leadership role and focus on our environmental impact and climate change contributions in our decision making and regional participation
2. Ensure our community and transportation planning are designed to encourage multi-modal transportation

## ACTIONS

- Complete Climate Resiliency Strategy
- Recognize climate change and the impact on our community through our plans, strategies, bylaws, and actions
- Complete a natural asset inventory and strategy
- Conduct Downtown Mobility Study
- Update Community Sustainability Action Plan
- Work with RDN to increase public transit service and availability in the community



# GOVERNANCE EXCELLENCE

## COUNCIL PRIORITY

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

## KEY FOCUS AREAS

3. Ensure we are structured and resourced for expeditious, high quality decision making and action within our risk framework
4. Focus on targeted advocacy with other levels of government to support our strategic goals and long term interests

## ACTIONS

- Implement a new model of governance that allows Council to participate in an enhanced decision making process
- Undertake a review and update Council Policies and Bylaws
- Continue to work with Snuneymuxw First Nation through the Protocol Agreement Working Group to address issues and topics of mutual interest
- Enhance stakeholder relations with the Nanaimo Port Authority, School District 68, the Greater Nanaimo Chamber of Commerce and the Regional District of Nanaimo
- 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 to develop affordable housing in the community



# LIVABILITY

## COUNCIL PRIORITY

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

## KEY FOCUS AREAS

5. Support the provision of affordable and accessible housing for all our community needs
6. Be a City in which all people live, work, play, create and learn in a safe and connected community
7. Improve opportunities for active transportation in order to encourage a healthier and environmentally responsible community

## ACTIONS

- Undertake a coordinated review of the Official Community Plan, Parks Master Plan and Active Transportation Plan
- Implement the Affordable Housing Strategy (short term rentals and adaptable housing regulations)
- Adopt an age-friendly City plan to support Nanaimo being recognized as an Age Friendly British Columbia (AFBC) Community
- Support arts, culture and recreation as an integral part of everyday life
- Continue to ensure our facilities and programs are safe and accessible to all peoples in our community
- Update the Water Supply Strategic Plan
- Complete and update the Fire Service Delivery Plan
- Work with the RCMP in setting annual policing priorities and responding to emerging community safety issues



## ECONOMIC HEALTH

### COUNCIL PRIORITY

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

### KEY FOCUS AREAS

8. Have Downtown recognized as a livable and desirable heart of our community
9. 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
10. Continue to increase opportunities for residents to access our waterfront and natural environment

### ACTIONS

- Identify and implement the most appropriate economic development model for Nanaimo
- Complete an Economic Development Strategy
- Continue to work with tourism sector (i.e. Nanaimo Hospitality Association, Tourism Nanaimo, Vancouver Island Conference Centre) to increase tourism in Nanaimo
- Complete feasibility work and conceptual design for on-beach options for the Departure Bay Waterfront
- Construct an interim walkway around One Port Drive
- Develop City property at One Port Drive

**MINUTES**

**GOVERNANCE AND PRIORITIES COMMITTEE MEETING  
BOARD ROOM, SERVICE AND RESOURCE CENTRE  
411 DUNSMUIR STREET, NANAIMO, BC  
MONDAY, 2019-APR-29, AT 9:00 A.M.**

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

Staff: J. Rudolph, Chief Administrative Officer  
R. J. Harding, Director, Parks and Recreation (arrived 9:04 a.m.)  
D. Lindsay, Director, Community Development  
J. Van Horne, Director, Human Resources  
L. Mercer, Acting Director, Financial Services (vacated 12:01 p.m.)  
B. Sims, Director, Public Works and Engineering  
P. Rosen, Senior Manager, Engineering (arrived 11:28 a.m.)  
J. Elliot, Senior Manager, Public Works (arrived 11:40 a.m.)  
P. Rosen, Senior Manager, Engineering  
P. Stewart, Manager, Engineering Projects (arrived 11:43 a.m.)  
D. Myles, Manager, Roads & Traffic Services (arrived 11:40 a.m.)  
J. Rose, Manager, Transportation (arrived 11:28 a.m.)  
A. Fipke, Capital Project Management Specialist (arrived 1:04 p.m.)  
F. Farrokhi, Manager, Communications  
D. Blackwood, Client Support Specialist (vacated 9:40 a.m.)  
S. Gurrie, City Clerk  
J. Vanderhoef, Steno (arrived 10:14 a.m., vacated 11:46 a.m.)  
G. Whitters, Recording Secretary

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

The Governance and Priorities Committee Meeting was called to order at 9:00 a.m.

