



## MERGED AGENDA GOVERNANCE AND PRIORITIES COMMITTEE MEETING

Monday, June 10, 2019, 3:00 P.M. - 4:00 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 THE MINUTES:

a. Minutes

3 - 10

Minutes of the Governance and Priorities Committee Meeting held in the Boardroom, Service and Resource Centre, 411 Dunsmuir Street, Nanaimo, BC on Monday, 2019-MAY-13 at 10:00 a.m.

b. Minutes

11 - 16

Minutes of the Governance and Priorities Committee Meeting held in the Boardroom, Service and Resource Centre, 411 Dunsmuir Street, Nanaimo, BC on Tuesday, 2019-MAY-21 at 9:00 a.m.

5. REPORTS:

a. ECONOMIC HEALTH:

1. Update on Tourism Services in Nanaimo

17

To be introduced by Richard Harding, Director, Parks and Recreation.

*Purpose: To provide an update regarding the delivery of Tourism Services in Nanaimo.*

Presentation:

1. Karen Bannister, Executive Director, Tourism Nanaimo and Anthony Everett, President and CEO, Tourism Vancouver Island

Recommendation: That the Update on Tourism Services in Nanaimo report dated 2019-JUN-10 be received for information.

b. GOVERNANCE AND MANAGEMENT EXCELLENCE:

1. Results of eTown Hall

18 - 26

To be introduced by Jake Rudolph, Chief Administrative Officer.

*Purpose: To provide the Governance and Priorities Committee with an overview of the marketing and communication activities that took place prior to the eTown Hall, along with some post event analytics.*

Recommendation: That the report titled "Results of the 2019-MAY-23 eTown Hall", dated 2019-JUN-10 be received for information.

1. *Late Item - Results of eTown Hall - Update first summary point to show 45 questions submitted for eTown Hall instead of 25.*

2. Strategic Plan Action Timelines

27 - 47

To be introduced by Jake Rudolph, Chief Administrative Officer.

*Purpose: To provide the Governance and Priorities Committee with the proposed timelines for the various Actions listed in the Draft Strategic Plan.*

Recommendation: That the Governance and Priorities Committee recommend that Council approve the 2019-2022 Strategic Plan.

c. ENVIRONMENTAL RESPONSIBILITY:

d. COMMUNITY WELLNESS/LIVABILITY:

6. QUESTION PERIOD:

7. PROCEDURAL MOTION:

8. ADJOURNMENT:

**MINUTES**  
**GOVERNANCE AND PRIORITIES COMMITTEE MEETING**  
**BOARDROOM, SERVICE AND RESOURCE CENTRE,**  
**411 DUNSMUIR STREET, NANAIMO, BC**  
**MONDAY, 2019-MAY-13, AT 10:00 A.M.**

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Present: Councillor Brown, Chair  
Mayor L. Krog  
Councillor S. D. Armstrong (arrived 10:01 a.m.)  
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 (arrived 10:01 a.m.)  
R. J. Harding, Director of Parks and Recreation  
D. Lindsay, Director of Community Development  
B. Sims, Director of Engineering and Public Works  
J. Van Horne, Director of Human Resources  
K. Fry, Fire Chief  
D. Mousseau, Manager, Engineering and Environment  
D. Thompson, Manager, Construction Projects  
J. Rose, Manager, Transportation (arrived 12:50 p.m.)  
J. Evans, Manager, Fleet Operations (vacated 1:48 p.m.)  
M. Squire, Manager, Water Resources (vacated 1:48 p.m.)  
A. Britton, Manager, Parks Operations (arrived 11:07 a.m.)  
F. Farrokhi, Manager, Communications  
E. Bock, Infrastructure Specialist (arrived 12:20 p.m.)  
R. Lawrance, Environmental Planner  
P. McIntosh, Urban Forestry Coordinator (vacated 11:44 a.m.)  
D. Beck, Recreation Coordinator (arrived 12:38 p.m.)  
K. Brydges, Environmental Protection Officer (vacated 11:44 a.m.)  
D. Blackwood, Client Support Specialist (vacated 10:10 a.m.)  
J. Farrell, Secretary, Parks (arrived 1:35 p.m.)  
S. Gurrie, City Clerk  
G. Whitters, Recording Secretary

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

The Governance and Priorities Committee Meeting was called to order at 10:00 a.m.

Councillor Armstrong entered the Boardroom at 10:01 a.m.

J. Rudolph entered the Boardroom at 10:01 a.m.

2. INTRODUCTION OF LATE ITEMS:

- (a) Agenda Item 5(a)(1) – Overview of Climate Action and Environmental Management in the City of Nanaimo – Add updated slides 18-22 to presentation.

3. APPROVAL OF THE AGENDA:

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

4. ADOPTION OF THE MINUTES:

It was moved and seconded that the Minutes of the Governance and Priorities Committee Meeting held in the Boardroom, Service and Resource Centre, 411 Dunsmuir Street, Nanaimo, BC on Monday, 2019-APR-29 at 9:00 a.m. be adopted as circulated. The motion carried unanimously.

5. REPORTS:

a. ENVIRONMENTAL RESPONSIBILITY:

(1) Overview of Climate Action and Environmental Management in the City of Nanaimo

Introduced by Richard Harding, Director, Parks and Recreation.

Rob Lawrance, Environmental Planner, provided a presentation regarding the Legislative Framework which included the following information:

- The Federal and Provincial legislation that applies to environmental management in the City of Nanaimo
- The City's plans, policies and bylaws that are related to environmental management

D. Blackwood vacated the Boardroom at 10:10 a.m.

Kevin Brydges, Environmental Protection Officer, provided a presentation regarding Environmental Management which included the following information:

- Two Development Permit areas of the Official Community Plan (OCP) that protect environmental areas:
  - Fish-bearing water courses
  - Non-fish-bearing, environmentally sensitive areas and marine foreshore
- Marine foreshore is measured 15m from natural boundary of the ocean
- Watercourses provide shade, bank stability, leaf litter and wildlife corridors
- Creeks and streams have a 15 - 30m setback
- Criteria for measuring setbacks

Committee discussion took place regarding setbacks for flooded areas and development in floodplain areas.



The presentation continued regarding:

- Provincial Riparian Areas Regulation (RAR) protects fish and their habitat only
- Streamside Protection and Enhancement Area (SPEA) is measured from high water mark
- SPEA is the minimum protection to avoid Harmful Alteration, Disruption or Destruction of fish habitat (HADD)
- Local Governments have the discretion to create more stringent protection requirements than RAR
- Environmentally sensitive areas in Nanaimo include: Non-fish-bearing watercourses and wetlands, terrestrial herbaceous, older forest and areas where species are at risk
- Process for Development Permits in environmentally sensitive areas
- Examples of endangered plants found in Nanaimo
- Overpopulation of the Canada Geese in Nanaimo and the negative effects including: fouling of fields, human/wildlife interactions, and the destruction of estuary habitats
- Natural predators of Canada Geese
- Feral rabbit over population causes infrastructure damage, user injury liability and ecosystem damage
- The Feral European Rabbit Management Plan
- Rabbit hemorrhagic disease in February 2019 wiped out about 80-90% of the rabbit population in Nanaimo
- Rabbit population maintenance techniques include: raptor poles, changes to “Licencing and Control of Animals Bylaw 1995 No.4923”, increasing fines, requirements to spay/neuter pet rabbits and public education
- Beavers cause flooding, infrastructure damage, remove trees and create hazards
- Approach to dealing with beavers include: wiring trees, installing beaver baffles and pipes and removal of dams
- Trapping bylaw in 2013-2014 bylaw made it to 3<sup>rd</sup> reading but has not been signed off by Forests, Lands, Natural Resource Operations and Rural Development Ministry
- Compliance and enforcement process

Committee discussion took place regarding water levels, definition of fish-bearing, marine foreshore measurement, historical fish-bearing streams and current status.

