



**AGENDA**  
**GOVERNANCE AND PRIORITIES COMMITTEE MEETING**

Monday, January 27, 2020, 9:00 A.M. - 4:00 P.M.

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

SCHEDULED 30 MINUTE RECESS AT 12:00 P.M.

---

	Pages
<b>1. CALL TO ORDER:</b>	
<b>2. INTRODUCTION OF LATE ITEMS:</b>	
<b>3. APPROVAL OF THE AGENDA:</b>	
<b>4. ADOPTION OF THE MINUTES:</b>	
a. <u>Minutes</u>	3 - 11
Minutes of the Governance and Priorities Committee held in the Shaw Auditorium, Vancouver Island Conference Centre, 80 Commercial Street, Nanaimo, BC, on Monday, 2019-NOV-25, at 1:00 p.m.	
b. <u>Minutes</u>	12 - 20
Minutes of the Governance and Priorities Committee held in the Boardroom, Service and Resource Centre, 411 Dunsmuir Street, Nanaimo, BC, on Monday, 2019-DEC-09, at 11:00 a.m.	
<b>5. REPORTS:</b>	
a. <u>GOVERNANCE AND MANAGEMENT EXCELLENCE:</u>	
1. City of Nanaimo Strategic Plan Workshop	21 - 33
To be introduced by Jake Rudolph, Chief Administrative Officer.	
<u>Presentation:</u>	
1. John Leeburn, Sr Consultant, Leeburn OD, regarding City of Nanaimo Strategic Plan Check-In.	
b. <u>ENVIRONMENTAL RESPONSIBILITY:</u>	

c. ECONOMIC HEALTH:

d. COMMUNITY WELLNESS/LIVABILITY:

e. AGENDA PLANNING:

1. Governance and Priorities Committee Agenda Planning

34 - 37

6. QUESTION PERIOD:

7. PROCEDURAL MOTION:

8. ADJOURNMENT:

**MINUTES**  
GOVERNANCE AND PRIORITIES COMMITTEE MEETING  
SHAW AUDITORIUM, VANCOUVER ISLAND CONFERENCE CENTRE,  
80 COMMERCIAL STREET, NANAIMO, BC  
MONDAY, 2019-NOV-25, AT 1:00 P.M.

---

Present: Councillor Z. Maartman, Chair  
Mayor L. Krog  
Councillor S. D. Armstrong  
Councillor D. Bonner  
Councillor T. Brown (vacated 4:09 p.m.)  
Councillor B. Geselbracht  
Councillor E. Hemmens (vacated 4:17 p.m.)  
Councillor I. W. Thorpe  
Councillor J. Turley

Staff: J. Rudolph, Chief Administrative Officer  
R. J. Harding, General Manager, Parks, Recreation and Culture (arrived 3:53 p.m.)  
D. Lindsay, General Manager, Development Services  
B. Sims, General Manager, Engineering and Public Works (arrived 1:05 p.m.)  
Supt. C. Miller, OIC, Nanaimo Detachment RCMP (vacated 3:50 p.m.)  
L. Fletcher, Inspector, RCMP, Nanaimo Detachment (vacated 2:10 p.m.)  
Sgt. N. Armstrong, RCMP, Nanaimo Detachment  
E. Williams, A/Director, Parks and Recreation (arrived 2:54 p.m.)  
K. Fry, Fire Chief  
J. Elliot, Director, Public Works  
L. Bhopalsingh, Manager, Community and Cultural Planning (arrived 1:05 p.m., vacated 4:21 p.m.)  
F. Farrohki, Manager, Communications  
T. Doyle, Deputy Fire Chief, Operations  
J. Le Masurier, Assistant Chief, Education and Training (arrived 1:03 p.m.)  
Capt. E. TenHave (arrived 2:33 p.m., vacated 2:45 p.m.)  
Lieutenant T. Horst (arrived 2:33 p.m., vacated 2:45 p.m.)  
A. Mills, Firefighter (arrived 2:33 p.m., vacated 2:45 p.m.)  
T. Bernadino, Firefighter (arrived 2:33 p.m., vacated 2:45 p.m.)  
D. LaBerge, Manager, Bylaw Services (arrived 1:05 p.m., vacated 4:21 p.m.)  
S. Snelgrove, Deputy Corporate Officer, Legislative Services  
K. Gerard, Recording Secretary