2. INTRODUCTION OF LATE ITEMS:

(a) Agenda Item 5(a)(1) - Add Report Titled "Strategic Plan Update"

3. ADOPTION OF AGENDA:

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

4. ADOPTION OF MINUTES:

It was moved and seconded that the Minutes of the Governance and Priorities Committee Meeting held in the Boardroom, Service and Resource Centre, Nanaimo, BC on 2019-APR-08 at 12:00 p.m. be adopted as circulated. The motion carried unanimously.

5. REPORTS:

(a) GOVERNANCE AND MANAGEMENT EXCELLENCE:

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

Introduced by Jake Rudolph, Chief Administrative Officer.

R. Harding entered the Boardroom at 9:04 a.m.

D. Blackwood vacated the Boardroom at 9:05 a.m.

Committee discussion took place regarding the top strategic priorities which included the following information:

- New technology developed to deal with carbon dioxide
- Waterfront walkway and downtown improvements and development
- Housing
- Environment and Environmental Leadership
- Derelict buildings including the A&B Sound and Jean Burns buildings
- Decision making
- Facilities renewal inventory
- Homelessness, mental health and addictions strategy
- Active transportation
- Safe communities
- Public engagement
- Updating the Official Community Plan (OCP)
- Arts and culture
- Economic development strategy
- Infrastructure and asset management
- Food security

The Governance and Priorities Committee meeting recessed at 9:25 a.m.

The Governance and Priorities Committee meeting reconvened at 9:33 a.m.

S. Gurrie returned to the Boardroom at 9:36 a.m.

D. Blackwood returned to the Boardroom at 9:38 a.m.

D. Blackwood vacated the Boardroom at 9:40 a.m.

Committee discussion continued regarding:

- Environmental considerations given to all decisions
- Funding of arts and culture
- Making the Strategic Plan more action oriented
- Making decisions based on regulation and capital expenditure
- Providing public with details of the Strategic Plan
- How to engage with the public and move forward
- Operations is not Council's responsibility
- Decreasing the number of strategic focus areas
- Categorizing Livability and Economic Development under Environment

It was moved and seconded that the Governance and Priorities Committee recommend that Council direct Staff to narrow down the key focus areas of the Strategic Plan from 21 focus areas to approximately 10 focus areas and return to a future Governance and Priorities Committee meeting with the results. The motion carried unanimously.

J. Vanderhoef entered the Boardroom at 10:14 a.m.

Jake Rudolph, Chief Administrative Officer, introduced the new Manager of Communications, Farnaz Farrokhi.

J. Van Horne vacated the Boardroom at 10:18 a.m.

(2) Committees, Boards, Roundtables, and Task Forces 10:30 a.m. - 12:00 p.m.

Introduced by Sheila Gurrie, City Clerk.

Sheila Gurrie, City Clerk, provided a presentation regarding Committees, which included the following information:

- Design Advisory Panel and the Board of Variance are technical and legislated
- Current meetings and engagement processes available to the public
- Committees, task forces, boards and roundtables should fit into the four strategic themes
- Consideration of which engagement process adds the most value to the tasks that Council undertakes
- The momentum of a committee enthusiasm

D. Lindsay vacated the Boardroom at 10:26 a.m.

L. Mercer vacated the Boardroom at 10:30 a.m.

Committee discussion took place regarding:

- Resources and Staff capacity for meetings
- Effectiveness of past Committees
- The purpose of the Governance and Priorities Committee (GPC)
- Community engagement through committees