J. Van Horne vacated the Boardroom at 10:38 a.m.

Patrick McIntosh provided a presentation regarding Environmental Management, Urban Forestry, which included the following information:

- Benefits of a well-functioning urban forest
- Current projects and programs including: tree vouchers, Beaufort food forest and the Shaw Tree Planting Grant

- Plans to update Urban Forestry Management Strategy 2010 and the “Management and Protection of Trees Bylaw 2013 No. 7126”

Committee discussion took place regarding protected trees, requiring developers to replace trees and consideration for types of trees planted.

S. Gurrie vacated the Boardroom at 10:56 a.m.

The presentation continued regarding:

- Canopy cover assessment and loss of trees over the past 10 years
- Street Tree Inventory
- Improving tree management practices through the canopy study, proactive tree maintenance, and regularly evaluation of progress
- Staffing requirements

Dean Mousseau, Manager, Engineering and Environment, provided a presentation regarding Stormwater Management which included the following information:

- Policies and guidelines related to stormwater management
- Project highlights including: Longwood Station, Hawthorne Subdivision, Inland Kenworth, Greenrock Subdivision, adoption of Manual of Engineering Standards and Specifications and 480 Tenth Street

S. Gurrie returned to the Boardroom at 11:04 a.m.

A. Britton entered the Boardroom at 11:07 a.m.

J. Van Horne returned to the boardroom at 11:08 a.m.

Committee discussion took place regarding runoff during snow storms, increasing capacity of water storage on properties and maintenance of landscaping.

The presentation continued regarding

- Highlights continued including: 519 Ninth Street, Greenrock Phase 3 and the La-Z-Boy development
- Continuing to refine development requirements, collaboration with Parks and Recreation and Engineering and Public Works to identify opportunities and bylaw amendments
- Updates to the “Soil Removal and Depositing Bylaw 1976 No. 1747”

Committee discussion took place regarding cooperation with developers, value of natural assets, Regional District of Nanaimo (RDN) incentives for homeowners to capture stormwater and how stormwater storage is being dealt with in existing developments.

The Governance and Priorities Committee recessed at 11:44 a.m.

The Governance and Priorities Committee reconvened at 12:16 p.m.

Staff present: Al Britton, K. Brydges, J. Evans, K. Fry, R. Harding, R. Lawrance, D. Lindsay, D. Mousseau, B. Sims, M. Squire, D. Thompson, J. Van Horne and G. Whitters

F. Farrokhi returned to the Boardroom at 12:18 p.m.

S. Gurrie returned to the Boardroom at 12:20 p.m.

E. Bock entered the Boardroom at 12:20 p.m.

J. Rudolph returned to the Boardroom at 12:22 p.m.

D. Thompson, Manager, Construction Projects, provided a presentation regarding Solid Waste, Recycling and Compost which included the following information:

- Service levels to residents and emptying of street receptacles
- Achieved the three goals of the Sort Toss Roll Program, which were to improve worker safety, improve resident convenience and add yard waste service
- What happens to recycling after pickup
- First eight months of Sort Toss Roll included: addressing issues at neighbourhood level, larger organics cart, cleaner curbside presentation, discussions with Planning and Engineering to consider collection activity requirements and carryout program
- Technology has improved staff ability to address resident questions and 30% of households have downloaded the Nanaimo Recycles App

Committee discussion took place regarding contamination, truck camera-monitoring capabilities and prohibiting parking in front of bins on the street.

The presentation continued regarding:

- Solid waste statistics and diversion rates
- Future plans include: focus on waste reduction, increased diversion, waste composition study, promote use of Nanaimo Recycles App, routing optimization, hiring of Zero Waste Coordinator, monitor safety outcomes associated with automation implementation and plan for new resources as the City grows

Committee discussion took place regarding residents that do not participate in composting and the timeline for hiring a Zero Waste Coordinator.

D. Beck entered the Boardroom at 12:38 p.m.

Jason Evans, Manager, Fleet Operations, provided a presentation regarding Green Fleet which included the following information:

- Fleet Services repairs and maintains over 400 vehicles and pieces of equipment
- Fleet goals include: reducing use of fossil fuels and Greenhouse Gas (GHG) emissions, optimize costs, improve health and air quality, provincial mandate and response to corporate climate change plan
- \$880,000 spent on fuel last year not including RCMP vehicles

- Initiatives include: automated fuel management system, preventative maintenance system, corporate anti-idling policy, car pool program, adoption of bio-diesel 5 blend and alternative fuel vehicles

D. Lindsay vacated the Boardroom at 12:46 p.m.

- Current initiatives include: partnering with neighbouring municipalities, right-sizing vehicles at time of purchase, annually evaluating preventative maintenance programs, fuel consumption reports, assessing 10 year purchase of vehicles and developing a Corporate Green Fleet Strategy
- Future goals include: preparation of formal green fleet strategy, joining the E3 Fleet Challenge Program and complete a corporate green fleet strategy with data from E3 Green Fleet review

J. Rose entered the Boardroom at 12:50 p.m.

Committee discussion took place regarding climate action, decreasing gasoline and diesel fuel usage.

Mike Squire, Manager, Water Resources, provided a presentation regarding Drinking Water Resources which included the following information:

- Water system supplies domestic use, fire fighting use and fisheries flow
- Domestic water provided to the City of Nanaimo, Snuneymuxw First Nation and West Extension Water District as well as emergency supply to District of Lantzville, North Cedar Improvement District and Nanaimo Forest Products (Harmac)
- Energy Recovery Facility
- South Fork Dam fisheries release
- Steps taken to encourage and manage efficient water use include: water conservation, universal water metering, tiered billing rate, full cost pricing, water audits, regulation of permitted uses and watering restrictions
- Partnering with RDN and Team Watersmart to educate the public
- Residential water demands have decreased

Committee discussion took place regarding the agreement with Harmac, and water restrictions and demand.

The presentation continued regarding:

- Dam expansion to capture more water
- How climate change will affect our seasons

Committee discussion took place regarding increasing the height of the dam, water supply strategic plan, public education around water usage and water parks opening earlier and staying open later.