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

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

2. APPROVAL OF THE AGENDA:

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

3. ADOPTION OF THE MINUTES:

It was moved and seconded that the Minutes of the Governance and Priorities Committee held in the Boardroom, Service and Resource Centre, 411 Dunsmuir Street, Nanaimo, BC, on Monday, 2019-NOV-04, at 1:00 p.m. be adopted as circulated. The motion carried unanimously.

4. REPORTS:

1. COMMUNITY WELLNESS/LIVABILITY:

(a) Public Safety

Introduced by Jake Rudolph, Chief Administrative Officer, and Dale Lindsay, General Manager, Development Services.

J. Le Masurier entered the Shaw Auditorium at 1:03 p.m.

L. Bhopalsingh, D. Laberge and B. Sims entered the Shaw Auditorium at 1:05 p.m.

Presentation:

1. Supt. C. Miller, RCMP Nanaimo Detachment, provided Council with a presentation regarding the following:
  - Current RCMP members include 144 regular members funded through the City of Nanaimo (the City), 8 members funded by the Province and 2 federally funded members with 63.1 municipal employees and 1 civilian member, 154 members in total, increasing on April 1, 2020
  - Community policing programs include Project 529, a bike registration program and 133 active Block Watch programs
  - Community Policing Volunteers include speed watch, distracted driving watch, crime watch, Project 529 and community events
  - Volunteer hours from 2017 to 2019 have almost doubled
  - Volunteers with iPads go to various locations to assist people to register their bikes in the Project 529

Committee discussion took place regarding crime watch and volunteers.

Supt. C. Miller, RCMP Nanaimo Detachment continued his presentation regarding

- Reactive vs. proactive policing
- Spike in property crime, which is nationwide
- Crime Reduction Unit

Sgt. Nick Armstrong provided Council with a presentation regarding the Crime Reduction unit, which included the following information:

- Original member of the Crime Reduction Unit and has assisted other municipalities in creating their own Crime Reduction Unit
- Two Crime Reduction Unit initiatives this year including April to May and October to November
- Four RCMP members are allocated to the Crime Reduction Unit with a specific focus on one area or one criminal offence that would normally create multiple calls for service
- Crime Reduction Unit works for two months consecutively and focuses on the highest causes of repetitive crime
- Crime Reduction Unit statistics for Spring and Fall 2019, include:
  - 755 files
  - 236 Arrests
  - 120 Arrest warrants executed
  - 58 curfew checks
  - 191 charges recommended
  - 543 non-criminal code offenses cited
- Provided Council with a case example from Fall of 2019 to show the process of investigations, arrests and seizure

Committee discussion regarding the local vs. transient criminals, the potential to make the Crime Reduction Unit permanent and how that could be done.

Supt. C. Miller continued his presentation:

- Crime Reduction Unit must meet certain criteria including a two month commitment from the members
- A criminology student from Vancouver Island University will be writing their thesis on the Crime Reduction Unit and will compile statistics on the long-term and short-term impacts
- Mental health and wellness is a key component of the RCMP officers and the detachment
- Initial time spent on a call includes 30 – 45 minutes to process the call including update the complainant, 45 minutes on multiple days to investigate and 45 – 75 minutes to arrest and process the individual, fatal accidents and homicides could take years until they are convicted and go to Court
- Regular member training includes Firearms Training, Public and Police Safety Training, Online Courses (mandatory) and Investigative and Developmental
- Traffic statistics show that traffic tickets are down 5% from 2015 to 2018 and tickets for electronic devices have decreased 18% during the same time period