- Potential committees including the Social Planning Advisory Committee (SPAC), Environmental Committee and Grants Advisory Committee
- Online engagement advancements

D. Lindsay returned to the Boardroom at 10:36 a.m.

- Assigning specific tasks and timelines to task forces
- Clarifying the role of the Finance and Audit Committee
- The purpose of the Grants Advisory Committee
- Keeping all fiscal decisions at Finance and Audit Committee meetings
- Changing Finance and Audit Committee name to Finance Committee
- The concept of the “Intersectional Committee” and creating a terms of reference that includes all voices
- Public calendar for upcoming GPCs
- Quarterly roundtables or Committee of the Whole meetings

L. Mercer returned to the Boardroom at 11:00 a.m.

- Creation of an Arts and Culture Task Force that meets quarterly
- Community Engagement Task Force
- Committees born out of task forces
- Challenges with chairing meetings
- Potential Task Forces including Official Community Plan, Economic Development and Active Transportation
- Success of the Cannabis Task Force and the Transportation Masterplan Task Force
- Grants Advisory Committee allowing for a more robust discussion of subjective Permissive Tax Exemptions
- Creating a task force to identify focus areas

J. Rose and P. Rosen entered the Boardroom at 11:28 a.m.

It was moved and seconded that the Governance and Priorities Committee recommend that Council direct Staff to strike an Environmental Committee with the Terms of Reference to be determined after the 2019-MAY-13 Governance and Priorities Committee Meeting. The motion carried unanimously.

Committee discussion continued regarding:

- Potential legal implications of the Intersectional Advisory Board
- Location of meetings
- Engage with all members of the community
- Recruitment of members for the committees

It was moved and seconded that the Governance and Priorities Committee recommend that Council direct Staff to strike an Intersectional Advisory Board and create the Terms of Reference.

It was moved and seconded that the following motion be deferred to a future Governance and Priorities Committee Meeting:

“It was moved and seconded that the Governance and Priorities Committee recommend that Council direct Staff to strike an Intersectional Advisory Board and create the Terms of Reference.”

The motion carried unanimously.

J. Elliot and D. Myles entered the Boardroom at 11:40 a.m.

P. Stewart entered the Boardroom at 11:43

It was moved and seconded that the Governance and Priorities Committee recommend that Council direct Staff to provide a report on the grants approval process. The motion carried unanimously.

J. Vanderhoef vacated the Boardroom at 11:46 a.m.

F. Farrokhi and S. Gurrie vacated the Boardroom at 11:49 a.m.

By unanimous consent, the Governance and Priorities Committee began the presentation regarding Transportation in Nanaimo.

(b) COMMUNITY WELLNESS/LIVABILITY:

(1) Transportation in Nanaimo 1:00 p.m. - 3:30 p.m.

Introduced by Bill Sims, Director, Engineering and Public Works.

F. Farrokhi entered the Boardroom at 11:54 a.m.

Poul Rosen, Senior Manager, Engineering, and Jamie Rose, Manager, Transportation, provided a presentation regarding transportation in Nanaimo, which included the following information:

- Authority and legislation that governs transportation in the City of Nanaimo
- Demographics of Nanaimo
- The functional Road Classification Plan
- Aiming to keep traffic on major roads
- Truck routes

S. Gurrie returned to the boardroom at 11:56 a.m.

- Transportation asset value and amount invested in asphalt
- Development and system fragmentation

(c) PROCEDURAL MOTION:

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

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

The motion carried unanimously.

The Governance and Priorities Committee Meeting moved “In Camera” at 12:01 p.m.

The Governance and Priorities Committee Meeting moved out of “In Camera” at 1:04 p.m.

Staff present: J. Elliot, A. Fipke, S. Gurrie, D. Lindsay, D. Myles, J. Rose, P. Rosen, J. Rudolph, B. Sims, P. Stewart, J. Van Horne and G. Whitters.