Rob Lawrance, Environmental Planner, and Deborah Beck, Recreation Coordinator, provided a presentation regarding Parks Operations which included the following information:

- Ratings to designate risk level for plants according to Species at Risk Act (SARA)
- Played video of Western Painted Turtle
- Management of trails in Buttertubs Marsh
- Restoration projects in parks including: Vancouver Island Beggarticks, Bowen Park Side Channel, Knotweed and Hogweed control
- Conservation partnerships
- The Municipal Natural Capital Initiative Pilot Study of the Buttertubs Marsh to assess the financial and community value of natural features
- Healthamongous and the Golden Bucket Challenge
- Partners in Parks Program (PIP)

J. Farrell entered the boardroom at 1:32 P.M.

J. Farrell vacated the boardroom at 1:35 p.m.

- Programs and partnerships with Broom Busters, Student Ecological Stewardship Program, Departure Bay Elementary School and Stream Keepers, MyCDC and John Barsby, Dover Bay Secondary School Eco Club, Community Work Parties, Adopt a Park Program, Bill's Place, TD Bank and the Park Ambassador Program

J. Evans and M. Squire vacated the Boardroom at 1:48 p.m.

Emil Bock, Infrastructure Specialist, provided a presentation regarding the Corporate and Community Energy and Emissions Management which included the following information:

- Analyzing and and planning how energy is used
- Opportunities including: new technology, offset utility rate increases and reduce emissions
- Works in progress include: partnerships, programs, agreements, collaboration with other departments, incorporating efficiency into projects, funding from Sustainability or General Capital Reserves, sharing results and the Climate Action Revenue Incentive Reporting (CARIP)
- Successes include: Reduced emissions by 42%, received \$1.93M in incentives and \$1.1M in annual energy and cost savings
- Plans moving forward include: update the energy conservation and management policy as well as the 2007 Corporate Climate Change Plan and continue to develop low carbon electrification, fleet electrification and implementation of new technology and alternative energy options
- Actions taken to date include: Urban containment boundary, OCP, Electric Vehicle charging, fleet greening, and the realtor energy efficiency Program and Rebate

D. Lindsay returned to the Boardroom at 2:00 p.m.

- Committee discussion took place regarding electric vehicle charging stations, energy assessments of homes and environmental and emissions targets.

Rob Lawrance, Environmental Planner, spoke regarding the Sea Level Rise Mapping Study and the Climate Resiliency Strategy

It was moved and seconded that the Governance and Priorities Committee receive the report titled “Overview of Climate Action and Environmental Management in the City of Nanaimo” dated 2019-MAY-13, and accompanying presentation, for information. The motion carried unanimously.

Committee discussion took place regarding a Staff report to outline the terms of reference for the Environment Committee, attracting people to Nanaimo, staying within municipal responsibilities and discussion of terms of reference at the next Governance and Priorities Committee meeting.

6. QUESTION PERIOD:

No one in attendance wished to ask any questions.

7. ADJOURNMENT:

It was moved and seconded at 2:19 p.m. that the meeting terminate. The motion carried unanimously.

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CHAIR

CERTIFIED CORRECT:

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CORPORATE OFFICER

**MINUTES**  
GOVERNANCE AND PRIORITIES COMMITTEE MEETING  
BOARDROOM, SERVICE AND RESOURCE CENTRE,  
411 DUNSMUIR STREET, NANAIMO, BC  
TUESDAY, 2019-MAY-21, AT 9:00 A.M.

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Present: Councillor 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 (arrived 9:02 a.m.)  
Councillor J. Turley

Staff: J. Rudolph, Chief Administrative Officer (arrived 9:02 a.m.)  
R. J. Harding, Director of Parks and Recreation  
D. Lindsay, Director of Community Development (vacated 11:01 a.m.)  
B. Sims, Director of Engineering and Public Works  
J. Van Horne, Director of Human Resources  
K. Fry, Fire Chief  
D. Mousseau, Manager, Engineering and Environment (vacated 10:27 a.m.)  
F. Farrokhi, Manager of Communications  
W. Fulla, Manager of Business, Asset and Financial Planning  
D. Blackwood, Client Support Specialist (vacated 9:22 a.m.)  
S. Gurrie, City Clerk  
S. Snelgrove, 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. APPROVAL OF THE AGENDA:

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

J. Rudolph entered the Boardroom at 9:02 a.m.  
Councillor Thorpe entered the Boardroom at 9:02 a.m.

3. REPORTS:

a. GOVERNANCE AND MANAGEMENT EXCELLENCE:

(1) Draft Strategic Plan

Jake Rudolph, Chief Administrative Officer, advised:

- Discussions this morning will bring some closure to the strategic planning process
- After discussions this morning Council will be in a better place for the e-Town Hall meeting on Thursday
- Public input on strategic plan will be received on Thursday
- Strategic plan will be brought back to Council in June for approval or adoption

John Van Horne, Director, Human Resources, provided a brief overview of the Strategic Plan updates including:

- Discussions at the last Governance and Priorities Committee (GPC) Meeting and narrowing down topics
- Some key focus areas could fit under more than one strategic theme
- Some movement of action items in order to make sense in shortened version of strategic plan
- Statements are broadly worded to capture concepts
- Removed descriptions

D. Blackwood vacated the Boardroom at 9:09 a.m.

Committee discussion took place regarding:

- Timelines not identified and may be needed for clarity
- Keep actions under one heading to avoid duplicates
- Potentially add food security and agriculture
- Timelines may transcend 2-3 years, some will be ongoing
- Strategic Plan is general and a collective reflection of what Council discussed during planning sessions

D. Blackwood returned to the Boardroom at 9:20 a.m.

D. Blackwood vacated the Boardroom at 9:22 a.m.

- Food security encompassed within the Official Community Plan
- May not be reasonable to attach specific timelines to most action items

It was moved and seconded that the Governance and Priorities Committee recommend Council add the following action item under Environmental Responsibility “If requested the City of Nanaimo work with the Regional District of Nanaimo to develop food security for the region”. The motion carried. Opposed: *Councillor Brown*



Committee discussion continued regarding:

- Strategic plan will have annual review to ensure it reflects business plans and to keep it current
- Departure Bay Walkway may be better served under the heading Livability rather than Economic Health
- Potentially support some form of fast ferry under economic development
- Development of connectivity in the City of Nanaimo

It was moved and seconded that the Governance and Priorities Committee recommend that Council advocate for a fast ferry service or other forms of transportation improvements for connectivity, as action items under Economic Health in the draft Strategic Plan. The motion carried unanimously.

Committee discussion continued regarding:

- Options Council can use for economic development
- Potentially adjust section that says focus on businesses that align with the City's strategic direction
- Implementation of economic development model
- Strategic direction versus strategic plan

It was moved and seconded that the Governance and Priorities Committee recommend that Council amend the fifth bullet under Environmental Sustainability Actions on the draft Strategic Plan to read "Update and resource Community Sustainability Action Plan". The motion was defeated.

Opposed: Mayor Krog, Councillors Armstrong, Bonner, Hemmens, Maartman, Thorpe, Turley

Committee discussion continued regarding:

- Alignment of annual report, business plans and strategic plan
- Identify timelines for projects at future Council or GPC meeting
- Annual reports will refer to strategic plan
- Not everything in strategic plan will be achieved

It was moved and seconded that Governance and Priorities Committee recommend that Council amend the sixth bullet under Governance Excellence on the draft Strategic Plan to read "Advocate for the Provincial and Federal governments to take responsibility for mental health, affordable housing and social disorder issues". The motion carried unanimously.