- Motor vehicle accidents from 2015 to 2018 show that non-injury accidents have increased 25%, accidents involving injuries have decreased by 18% and fatal accidents have increased 40%
  - Alcohol and Drug roadside suspensions have decreased by 4% from 2015 to 2018
  - Crime statistics for 2015 to 2018 show an increase of 36% in property crime and a 28% increase in violent crime
  - Property crime stats for 2015 to 2018
  - Violent Crime Stats from 2015 to 2018
  - Other Criminal Code Offenses statistics from 2015 to 2018
2. Jessica Patterson, Deputy Regional Crown Counsel, North Island, provided a presentation regarding the BC Prosecution Services, which included the following information:
- Oversea all prosecutions for the North Island
  - Provinces and Territories are responsible for the administration of justice including Provincial Crown regulations and some offenses covered under the Federal Crown
  - BC Prosecution Service (BCPS) is a part of the Ministry of Attorney General, Assistant Deputy Attorney General (ADAG) heads the BC Prosecution Service and the *Crown Counsel Act* sets out the function and responsibilities of Crown Counsel, the BCPS and ADAG
  - Meet monthly with RCMP detachment to discuss priorities and projects
  - Provided Council with a high level step by step process for investigating to appealing a criminal act
  - Receive files from RCMP and Crown Counsel deals with files according to policies and processes
  - Charge Assessment is assessed by Crown Counsel who determines what and how many, if any, charges should be laid along with a guideline to show whether a matter should be diverted from the Court
  - BCPS uses a two-part test to assess whether charges are approved which includes: substantial likelihood of conviction and public interest

Committee discussion took place regarding convictions and assistance to the victim of an offense if charges are not laid against the offender.

Jessica Patterson, Deputy Regional Crown Counsel, North Island, continued the presentation:

- Conduct of prosecutions is to act as prosecutors on behalf of society as a whole which include the roles of Crown Counsel, Bail and Trial

L. Fletcher vacated the Shaw Auditorium at 2:10 p.m.

- Sentencing is recommended by Crown Counsel but the judge has authority to determine the appropriate penalty for an offence
- *Criminal Code* is the fundamental purpose of sentencing
- Objectives of sentencing include:
  - Denounce unlawful conduct
  - Deter the offender or other persons from committing offences
  - Separate offenders from society
  - Assist in rehabilitating offenders
  - Provide reparations for harm done on victims or to the community
  - Promote a sense of responsibility in offenders and acknowledgement of the harm done
- Provided Council with an overview of the principles of sentencing included in the *Criminal Code* and the numerous policies that govern a sentencing position in a particular matter
- Different types of sentencing include discharges, fines, community supervision and imprisonment; focus is on deterrents and holding the offender responsible

Committee discussion took place regarding sentencing by judges, offenders being released “next day” and joint submissions.

The Governance and Priorities Committee meeting recessed at 2:24 p.m.  
The Governance and Priorities Committee reconvened at 2:33 p.m.

T. Bernadino, T. Horst, A. Mills and E. TenHave entered the Shaw Auditorium at 2:33 p.m.

Councillor Armstrong vacated the Shaw Auditorium at 2:33 p.m.

Council received a presentation and training from Karen Fry, Fire Chief, and Tim Doyle, Deputy Fire Chief, Capt. T. Bernadino, Lieutenant T. Horst, Firefighter A. Mills and Firefighter E. TenHave in Bystander CPR.

T. Bernadino, T. Horst, A. Mills and E. TenHave vacated the Shaw Auditorium at 2:45 p.m.

Karen Fry, Fire Chief, and Tim Doyle, Deputy Fire Chief, continued the Bystander Training.

Councillor Armstrong returned the Shaw Auditorium at 2:54 p.m.  
J. Rudolph returned to the Shaw Auditorium at 2:54 p.m.  
E. Williams entered the Shaw Auditorium at 2:54 p.m.  
Supt. C. Miller returned to the Shaw Auditorium at 2:55 p.m.