(1) Transportation in Nanaimo 1:00 p.m. - 3:30 p.m. (continued)

Poul Rosen, Senior Manager, Engineering, and Jamie Rose, Manager, Transportation, continued the presentation regarding transportation which included the following information:

- Responsibilities of the Planning, Engineering and Public Works departments
- Historical approach has been to build bigger roads and current approach is planning for growth
- Providing sustainable options for commuting
- The Transportation Masterplan
- The long and short-term infrastructure goals
- Changing targets and the possibility of reaching more aggressive environmental goals
- Future major road improvement projects
- Long Term Cycling Network (bike highway)
- Complete Streets

R. Harding returned to the Boardroom at 1:33 p.m.

J. Rudolph vacated the Boardroom at 1:38 p.m.

Committee discussion took place regarding:

- Layout and space required for bike lanes and considerations for e-bikes
- Bike lanes on Bowen Road
- Encouraging walking with better infrastructure and neighbourhood design
- Including the cost of maintenance into plans

D. Lindsay vacated the boardroom at 1:42 p.m.

Daniel Pearce, Director, Transportation and Emergency Services, Regional District of Nanaimo, provided a presentation regarding transportation, which included the following information:

- Transit exchanges and future plans for exchanges
- Rapid bus route is using Highway 19A
- Partnership between Regional District of Nanaimo and Ministry of Transportation and Infrastructure working on two bus pull offs on Highway 19A
- BC Transit has a 3 year budget process
- Continuously building transit
- Transit Signal Priority and cue jumper lane as accommodations for people walking and biking
- Strategies to encourage ridership
- Fare box technology
- The number of riders that the system could accommodate

J. Rudolph entered the boardroom at 1:56 p.m.

Committee discussion took place regarding:

- Days that the buses don't operate
- Crowding of buses during pickup

B. Sims vacated the Boardroom at 2:09 p.m.

F. Farrokhi entered the Boardroom at 2:11 p.m.

Poul Rosen, Senior Manager, Engineering, and Jamie Rose, Manager, Transportation, continued the presentation regarding transportation which included the following information:

- Top transportation calls from the public
- Transportation safety through engineering, education and enforcement
- Traffic calming
- Education and enforcement through events such as Bike to Work Week, Active & Safe Routes to School program and Pedestrian Safety Day

D. Lindsay returned to the Boardroom at 2:17 p.m.

J. Van Horne returned to the Boardroom at 2:25 p.m.

- Area Parking Plans
- Summary of violations and number of serious and fatal crashes
- 2018/2019 School Year Enforcement
- Maintenance of roads bridges, signals, sidewalks, signs and lines

The Governance and Priorities Committee Meeting recessed at 2:34 p.m.

The Governance and Priorities Committee Meeting reconvened at 2:41 p.m.



Staff Present: J. Elliot, A. Fipke, R. Harding, D. Lindsay, D. Myles, J. Rose, P. Rosen, J. Rudolph, B. Sims, and G. Whitters.

Poul Rosen, Senior Manager, Engineering, and Jamie Rose, Manager, Transportation, continued the presentation regarding transportation which included the following information:

- The asset management cycle
- Remaining service life of infrastructure
- Asphalt condition assessment conducted in 2017
- Pavement quality index of 79; dropped in 2017 to 75
- Asset deterioration curve
- Rehab of roads before repairs become too costly

S. Gurrie returned to the boardroom at 2:43 p.m.

J. Van Horne returned to the Boardroom at 2:45 p.m.

Committee discussion took place regarding:

- Different types of asphalt
- Asphalt currently made from bitumen and plans to switch to other sources
- Currently repurposing existing materials
- Database collection of quality of roads

The presentation continued regarding:

- Budget for road rehab
- Levels of service provided by Public Works and Engineering
- Public Works currently runs two large sweepers and one sidewalk sweeper
- Sweeping priorities for cyclist lanes
- Historic and projected transportation infrastructure spending

Committee discussion took place regarding:

- Increasing active transportation funding
- Staff capacity to deliver projects
- Project carry forwards

The presentation continued regarding:

- The cost for upgrades at the E&N Rail crossways are expensive
- Extension of the E&N Trail South

S. Gurrie vacated the boardroom at 3:17 p.m.

- Capital project types include: condition deficiency, growth, capacity efficiency, strategic, operational deficiency and when the opportunity presents itself

- Current projects include: Bastion Street Seismic Upgrade, Port Drive/Wellcox Access, Wakesiah Corridor – Phase 1, Metral Drive Corridor, Stewart Avenue Complete Street, Boxwood Connector, Off Bowen Bike Route and the Downtown Mobility Project
- Opportunities: Downtown cycling loop, Parking Management Strategy, redevelopment potential and the Albert Street bike route
- Future projects include: Cranberry connector planned for 2023, LED Conversions, Traffic Signal Management System, Wellcox Secondary Access, Norwell Road, Townsite Bike lanes, fifth street, various sidewalks and bike lane infill projects and annual pedestrian unallocated funding

S. Gurrie returned to the boardroom at 3:28 p.m.

- Getting feedback from the public for Complete Streets and incorporating it into the street standards bylaw
- The future of transportation
- Future Studies: Active and sustainable transportation, transit integration, mobility HUB plan and area parking strategy
- Potential Future Actions include: road rehab, transportation level of service, develop a vision zero toolkit 2022 and update transportation master plan
- Council actions and considerations include: Funding levels, policy, and prioritization

It was moved and seconded the report titled “Transportation in Nanaimo” dated 2019-APR-29, be received for information. The motion carried unanimously.

(d) ECONOMIC HEALTH:

(1) Project Management Framework and Policy 3:30 p.m. - 4:00 p.m.

Introduced by Poul Rosen, Senior Manager, Engineering.

Poul Rosen, Director, Senior Manager, Engineering, provided a presentation regarding the Project Management Framework and Policy which included the following information:

- Undertaking to be consistent with City policy, best practices and follows the recommendations from the Deloitte report
- The key chapters in the Project Management Framework
- How to determine a significant project from a routine project

F. Farrokhi returned to the boardroom at 3:44 p.m.

- The policy ensures that Staff follow the procedure of the Project Management Framework
- The Project Management Framework provides confidence for public

Committee discussion took place regarding:

- Public access to the policy
- The framework is a living document
- Provides consistency on the delivery of projects
- If the cost of maintenance is included in Project Management Framework

It was moved and seconded that the Governance and Priorities Committee recommend that Council adopt the Capital Project Management Policy 11-5210-01. The motion carried unanimously.

6. QUESTION PERIOD:

No one in attendance wished to ask questions.

7. ADJOURNMENT:

It was moved and seconded at 3:54 p.m. that the meeting terminate. The motion carried unanimously.

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CHAIR

CERTIFIED CORRECT:

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CORPORATE OFFICER

## **Governance and Priorities Committee Meeting Minutes – 2019-APR-29**

### **Section regarding Committees, Boards, Round Tables and Task Forces for reference.**

- (1) Committees, Boards, Roundtables, and Task Forces 10:30 a.m. - 12:00 p.m.

Introduced by Sheila Gurrie, City Clerk.

Sheila Gurrie, City Clerk, provided a presentation regarding Committees, which included the following information:

- Design Advisory Panel and the Board of Variance are technical and legislated
- Current meetings and engagement processes available to the public
- Committees, task forces, boards and roundtables should fit into the four strategic themes
- Consideration of which engagement process adds the most value to the tasks that Council undertakes
- The momentum of a committee enthusiasm

Committee discussion took place regarding:

- Resources and Staff capacity for meetings
- Effectiveness of past Committees
- The purpose of the Governance and Priorities Committee (GPC)
- Community engagement through committees
- Potential committees including the Social Planning Advisory Committee (SPAC), Environmental Committee and Grants Advisory Committee
- Online engagement advancements
- Assigning specific tasks and timelines to task forces
- Clarifying the role of the Finance and Audit Committee
- The purpose of the Grants Advisory Committee
- Keeping all fiscal decisions at Finance and Audit Committee meetings
- Changing Finance and Audit Committee name to Finance Committee
- The concept of the “Intersectional Committee” and creating a terms of reference that includes all voices
- Public calendar for upcoming GPCs
- Quarterly roundtables or Committee of the Whole meetings
- Creation of an Arts and Culture Task Force that meets quarterly
- Community Engagement Task Force
- Committees born out of task forces
- Challenges with chairing meetings
- Potential Task Forces including Official Community Plan, Economic Development and Active Transportation

- Success of the Cannabis Task Force and the Transportation Masterplan Task Force
- Grants Advisory Committee allowing for a more robust discussion of subjective Permissive Tax Exemptions
- Creating a task force to identify focus areas

It was moved and seconded that the Governance and Priorities Committee recommend that Council direct Staff to strike an Environmental Committee with the Terms of Reference to be determined after the 2019-MAY-13 Governance and Priorities Committee Meeting. The motion carried unanimously.

Committee discussion continued regarding:

- Potential legal implications of the Intersectional Advisory Board
- Location of meetings
- Engage with all members of the community
- Recruitment of members for the committees

It was moved and seconded that the Governance and Priorities Committee recommend that Council direct Staff to strike an Intersectional Advisory Board and create the Terms of Reference.

It was moved and seconded that the following motion be deferred to a future Governance and Priorities Committee Meeting:

“It was moved and seconded that the Governance and Priorities Committee recommend that Council direct Staff to strike an Intersectional Advisory Board and create the Terms of Reference.”

The motion carried unanimously.

It was moved and seconded that the Governance and Priorities Committee recommend that Council direct Staff to provide a report on the grants approval process. The motion carried unanimously.

By unanimous consent, the Governance and Priorities Committee began the presentation regarding Transportation in Nanaimo.



Motion: That the name of the Finance and Audit Committee be changed to the Finance Committee and the Terms of Reference be amended to remove the section on Enterprise Risk Matters.

Motion: That a Terms of Reference for an Audit Committee be drafted based on the following.

### **Audit Committee Terms of Reference**

#### **Mandate**

The audit committee will play a key role in assisting council to fulfill its oversight responsibilities in areas such as the city's financial reporting, internal control systems, risk management systems and the internal and external audit functions.

The Audit Committee is responsible for the following:

- to report directly to the Municipal Council;
- to oversee all audit matters, including evaluation of internal and external services to ensure effective, independent, yet complementary audit services are received;
- to satisfy itself as to the existence and terms of an Engagement letter from the external auditors and the outsourced internal auditors, as advised by the Administration;
- to review the arrangements for the scope of the annual audits, accounting principles (including alternatives), materiality limits incorporated in the audit, and to determine the reasonableness and adequacy of the audit fee;
- to review the auditors' report and audited financial statements and to satisfy itself that these financial statements present fairly, the financial position and results of operations, and that the external auditors have no reservations about these statements, and to make such recommendations thereon to the Municipal Council as deemed necessary;
- to satisfy itself that there are no unresolved issues between the Administration and the auditors, and that there is a good working relationship between the Administration and the auditors;
- to review the auditors' management letters, together with the implementation plans, as advised by the Chief Administrative Officer;
- to recommend the appointment of new auditors on the advice of the Administration, in the event of a vacancy;
- to annually review and approve the work plan from the outsourced internal auditor, including providing input for the risk-based audit plan;
- authorize assignments (internal and/or external) as may be determined necessary, from time-to-time;
- to receive reports of the external and internal auditors, including the interim and annual summary reports of findings from the auditors; and,
- to receive the functional reporting of the outsourced internal auditor.
- Oversee the City of Nanaimo's enterprise risk management practices and processes relating to risk mitigation and business continuity and make recommendations to council regarding risk management.

## Composition

- Mayor
- Two members of Council
- Two citizen appointees (at least one with a CPA designation)

## Term of Office

Concurrent with the term of the Municipal Council making the appointment.