Committee discussion continued regarding:

- Strategic plan to be discussed at GPC meeting on June 10<sup>th</sup> then June 17<sup>th</sup> Council Meeting for adoption
- Emergency disaster resources
- Provincial regulation regarding emergency preparedness
- Emergency response and recovery plan
- Fire service delivery plan touches on emergency management
- Community wildfire protection plan coming forward to Council
- Business continuity plans primarily internal documents and are on internal intranet but not shared with community

(2) Continued Committee Discussion

Introduced by Sheila Gurrie, City Clerk.

Committee discussion took place regarding:

- Separating Finance and Audit Committee into two different committees:
  - Finance Committee
  - Audit Committee
- Auditors provide oversight in their role
- Composition of audit committee including a citizen with a Chartered Professional Accountant (CPA) designation could be a conflict
- Question need for citizen appointees to audit auditors
- Prior composition of finance and audit committee
- Frequency of audit meetings
- Potential audit committee providing recommendations to Council
- Role of audit committee to audit department projects
- Intent of audit committee to meet with auditors prior to audit starting, provide oversight, have CPA present so Council can have discussion with someone who does audit work regularly
- Clear terms of reference required for audit committee/finance committee
- Processes auditors undertake are regulated
- Basic scope and materiality of audit is set by auditors
- Auditors are independent
- Council and Staff can ask auditors to increase scope of audit
- Council could provide direction around individual areas regarding scope of audit
- Use GPC for audit reporting or a potential sub-committee to review audit and report back to Council

Dean Mousseau vacated the Boardroom at 10:27 a.m.

- Potentially maintain Finance and Audit Committee and understand audit portion will appear on agendas as needed
- Staff can provide direction to increase scope but not materiality or decrease scope
- Auditors chosen through Request for Proposals process
- Current contract is for 3 years with 2 year option to renew and the City has chosen to exercise our 2 year option
- Community sustainability action plan update by environment committee
- Committees completing projects versus task forces
- Staff to develop general terms of reference for environment committee including composition, mandate and appointment by Council
- GPC is main mode to review topics in depth
- Suggestion for a liveability committee with focus on arts and culture and health and wellness
- Taskforce for health and housing

- Potentially abandoning the intersectionality committee and focussing on inclusion of underrepresented individuals in the Official Community Plan and parks master planning process
- How to resource neighbourhood networks/associations to help with governance and have dialogue regarding development
- Use task forces to move projects forward
- GPC structure allows issues to be brought forward

Councillor Thorpe vacated the Boardroom at 10:55 a.m.

- Public messaging regarding GPC role in governance
- Councillors assigned to neighbourhoods to work with neighbourhood associations
- Engagement options workshop in June or July
- GPC requests time allotted specifically to neighbourhood associations session
- Potential formalization of neighbourhood association process

Councillor Thorpe returned to the Boardroom at 11:00 a.m.

D. Lindsay vacated the Boardroom at 11:01 a.m.

- Staff have regularly advertised summaries of GPC and Council meeting decisions which are published the day after the meeting
- A separate session will follow regarding communications

Jake Rudolph, Chief Administrative Officer, spoke regarding the eTown Hall Meeting scheduled for Thursday, 2019-MAY-23 and advised of the question and answer process.

Committee discussion took place regarding:

- Strategic plan and four themes
- Explanation of budget process for the public
- Summary number of GPC meetings
- New positions approved by Council

(3) Recommendation from the Environmental Information Session

Introduced by Jake Rudolph, Chief Administrative Officer.

It was moved and seconded 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. The motion carried unanimously.

4. QUESTION PERIOD:

- There were no members of the public in attendance to ask questions.

5. ADJOURNMENT:

It was moved and seconded at 11:15 a.m. that the meeting terminate. The motion carried unanimously.

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C H A I R

CERTIFIED CORRECT:

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CORPORATE OFFICER

DATE OF MEETING | JUNE 10, 2019 |

AUTHORED BY | RICHARD HARDING, DIRECTOR, PARKS AND RECREATION |

SUBJECT | UPDATE ON TOURISM SERVICES IN NANAIMO |

## **OVERVIEW**

### **Purpose of Report**

To provide an update regarding the delivery of Tourism Services in Nanaimo.

### **Recommendation**

That the Update on Tourism Services in Nanaimo report dated 2019-JUN-10 be received for information.

## **DISCUSSION**

In the fall of 2018, a Request for Proposal (RFP) was issued for the delivery of Tourism Services in Nanaimo, including Destination Marketing, Destination Development and Visitor Information Services. Tourism Vancouver Island, through the RFP process, was the successful bidder for a five-year contract beginning in 2019 to operate as “Tourism Nanaimo.”

As part of their contract, Tourism Nanaimo is required to provide regular updates to Council on the delivery of those services.

The following presentation from Tourism Nanaimo will outline current initiatives and the status of Tourism Services. |

## **SUMMARY POINTS**

- | Tourism Vancouver Island is currently delivering Tourism Services to Nanaimo under a five-year contract, from 2019 to 2024.
- Tourism Services includes Destination Marketing, Destination Development and Visitor Services.
- Tourism Nanaimo will be providing regular updates to Council regarding the delivery of tourism services. |

### **Submitted by:**

Richard Harding  
Director, Parks and Recreation |

DATE OF MEETING JUNE 10, 2019

AUTHORED BY FARNAZ FARROKHI, MANAGER OF COMMUNICATIONS

SUBJECT RESULTS OF THE 2019-MAY-23 eTOWN HALL

## **OVERVIEW**

### **Purpose of Report**

To provide the Governance and Priorities Committee with an overview of the marketing and communication activities that took place prior to the eTown Hall, along with some post event analytics.

### **Recommendation**

That the report titled “Results of the 2019-MAY-23 eTown Hall”, dated 2019-JUN-10 be received for information.

## **DISCUSSION**

An eTown Hall was held on Thursday, May 23, 2019 from 7:00 pm – 9:00 pm to provide members of the public, who wished to participate, an opportunity to submit and/or ask questions about the Draft Strategic Plan.