3. Dave Laberge, Manager, Bylaw Services, continued the presentation on Public Safety and spoke regarding:

- Enforcement responses to illicit drug markets and enforcement resources
- 400 Block of Wesley Street
- Environmental influences on place specific crime/disorder including defensible space, community influences, surrounding environment and neighbourhood thresholds (tipping points)
- Encampments are monitored continuously so they do not grow in size and the Bylaw Department and RCMP can monitor fires and accumulation of stolen property
- Nuisance Abatement including “Nuisance Abatement Bylaw 2019 No. 7250”, Public Nuisance Bylaw 2019 No. 7267”, Parks, Recreation and Culture Bylaw 2008 No. 7073”, and “Property Maintenance Bylaw 2017 No. 7242”
- Downtown security patrols including bike patrols, RCMP foot patrols and private security patrols

Committee discussion took place regarding:

- Bylaw Enforcement Officers work week changing from 35 hours per week to 40 hours per week.
- Theft from vehicles in the downtown area
- Safety in downtown and bylaws perspective on what the City of Nanaimo can do to assist in helping downtown becoming safer
- Open air drug market locations in Nanaimo and which areas are most prolific
- What legal ramifications does the City or RCMP have to break up Wesley Street

Jake Rudolph, Chief Administrative Officer, spoke regarding RCMP enforcement of the area of Wesley Street and future plans for the property at 421 Franklyn Street.

Supt. C. Miller, spoke regarding RCMP patrols in the 400 block of Wesley Street, clean up of this area, declaring the drug use issue a health crisis and that there are homeless people in many areas throughout the city who are not drug users and do not participate in criminal activity.

Committee discussions took place regarding:

- Tools in place now to assist with and stop drug use and the criminal element in the 400 Block of Wesley Street
- Stronger advocacy plan to lobby the Provincial and Federal governments regarding homelessness, mental health and drug use issues



- Statistics on whether the overdose prevention site at Wesley Street increased the open use of drugs and criminal activity
- Statistics on harm reduction and supportive housing

Jake Rudolph, Chief Administrative Officer, advised that the increase in supportive housing have not been matched with an increase in mental health and drug addiction services.

4. Lisa Bhopalsingh, Manager, Community and Cultural Planning continued the Public Safety presentation and spoke regarding:

Supt C. Miller and D. Laberge vacated the Shaw Auditorium at 3:50 p.m.

- There is an increased number of people with complex health and housing needs
- Safety implications for those in the community who are housed and safety of those who remain unhoused
- People who have housing are not able to maintain housing because of health issues and drug use
- City of Nanaimo has partnered with Health and Housing Task Force (HHTF), Nanaimo Homelessness Coalition, Community Action Team and others to try and mitigate homelessness and provide support for those who are in crisis

R. Harding entered the Shaw Auditorium at 3:53 p.m.

D. Laberge returned to the Shaw Auditorium at 3:53 p.m.

- HHTF is going to create a mapping system to show where resources are available and what exactly each resource provides
- Lobbying and leveraging efforts are being made to the Provincial Government and Federal Government
- City has funded initiatives such as the shower program, urban clean up and added beds to the Unitarian shelter
- Community planning can help in building healthy environments, creating safe interactive spaces, livable streets and crime prevention through environmental design
- Connecting with various groups can encourage participation in planning through the Official Community Plan (OCP), Transportation and Mobility and neighbourhood networks

5. Karen Fry, Fire Chief, continued the Public Safety Presentation and spoke regarding:

- In 2019 there were over 600 cardiac or unconscious incident responses and 38 incidents where bystander CPR was being performed
- 332 Staff in 2019 were trained to perform Bystander CPR

- Nanaimo Fire Rescue (NFR) has responded to over 1200 overdoses since 2017 and from 2017 to 2019, 158 Naloxone doses were administered; many of these occur in private residences
- Mental health, compassion fatigue and wellness of NFR members needs to be supported
- In 2019 NFR responded to 117 responses for structure fires, 665 residents visited and installed 202 smoke alarms
- Overdose on the streets and in residences are typically repeat users and suffer mental health issues because of repeated overdoses
- NFR are present in the community more and have participated in 140 events in the community which creates a sense of security for the public

Councillor Brown vacated the Shaw Auditorium at 4:09 p.m.