## Appointment Policies

Recommendations for appointment to the Audit Committee are made by the Governance and Priorities Committee and are considered by the City Council.

Through local newspaper advertisements, the City website, Social Media and postings at local library branches, qualified citizens are invited to apply for appointment as the citizen appointees.

The Chair and Vice-Chair are elected by the Committee from among its voting members.

## Qualifications

Same qualifications as for the members of the Municipal Council. At least one citizen appointee shall have the designation of CPA.

## Meetings

At least quarterly each year, and at such other times as shall be required and determined by the Chair.

## Remuneration

No remuneration is paid to the Committee members.



DATE OF MEETING | May 21, 2019 |

AUTHORED BY | ROB LAWRENCE, ENVIRONMENTAL PLANNER |

**SUBJECT | RECOMMENDATIONS FROM THE ENVIRONMENTAL  
INFORMATION SESSION |**

## **OVERVIEW**

### **Purpose of Report**

To provide an overview of the recommendations presented to the Governance and Priorities Committee, during the Environmental Information Session held at the Governance and Priorities Committee meeting on 2019-MAY-13.

### **Recommendation**

That the Governance and Priorities Committee receive the report titled “Recommendations from the Environmental Information Session” dated 2019-MAY-21, and accompanying presentation slide, for information.

## **DISCUSSION**

At the Governance and Priorities Committee on 2019-MAY-13, City staff presented an overview of the City’s Environmental Management practices to the Governance and Priorities Committee. The presentation provided an overview of current practice, legislative context staff work within, and recommendations for improvements to the level of service. There are budget implications to all staff recommendations listed below. They will be provided at the time each recommendation is presented to council.

Below is an overview of the presentations and recommendations presented.

### **Environmental Management**

#### **Wildlife Conflicts**

Ongoing wildlife conflicts with rabbits and geese are currently impacting residents and park users. Rabbits multiply quickly and can burrow and damage sports fields, trails and other park infrastructure. Geese compete with park users for field space, water parks and create health issues in dealing with their droppings.

Beavers play a healthy role in the environment but situations have arisen where impacts from beaver activity has negatively impacted park use and has led to increasing maintenance costs.

#### **Urban Forestry**

Urban Forestry staff work with developers, residents, and contractors to manage and implement City’s Urban Forest Management Strategy and Management and Protection of Trees Bylaw. Staff have identified a number of updates and changes that are needed in both the strategy and bylaw.

In order to more effectively manage the urban forest and address a range of emerging maintenance and restoration issues for the future, a urban forest canopy study will be needed that looks at overall canopy cover in the City and assesses tree health, as climate change progresses..

#### Staff Recommendations

- Amend the “Licencing and Control of Animals Bylaw 1995 No.4923”
- Repeal the staff ban on trapping made during the Oct 28<sup>th</sup> 2018 Council Meeting
- Conduct an Urban Forest Canopy Cover Study for the City
- Review and Update the Urban Forest Management Strategy (2010)
- Review the “Management and Protection of Trees Bylaw 2013 No.7126”
- Request one additional full time staff (Urban Forestry Technician)

### Water

#### Water Services

The City has been effective in its water conservation measures to forestall major water storage investments. However, there is a need, in light of our changing climate, to review and update the Water Supply Strategic Plan to be better prepared for the future.

#### Stormwater

Staff reviewed how City policy and regulation has evolved to require more effective rainwater and stormwater management, as part of development. Going forward, there is a need to update and compile a number of existing bylaws that address removal and deposit of soil and erosion and sediment control during development. Updating our existing bylaws will lead to better management, awareness and enforcement that will benefit stream water quality.

Current Section 7 requirements of the Manual of Engineering Standards and Specifications (MoESS) have the potential to result in the generation of a number of small retention facilities each year that the City would need to permanently manage. Completion of sub-catchment studies to identify opportunities to develop fewer larger scale neighbourhood facilities in areas where development is expected, which will lead to more sustainable facilities that include environmental, social and recreational benefits to the immediate areas and wider City.