Multiple methods were available for participants to submit their questions prior to, and during the event, as per the table below.

| Question(s) Submission Methods                                       | Prior to Event | During Event |
|--|----------------|--------------|
| Calling the City, during business hours, from May 13 – May 23, 2019  | ✓              |              |
| Dropping off, or mailing in, tear sheets from ads in the local paper | ✓              |              |
| Through the City’s website via the eTown Hall event webpage          | ✓              | ✓            |
| City’s Twitter account using the hashtag #NanaimoTH                  | ✓              | ✓            |
| City’s Facebook Page via the eTown Hall Facebook event page          | ✓              | ✓            |

Staff used the same communications channels (traditional, digital and social media) to promote the recent event as they did the one in December of last year. By doing so, staff are able to use the data around the key metrics, outlined in the eTown Hall Metrics Table, on the next page, to better understand which marketing communications channels seem to be the most effective. This information will be useful when planning future Council related public engagement events.

| <b>eTOWN HALL METRICS TABLE</b>                              |             |  |             |
|--|-------------|--|-------------|
| <b>Thursday, May 23, 2019<br/>(Re: Draft Strategic Plan)</b> |             | <b>Monday, December 10, 2018<br/>(Re: City Budget)</b> |             |
| Key Metrics  | Results     | Key Metrics  | Results     |
| <b>Total Questions Submitted</b>                             | 65          | <b>Total Questions Submitted</b>                       | 45          |
| <b>Total Facebook Impressions*</b>                           | 11,318      | <b>Total Facebook Impressions*</b>                     | 2,622       |
| <b>Total Twitter Impressions*</b>                            | 8,123       | <b>Total Twitter Impressions*</b>                      | 7,900       |
| <b>Number of live streams</b>                                | 149         | <b>Number of live streams</b>                          | Unavailable |
| <b>Total Viewership from Shaw TV</b>                         | Unavailable | <b>Total Viewership from Shaw TV</b>                   | Unavailable |
| <b>Circulation reach for two ads</b>                         | 63,640      | <b>Circulation reach for two ads</b>                   | 63,640      |
| <b>Questions from tear sheets</b>                            | 3           | <b>Questions from tear sheets</b>                      | 0           |
| <b>Questions via calls to the City</b>                       | 0           | <b>Questions via calls to the City</b>                 | 0           |

\*Impressions - number of times a post from the City's Facebook page or Twitter accounts are displayed, regardless of whether the post is clicked on or not.

Although, the live streamed numbers of 149 seem low, they are normal for the City. It is also important to note that Shaw Cable is unable to provide viewership numbers, which makes it difficult to collect overall viewership numbers.

It is interesting to note that Facebook impressions for the recent eTown Hall was up by 332%, or by 8,696 impressions, compared to the previous eTown Hall. In the future, there is an opportunity to leverage the City's 13,000 Facebook followers, by using live-stream technology, to amplify the Facebook Live feature. This will help the City get better viewership and participation numbers for future eTown Halls. The rationale for this is that:

- City's 13,000 Facebook followers can receive "happening now" live notifications and tune in to Council's broadcast, if they wished to do so; and,
- Facebook Live's post performance analytics will help the City gather important metrics on viewership and engagement (reactions, comments, and shares).

To see the marketing communications material created to promote the eTown Hall, please refer to Attachment A.

Please note that staff are working with Council on responses to questions that were not answered during the eTown Hall due to time constraints. They will be published on the City's website as soon as they are available.

### **SUMMARY POINTS**

- There was a 44.44% increase in the Total Questions Submitted (65 versus 25 questions) for the recent eTown Hall, compared to the one held in December of 2018.
- Facebook impressions for the recent eTown Hall was up by 332% or by 8,696 impressions compared to the previous eTown Hall.
- In addition to using traditional and digital marketing communications channels, the City will use live-stream technology to amplify the Facebook Live feature to increase viewership and participation numbers for future eTown Halls.

## **ATTACHMENTS**

Attachment A: Results of the 2019-May-23 eTownHall

### **Submitted by:**

Sheila Gurrie  
City Clerk and Corporate Officer



**Event Poster at Facility**

(City Hall, SARC, NIC, NAC, Bowen, Beban, Oliver Woods)



# eTown Hall



## Check in with Council THURSDAY, MAY 23, 7-9 PM

**You are invited to a special "Check in with Council" eTown Hall.**

Nanaimo's City Council has been in office six months now and would like to hear from you on how they're doing!

This is a opportunity to connect with Council on the following priorities in their draft Strategic Plan:

- Environmental Responsibility
- Governance Excellence
- Livability
- Economic Health

## PARTICIPATING IS EASY!



**TWITTER:** Tweet your questions using #NanaimoTH



**CITY WEBSITE:** Fill out the form found at [www.nanaimo.ca/goto/eTownHall](http://www.nanaimo.ca/goto/eTownHall)



**FACEBOOK:** Post your questions in the discussion section of the Facebook event page found at [www.nanaimo.ca/fbtownhall](http://www.nanaimo.ca/fbtownhall)



**PHONE:** Give us a call at 250-754-4251, Monday-Friday, 8:30 am-4:30 pm



**IN PERSON :** Join us in person on May 23 at the Vancouver Island Conference Centre



cityofnanaimo

**More information:**  
[www.nanaimo.ca/goto/eTownHall](http://www.nanaimo.ca/goto/eTownHall)



Print

Local News Paper Ads, includes tear sheets to submit questions  
(Circulation: 31,820 newspapers each Tuesday and Thursday)

Tuesday, May 14, 2019

www.nanaimobulletin.com

Nanaimo News Bulletin

Tuesday, May 14, 2019 A23

## Cedar hosts high-level fastball



Campbell River and Gibsons compete May 5 at the Wheatheaf sports fields as part of the Art and Marion Hutt Memorial Fastpitch Tournament.

The home team won in a fastball tournament that featured elite-level talent.

The Wheatheaf Fastball Club won the Art and Marion Hutt Memorial Fastpitch Tournament the weekend of May 3-5 at the Wheatheaf sports fields in Cedar.

The Wheaties beat the Sooke Hammers in Sunday's final, 7-3. Chris McCormick was the winning pitcher, with Blake Hunter leading the offence going 3-for-4 with

a home run and a double. Todd Belton was 2-for-4.

The tourney featured international players including eight current Team Canada members - Hunter, Derek Mayson, Bryan Abrey, Kris Waluska, Kyle Cowick, Patrick Burns, Devon McCullough and Scott Lieph - slated to be part of upcoming world championships in Prague.

Teams came from up and down the Island, the Fraser Valley and the Sunshine Coast.

## Senior B Timbermen beaten by Island rivals

The senior B Nanaimo Timbermen knew the games would get tougher after opening weekend of lacrosse season, and that's what happened.

The Re/Max Timbermen were defeated 9-5 by the Victoria Wolves on Friday on the road in West Coast Senior Lacrosse Association action.

The previous weekend, the T-men had scored 40 goals over two games and been largely untested against the last-place Valley Rebels, but on Friday night at Victoria's Q Centre, the Wolves came out fast, built a 4-0 lead and put the Timbermen on their heels.

Steve Higgs, Jake Mickelson, Andrew

Miller, Evan Mathany and Quinn Smith scored for Nanaimo and Nick Patterson made 35 saves in defeat. Familiar faces led Victoria's offence, with former junior A Timbermen player Ethan Garland scoring four goals and former senior B T-men player Devon Casey scoring twice.

**GAME ON ...**  
Nanaimo (2-1) visits the Ladner Pioneers (3-0) on Thursday, May 16, and then hosts the Wolves (2-2) on Wednesday, May 22, at Frank Crane Arena. Admission to senior B Nanaimo Timbermen home games is \$10, with children 12 and under admitted free if accompanied by a paying adult.

sen@nanaimobulletin.com

## eTown Hall COUNCIL CHECK-IN

Check in with Council on their first six months in office!  
Participate in an upcoming eTown Hall.