6. Elizabeth Williams, A/Director, Recreation and Culture, provided Council with a presentation regarding Public Safety, which included the following information:
  - Increase in discarded needles, drug paraphernalia and garbage, vandalism and theft in Parks
  - Increase in loitering and sleeping in facilities and negative interactions with staff
  - Needle box program in parks and facilities and updated bylaw with regard to overnight shelter in parks
  - Timely response to clean ups, increased staffing and added security to areas of concern
  - Improved lighting in target areas in parks and around facilities and reducing access to these areas
  - Closure and reduction of hours in some facilities and review and change of some entry points of facilities
  - Resiliency strategy includes:
    - Additional training for Staff on dealing with negative interactions and improved safety equipment for staff
    - Developed better communication between other agencies
    - Cleaning underbrush and tree canopies in areas identified as no overnight shelter
    - Education staff/public on reducing opportunity for theft, review, hold and secure lock down procedures
  - Parks and Recreation is over budget for park and facilities clean up

Councillor Hemmens vacated the Shaw Auditorium at 4:17 p.m.

Committee discussion took place regarding shelters, Staff time and budget to deal with needles and garbage clean up in parks, amount of needle disposal boxes in Nanaimo and the overall burden on the community because of addiction and homelessness issues.

L. Bhopalsingh and D. Laberge vacated the Shaw Auditorium at 4:21 p.m.

b. AGENDA PLANNING:

1. Governance and Priorities Committee Agenda Planning

Jake Rudolph, Chief Administrative Officer provided Council with an update on the upcoming Governance and Priorities Committee meetings.

5. ADJOURNMENT:

It was moved and seconded at 4:22 p.m. that the meeting terminate. The motion carried unanimously.

---

C H A I R

CERTIFIED CORRECT:

---

CORPORATE OFFICER

**MINUTES**  
**GOVERNANCE AND PRIORITIES COMMITTEE MEETING**  
**BOARDROOM, SERVICE AND RESOURCE CENTRE,**  
**411 DUNSMUIR STREET, NANAIMO, BC**  
**MONDAY, 2019-DEC-09, AT 11:00 A.M.**

---

**Present:** Councillor Z. Maartman, Chair  
Mayor L. Krog  
Councillor S. D. Armstrong (arrived 12:42 p.m.)  
Councillor D. Bonner  
Councillor T. Brown  
Councillor B. Geselbracht  
Councillor E. Hemmens  
Councillor I. W. Thorpe  
Councillor J. Turley (arrived 11:09 a.m.)

**Staff:** J. Rudolph, Chief Administrative Officer (arrived 11:06 a.m.)  
R. Harding, General Manager, Parks, Recreation and Culture (arrived 1:29 p.m.)  
D. Lindsay, General Manager, Development Services (arrived 11:06 a.m.)  
B. Sims, General Manager, Engineering and Public Works (arrived 11:04 a.m.)  
J. Van Horne, Director, Human Resources (arrived 2:55 p.m.)  
L. Mercer, Director, Finance  
P. Rosen, Director, Engineering (arrived 11:25 a.m., vacated 12:28 p.m., returned 1:48 p.m.)  
K. Fry, Fire Chief (arrived 2:58 p.m.)  
G. Norman, Deputy Fire Chief – Administration (arrived 2:58 p.m.)  
W. Fulla, Manager, Business, Asset & Financial Planning (arrived 2:47 p.m.)  
F. Farrokhi, Manager, Communications  
P. Stewart, Manager, Engineering Projects (arrived 1:48 p.m.)  
J. Rose, Manager, Transportation (arrived 1:42 p.m.)  
D. Fournier, Manager, Municipal Infrastructure  
J. Rushton, Manager, Purchasing & Stores (arrived 12:43 p.m.)  
B. Thomas, Assistant Manager, Transportation (arrived 1:45 p.m.)  
A. Coronica, Senior Financial Analyst (arrived 2:47 p.m.)  
A. Fipke, Capital Project Management Specialist (arrived 1:36 p.m.)  
S. Drinnan, Engineering Services Technologist (arrived 1:36 p.m.)  
D. Blackwood, Client Support Specialist (vacated 11:10 a.m., returned 2:47 p.m.)  
S. Gurrie, Director, Legislative Services  
K. Gerard, Legislative Services Steno (arrived 2:44 p.m.)  
N. Sponaugle, Legislative Services Clerk (arrived 1:13 p.m.)  
L. Young, FOI Claims & Records Clerk (vacated 12:44 p.m.)  
J. Vanderhoef, Recording Secretary

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

The Governance and Priorities Committee Meeting was called to order at 11:02 a.m.