The Buttertubs Marsh Conservation Area was identified as part of a national pilot study on defining and assessing the value of municipal natural assets. Staff will be bringing a final report on this study and will include recommendations to complete an asset inventory that complements the City’s storm infrastructure. At a later point, staff would like to engage a consultant to development a more comprehensive strategy that integrates how we manage these assets as part of the overall asset management program.

#### Staff Recommendations

- Review and Update the Water Supply Strategic Plan
- Draft a Comprehensive Soil and Erosion Control Bylaw
- Report to Council on the Municipal Natural Asset Pilot Study with recommendations
- Conduct a storm sub-catchment study to determine opportunity and design requirements for a neighbourhood scale facility to support continued development in the target area of the study.

## **Solid Waste Management**

Staff reported that diversion rates have stagnated to 64 – 65%. A waste composition study would identify what the remaining garbage is made up of and help develop: 1) additional educational efforts and reinforcement, and 2) new waste reduction opportunities.

### **Staff Recommendations**

- Complete a waste composition study for the City

## **Climate Action**

### Corporate:

The Corporate Climate Change Plan (2007) provided the City initial direction in reducing the City's greenhouse gas emissions. In combination with using the Provincial Gas Tax Rebate Program, the City made a commitment toward being carbon neutral in its operations.

This has led to significant energy savings through a number of building retrofits and in the Council's Green Building policy, which directed staff to build new City facilities to a LEED equivalent standard.

The City continues to play a leadership role in how to green its vehicle fleet in a prudent and cost effective way.

### **Staff Recommendations**

- Conduct a review of its current policies and programs around greening its fleet to ensure it remains a leader for the community

### Community:

Since the Community Sustainability Action Plan was adopted in 2012, a number of initiatives have been implemented. The most significant impact has been seen through the implementation of the Transportation Master Plan in improving the mix of choice in travelling within the City.

The City has also focussed on providing a number of educational and incentive options for builders in the City. Currently, the Regional District and the City have an incentive for homeowners and builders to have an Energuide Home Energy Assessment completed. Additional rebates are available for a follow-up assessment that confirms improvement in the homes energy efficiency rating.

Currently, staff are working with a consultant to complete a Climate Resiliency Strategy for the City. The strategy will identify risks and vulnerabilities affecting city land use, infrastructure, and parks. The strategy will be completed by December 2019.

At this time, an amendment to the Building Bylaw is being prepared that will include requirements to meet the BC Energy Step Code, which will affect new construction for Part 9 and Part 3 buildings.

Given Council's new direction in declaring a Climate Emergency, staff support the need to review and update the Community Sustainability Action Plan.

#### Staff Recommendations

- Review and Update the Corporate Climate Action Plan
- Review and Update the Community Sustainability Action Plan
- Implementation of the Energy Step Code, as presented in the Building Bylaw Amendment

#### **SUMMARY POINTS**

- On May 13<sup>th</sup>, 2019, City staff presented an overview of the City's Environmental Management practices to the Governance and Priorities Committee
- The presentation provided an overview of current practice, the legislative context staff work within and recommendations for improvements to the level of service.
- Budget implications to all staff recommendations listed below will be provided at the time each council report is received

#### **ATTACHMENTS**

Attachment A - PowerPoint Side: Environmental Information Session

#### **Submitted by:**



Rob Lawrance  
Environmental Planner



## 1. Environmental Management

Wildlife  
Conflicts

Urban  
Forestry  
Technician

Urban  
Forest  
Canopy  
Study

## 2. Water

Natural  
Asset  
Inventory /  
Strategy

Water  
Supply  
Strategic  
Plan

Soil and  
Erosion  
Control  
Bylaw

Environment

## 3. Solid Waste Management

Waste  
Composition  
Study

## 4. Climate Action

Climate  
Resiliency  
Strategy

Green  
Fleet  
Strategy

Energy  
Step Code

Update  
Corporate /  
Community  
Climate  
Plans

Legend:

Policies  
&  
Plans

Bylaw  
Update

Staffing  
Request