**MAY 23, 7-9 PM**  
Shaw Auditorium,  
Vancouver Island Conference Centre

This is an opportunity for you to connect with Council on the following priorities:

- ✓ ENVIRONMENTAL RESPONSIBILITY
- ✓ LIVABILITY
- ✓ GOVERNANCE EXCELLENCE
- ✓ ECONOMIC HEALTH

Want to participate? Here's how you can get involved:

- Before May 23**
- ✓ Fill out the form below and drop it off at City Hall by 4 pm on May 23.
  - ✓ Call 250-754-4251 between 8:30 am - 4:30 pm, Monday-Friday.
- Anytime**
- ✓ On nanaimo.ca/goto/etownhall
  - ✓ On Facebook.com/CityofNanaimo
  - ✓ On Twitter using #NanaimoTH
- On May 23 at 7 pm**
- ✓ In person
  - ✓ On nanaimo.ca/goto/etownhall
  - ✓ On Twitter using #NanaimoTH
  - ✓ On Facebook.com/CityofNanaimo

For more information, visit [nanaimo.ca/goto/etownhall](http://nanaimo.ca/goto/etownhall)

Please provide your questions to Council below and drop off at City Hall or mail to:

Attn: City of Nanaimo Communications Dept,  
455 Wallace Street, Nanaimo, BC V9R 5J6

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www.nanaimo.ca • 250.754.4251



**Studio Tour**

SAT MAY 25 & SUN 26 2019 | 10-4

**CREATE A PERFECT WEEKEND ON NANAIMO'S ONLY Open Studio Tour**

**INDULGE YOURSELF** with artful imagery & scenic views.

**Look for the red balloons**

**ENTER THE DRAW TO WIN A \$100 GIFT CERTIFICATE.**

MAPS AND INFO AT: [HTTPS://HAMMONDBAYSTUDIOTOUR.JIMDO.COM/](https://hammondbaystudiotour.jimdo.com/)

Nanaimo & District Hospital Foundation urgently needs to raise **\$1.5 million** to reduce colonoscopy wait times at Nanaimo Regional General Hospital

There are over 3,500 patients waiting up to 12 months for a colonoscopy at NRGH. Colonoscopies are used to diagnose serious illnesses including Crohn's Disease, Diverticulitis and Colon Cancer. Each additional colonoscopy is vital as early detection can save lives!



Please donate today. Thank you!  
[nanaimohospitalfoundation.com](http://nanaimohospitalfoundation.com)

1200 Dufferin Crescent, Nanaimo, BC V9S 2B7  
250-755-7690 / from Oceanside 250-947-8212  
[info@nanaimohospitalfoundation.com](mailto:info@nanaimohospitalfoundation.com)

Thank you to our campaign sponsors:



**NANAIMO & DISTRICT HOSPITAL FOUNDATION**  
For better healthcare it's our place to give



Tuesday, May 21, 2019

A4 Tuesday, May 21, 2019

Nanaimo News Bulletin

www.nanaimobulletin.com

## B.C. Ferries adding fuel surcharge to ferry fares

B.C. Ferries is imposing a surcharge on fares to cover rising fuel costs.

On June 1, the company will add a surcharge of 1.5 per cent, which works out

at 25 cents for an adult and 85 cents for a vehicle on the Metro Vancouver-Vancouver Island routes.

Over the past 15 years, B.C. Ferries has been using

a fuel rebate/surcharge mechanism to manage the volatility in the price of fuel. Read more at [www.nanaimobulletin.com/news](http://www.nanaimobulletin.com/news).

[nick.munro@cityofnanaimo.ca](mailto:nick.munro@cityofnanaimo.ca)



**Buy ONE Get ONE FREE**  
**ON ALL COMPLETE SETS OF EYE GLASSES**

**DIAMOND EYES OPTICAL** #6 - 2200 BOWEN RD. 250-585-2041

**ON-SITE EYE EXAMS, CONTACT US FOR DETAILS**



**FREE Dental Implant Information SEMINAR**

**Wednesday, May 29 @ 1pm**

Vancouver Island Implant Centre is hosting a FREE seminar on Dental Implants at their location

Unit 4- 4800 Island Highway N, Nanaimo BC

Seminar attendees will discover the benefits and advancement of Dental Implants. They will have the opportunity to have their questions answered in a relaxed atmosphere. Why not enjoy eating and socializing again?



**Dr. Rob Wolanski**  
General Dentist

**Call Jessica today**  
**250-756-1666**  
**Seating is limited**

## Death in police custody last fall was pneumonia

### Police watchdog IIO releases its report

The Independent Investigations Office of B.C. says two Nanaimo RCMP officers are cleared of any responsibility after an impaired driver died in police custody last fall.

The IIO released its report on the incident on May 14.

The driver was located on Bramblewood Lane after he had crashed his vehicle into a utility pole in the early morning hours of Oct. 28.

According to the IIO report, officers made "comments between themselves that they had rarely seen a driver so evidently intoxicated" and say he made

an "admission that he had drunk a considerable amount of alcohol that day." Officers said the man failed approximately 15 times to provide a satisfactory breath sample and he reportedly told them he "had a respiratory thing right now."

He was arrested for failure to provide breath sample and taken to the back seat of a police vehicle. At that point, an officer told dispatchers "it looks like he might be seizing."

One officer attempted chest compressions before paramedics took over. The man was taken to hospital and declared deceased later that morning. An autopsy performed on the man noted cause of death was "bilateral severe pneumonia."

## Lantzville councillor says code of conduct 'overdue'

*Continued from A1*

Savage also felt staff's proposal forced councillors to "tattle" on each other.

During last week's meeting, Coun. Karen Proctor was the only councillor to speak openly about the code of conduct policy. She said while she was happy to adopt it, she didn't have any issues with the previous policy councillors rejected.


Speaking to the News Bulletin, Savage said he was pleased and "very proud" to see council finally agree on and adopt the code of conduct.

"This is something that I think is long overdue. I have seen a lot of misbehavior with councillors from many jurisdictions in both Canada and the United States and this suits me perfectly because I've always striven for the highest ideals and have always believed that teamwork and co-operating gets you much further than division and animosity," he said. "I think what people can take away from this is that the municipality's business will be conducted in a more efficient way."

Savage said what makes Lantzville's adopted model better than the district's original code of conduct is that it contains language and legal framework that is more in line with provincial and federal law. He also said the district's proposal encouraged division.


"The one we adopted is more invitation-al for councillors to reach to the highest standards, which makes it more satisfying than having councillors tattle on each other," Savage said.

[reporter@nanaimobulletin.com](mailto:reporter@nanaimobulletin.com)



**eTown Hall COUNCIL CHECK-IN**

**Check in with Council on their first six months in office!**  
**Participate in an upcoming eTown Hall.**



**MAY 23, 7-9 PM**  
Shaw Auditorium,  
Vancouver Island Conference Centre

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- ✓ ENVIRONMENTAL RESPONSIBILITY
- ✓ LIVABILITY
- ✓ GOVERNANCE EXCELLENCE
- ✓ ECONOMIC HEALTH

**Want to participate? Here's how you can get involved:**

**Before May 23**

- ✓ Fill out the form below and drop it off at City Hall by 4 pm on May 23.
- ✓ Call 250-754-4251 between 8:30 am - 4:30 pm, Monday-Friday.

**Anytime**

- ✓ On [nanaimo.ca/goto/etownhall](http://nanaimo.ca/goto/etownhall)
- ✓ On Facebook.com/CityofNanaimo
- ✓ On Twitter using #NanaimoTH

**On May 23 at 7 pm**

- ✓ In person
- ✓ On [nanaimo.ca/goto/etownhall](http://nanaimo.ca/goto/etownhall)
- ✓ On Twitter using #NanaimoTH
- ✓ On Facebook.com/CityofNanaimo

**For more information, visit [nanaimo.ca/goto/etownhall](http://nanaimo.ca/goto/etownhall)**

Please provide your questions to Council below and drop off at City Hall or mail to:  
Attn: City of Nanaimo Communications Dept,  
455 Wallace Street, Nanaimo, BC V9N 5J6

CITY OF NANAIMO [www.nanaimo.ca](http://www.nanaimo.ca) • 250.754.4251 [facebook](https://www.facebook.com/CityofNanaimo) [twitter](https://twitter.com/CityofNanaimo)

## Digital (Website)

### News Release, "[Connect with Council during upcoming eTown Hall](#)"

### E-Town Hall Landing Page:

### Social Media (Facebook and Twitter)

#### Posts

**City of Nanaimo Local Government** added an event. May 9 at 8:45 AM · 🌐

Nanaimo's City Council has been in office six months now and would like to check in with you on how they're doing! This is an opportunity to check in with Council on the following priorities they have identified in their draft Strategic Plan which incorporates feedback from the public:

- Environmental Responsibility
- Governance Excellence
- Livability
- Economic Health

Find more information at: [www.nanaimo.ca/goto/etownhall](http://www.nanaimo.ca/goto/etownhall)

Want to ask a question? Here's how:

- Website - submit your questions or comments using the online form at [www.nanaimo.ca/goto/etownhall](http://www.nanaimo.ca/goto/etownhall)
- Facebook - Join this event and write your question in the discussion section.
- Twitter - use the hashtag #NanaimoTH
- In person - attend the meeting in the Shaw Auditorium at the Vancouver Island Conference Centre



**eTown Hall**  
THURS, MAY 23, 7PM

THU, MAY 23 AT 7 PM

**E-Town Hall - Check in with Council**  
Vancouver Island Conference Centre · Nanaimo

★ Interested

You like City of Nanaimo Local Government

**City of Nanaimo Local Government**  
May 15 at 3:00 PM · 🌐

Six months in one hand, half a year in the other. Get a sneak peek into what some members of Council are excited to have accomplished or to get working on! [www.nanaimo.ca/goto/eTownHall](http://www.nanaimo.ca/goto/eTownHall)



...bringing common sense, ...e, and bringing order ... City Government so ... we can focus on doing ... ess that makes ... imo a wonderful ... e to live.

Leonard Krog



67 People Reached 70 Engagements Boost Unavailable

👍❤️ Sonjia Grandahl, Holly Bradley and 5 others 2 Shares

👍 Like 💬 Comment ➦ Share

**City of Nanaimo Local Government**  
Published by Hootsuite [?] · 18 hrs · 🌐

A cup of Council, half a cup of social media, a handful of website questions and a dash of presence at the meeting is the recipe to cook up an engaging eTown Hall! This Thursday, learn what Mayor and Council are most excited about as they carry Nanaimo forward.



**eTown Hall**  
THURS, MAY 23, 7PM


1,238 People Reached 28 Engagements Boost Post

👍🙌 Duangjai Meejan, Lynne Henry Courtney and 7 others 1 Share



**City of Nanaimo Local Government**  
Published by Hootsuite [?] · May 19 at 8:00 PM ·

An eTown Hall is an opportunity to engage with your City Council online or in-person. This May 23 meeting is your opportunity to get to know their priorities and motivations as they lead our City forward for the rest of their term. Before the meeting, find out more about their priorities.  
<http://ow.ly/WA9O30oLIUP>



NANAIMO.CA  
**2019-2022 Draft Strategic Plan**  
Over the past number of weeks, Council has engaged in an open planning...

1,234 People Reached      18 Engagements      [Boost Post](#)

👍 Daphne Paterson, Debby Lee Keith and 1 other

**City of Nanaimo Local Government**  
Published by Hootsuite [?] · 18 hrs ·

A cup of Council, half a cup of social media, a handful of website questions and a dash of presence at the meeting is the recipe to cook up an engaging eTown Hall! This Thursday, learn what Mayor and Council are most excited about as they carry Nanaimo forward.



1,238 People Reached      28 Engagements      [Boost Post](#)

👍 🐶 Duangjai Meejan, Lynne Henry Courtney and 7 others      1 Share

**City of Nanaimo Local Government**  
3 hrs ·

Do you have questions for Council on their strategic priorities? You have options! Ask them here on Facebook, on Twitter using #NanaimoTH, in person tomorrow night from 7-9 pm at the Vancouver Island Conference Centre or on the City website at [www.nanaimo.ca/goto/eTownHall](http://www.nanaimo.ca/goto/eTownHall)

**City of Nanaimo Local Government**  
Tomorrow at 8:00am

Did you know it's Local Government Awareness week? Make sure to check in with Council tonight during their eTown Hall. Wherever you may be, ask your questions here:  
<http://ow.ly/gFHI30oNi8b> and watch it live in person at the Vancouver Island Conference Centre, online here:  
<http://ow.ly/OXim30oNhLT> or on Shaw Community TV Channel 4.

[Read Less](#)



**City of Nanaimo Local Government**  
Nanaimo just now

The eTown Hall will begin soon, Nanaimo! Is it too nice out to be inside? No problem! Ask your questions about Council's strategic priorities here: <http://ow.ly/kgXp30oNihm> and wherever you may be, watch it online here: <http://ow.ly/Rqn530oNik5> or on Shaw Community TV Channel 4.



👍      Comment      Share



**City of Nanaimo** @cityofnanaimo · May 15  
Six months in one hand, half a year in the other. May 23, get to know your City Council, #Nanaimo & find out which accomplishments they're most proud of so far at an eTown Hall. Tweet your questions using #NanaimoTH. More info here: [ow.ly/rEzL30Kbmf](http://ow.ly/rEzL30Kbmf) #YCD



1 2 9

**City of Nanaimo** @cityofnanaimo · Just now  
Did you know it's Local Government Awareness Week? Engage with your City Council tonight online or in-person, and learn a bit more about their priorities to move #Nanaimo forward. Tweet your questions to #NanaimoTH. <http://ow.ly/28es30oNaRT> #YCD



2 1 2

**City of Nanaimo** @cityofnanaimo · May 10  
Connect with Council during upcoming eTown Hall #Nanaimo #YCD



1 2

**City of Nanaimo** @cityofnanaimo · Just now  
Heads up up, #Nanaimo! Tonight's eTown Hall begins at 7 PM. Learn more about Council's strategic priorities here: <http://ow.ly/NXHh50uIouy> and tweet your question using #NanaimoTH. Watch it live online at <http://ow.ly/1X5d50uIoua> or on @ShawTV\_CVI. #YCD



2 1 2

**City of Nanaimo** @cityofnanaimo · Just now  
The eTown Hall will begin soon, #Nanaimo. Too nice outside to be indoors? No problem! Wherever you are, tweet your question for Council using #NanaimoTH. Watch live online at <http://ow.ly/9Fvr50uIoo0> or on @ShawTV\_CVI. #YCD



2 1 2

**City of Nanaimo** @cityofnanaimo · 22h  
Ready to engage with your City Council, #Nanaimo? Connect with them this May 23 during the eTown Hall and learn what motivates them. Tweet your question to #NanaimoTH and read up on their priorities here: [ow.ly/YUG730oLIUJ](http://ow.ly/YUG730oLIUJ) #YCD



5 6

**City of Nanaimo** @cityofnanaimo  
6 hours ago

An eTown Hall is an opportunity to engage with your City Council online or in-person. On May 23, take the opportunity to get to know their priorities as they lead #Nanaimo forward over the next few years. Tweet your questions to #NanaimoTH. [ow.ly/XluP30oNb5T](http://ow.ly/XluP30oNb5T) #YCD



3 3

Tomorrow at 7:55pm

Have a question for #Nanaimo City Council? Tweet it using #NanaimoTH and watch tonight's eTown Hall live at [www.nanaimo.ca](http://www.nanaimo.ca). #YCD



DATE OF MEETING | JUNE 10, 2019 |

AUTHORED BY | JAKE RUDOLPH, CHIEF ADMINISTRATIVE OFFICER |

SUBJECT | Strategic Plan Action Timelines |

## **OVERVIEW**

### **Purpose of Report**

To provide the Governance and Priorities Committee with the proposed timelines for the various Actions listed in the Draft Strategic Plan.

### **Recommendation**

That the Governance and Priorities Committee recommend that Council approve the 2019-2022 Strategic Plan.

## **DISCUSSION**

At the 2019-MAY-23 Special Council Meeting (e-Town Hall) Council received feedback from members of the public that highlighted the importance of timelines for the various Action Items in the Draft Strategic Plan. There was a general consensus among Council that timelines were necessary, at some point in the process, to track progress on Action Items and recognize outcomes. In addition, at the 2019-MAY-27 Council meeting, Council passed two motions to add or revise Action Items, and there was a Consent Item relating to a third Action Item regarding food security.

Staff have attached both the updated Draft Strategic Plan (Attachment A) as well as an Appendix to the Draft Strategic Plan (Attachment B) that lists the estimated timelines for each Action Item. The timelines are presented as an Appendix to the Draft Strategic Plan in order to provide more flexibility in adapting them as priorities change, enabling adjustments to be made without opening up the actual Strategic Plan document. The timelines represent Staff's best estimates, based on other priorities, staffing and workload, as to when the various Action Items will be started. The timelines will be subject to further review and revision when staff prepare their annual departmental Business Plans, or otherwise at the will of Council.

An alternative version of the Draft Strategic Plan with the timelines embedded in the document is provided as Attachment C for Council's consideration. |

## **SUMMARY POINTS**

- | The latest Draft Strategic Plan incorporates public feedback, and decisions of Council following the 2019-MAY-23 e-Town Hall and the 2019-MAY-27 Council meeting.
- The timelines are estimated, and will be refined further during the preparation of annual departmental Business Plans in the coming months.

- Two alternative versions of the Strategic Plan are provided which provide a different formats for presenting the Action Plan timelines. |

## **ATTACHMENTS**

Attachment A: Updated version of Draft Strategic Plan

Attachment B: Appendix to the Strategic Plan with timelines for the individual Action Items

Attachment C: Updated version of Draft Strategic Plan with the timelines embedded |

### **Submitted by:**

Jake Rudolph  
Chief Administrative Officer |



# STRATEGIC PLAN 2019 – 2022

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**DRAFT WITH TIMELINE  
AS APPENDIX**

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June 10, 2019







#### PHOTO CREDITS AND ACKNOWLEDGEMENT

The City of Nanaimo would like to thank Tom Jackman, Mike Anderson, 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 Regional District of Nanaimo to increase public transit service and availability in the community
- If requested, the City of Nanaimo work with the Regional District of Nanaimo, and other community organizations, to develop food security for the region



# 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 federal government and province to take responsibility for mental health and social disorder issues, and affordable housing



# 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 Walkway
- Construct an interim walkway around One Port Drive
- Develop City property at One Port Drive
- Council to advocate for a fast ferry service, or other forms of transportation improvements, for connectivity

Draft Appendix to Draft Strategic Plans - Action Items Timelines

| Draft Strategic Plan - Key Priorities Action Items  |      |      |      |      |
|---|------|------|------|------|
| Environmental Responsibility  | 2019 | 2020 | 2021 | 2022 |
| ▪ 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 Regional District of Nanaimo to increase public transit service and availability in the community   |      |      |      |      |
| ▪ If requested, the City of Nanaimo work with the Regional District of Nanaimo, and other community organizations, to develop food security for the region        |      |      |      |      |
| Governance Excellence   | 2019 | 2020 | 2021 | 2022 |
| ▪ 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 to the Federal and Provincial governments to take responsibility for mental health, affordable housing, and social disorder issues                     |      |      |      |      |
| Livability  | 2019 | 2020 | 2021 | 2022 |
| ▪ 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   | 2019 | 2020 | 2021 | 2022 |
| ▪ 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 Walkway   |      |      |      |      |
| ▪ Construct an interim walkway around One Port Drive  |      |      |      |      |
| ▪ Develop City property at One Port Drive   |      |      |      |      |
| ▪ Council advocate for a fast ferry service, or other forms of transportation improvements, for connectivity  |      |      |      |      |

Colour Legend: Green - In Progress    Orange - Ongoing    Grey - Not Started



# STRATEGIC PLAN 2019 – 2022

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## DRAFT PLAN WITH TIMELINE SECTION

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June 10, 2019

Attachment C







#### PHOTO CREDITS AND ACKNOWLEDGEMENT

The City of Nanaimo would like to thank Tom Jackman, Mike Anderson, 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

### COMPLETION TIMELINE

- 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 Regional District of Nanaimo to increase public transit service and availability in the community
- If requested, the City of Nanaimo work with the Regional District of Nanaimo, and other community organizations, to develop food security for the region

2020

Ongoing

2022

2020

2021

2019

Pending  
Invitation



### 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 to the Federal and Provincial governments to take responsibility for mental health, affordable housing, and social disorder issues

#### COMPLETION TIMELINE

2019

2020

Ongoing

Ongoing

2019

Ongoing



## 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

### COMPLETION TIMELINE

- 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

2020

2020

2019

Ongoing

Ongoing

2020

2019

2022



## 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 Walkway
- Construct an interim walkway around One Port Drive
- Develop City property at One Port Drive
- Council advocate for a fast ferry service, or other forms of transportation improvements, for connectivity

### COMPLETION TIMELINE

2019

2020

Ongoing

2019

2019

2022

2019