2. INTRODUCTION OF LATE ITEMS:

- (a) Agenda Item 5(d)(1) - Advisory Committee on Accessibility and Inclusiveness – add presentation from Natalie Sponaugle, Legislative Services Clerk.
- (b) Agenda Item 5(e)(1) - Governance and Priorities Committee Agenda Planning - replace Governance and Priorities Committee Agenda Planning Master List.

3. APPROVAL OF THE AGENDA:

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

B. Sims entered the Boardroom at 11:04 a.m.

4. REPORTS:

a. GOVERNANCE AND MANAGEMENT EXCELLENCE:

(1) Municipal Insurance Association of British Columbia

Introduced by Sheila Gurrie, Director, Legislative Services.

D. Lindsay and J. Rudolph entered the Boardroom at 11:06 a.m.

Presentation:

- 1. Tom Barnes, Chief Executive Officer, and Sherman Chow, Director of Claims, Municipal Insurance Association of BC (MIABC), provided a presentation as follows:
  - Provided a brief history of insurance for Municipal Governments

Councillor Turley entered the Boardroom at 11:09 a.m.

D. Blackwood vacated the Boardroom at 11:10 a.m.

- Premiums expected to remain the same for the City of Nanaimo
- City of Nanaimo was one of the first MIABC members to sign up
- Provide up to \$40,000,000 liability coverage per claim
- Provided an overview of what the MIABC is and what they do:
  - Not a typical insurance company as it is owned by its members
  - Created by the Union of BC Municipalities 33 years ago during an insurance crisis

Committee discussion took place regarding the cause of the previous insurance crisis being based on the idea of mass torts during the

1970's and a claim against the City of Brampton, Ontario, where the Court awarded \$4-5 million against the City of Brampton.

P. Rosen entered the Boardroom at 11:25 a.m.

Tom Barnes, Chief Executive Officer, and Sherman Chow, Director of Claims, MIABC, continued their presentation as follows:

- MIABC provides the following services for members:
  - Legal advice on non-claim related issues
  - Loss control services to limit risk exposure
  - Risk management education and training
- Listed some of the benefits of the MIABC membership: telephone and email support, risk management grant program, resource library, loss control inspections and the Risk Management Conference
- Dividends are paid annually to members
- “Loose Lips Sink Townships” and liability exposure for elected officials
- Negligent misrepresentation requires:
  - Untrue, misleading or inaccurate representation
  - “Special relationship”
  - Insufficient care
  - Reasonable reliance
  - A loss
- Methods of reducing risk: learn to identify risks, if unsure ask, have an invariable practice to follow, direct issues to the appropriate person and record exchanges
- Defamation causes the largest number of issues for elected officials – internet is the biggest problem

Committee discussion took place regarding the use of different personas on social media to separate personal life from political. People may still perceive members of Council as a Councillor regardless of which persona is being used.

Tom Barnes, Chief Executive Officer, and Sherman Chow, Director of Claims, MIABC, continued their presentation as follows:

- Defamation and what it requires – causes someone harm/embarrassment/financial loss
- Methods to reduce risk of defamation:
  - Apologize without trying to justify the situation
  - Develop good communication practice/policy
  - Do not trust communications will be private
  - Get advice
- How MIABC reviews and investigates claims:
  - Negotiate and resolve issues quickly
  - Do not pay nuisance claims or for economic/financial reasons

Committee discussion took place regarding:

- Hold Harmless Agreements still current practice
- MIABC legal advice being available to elected officials
- Forest fires and other natural disasters being covered by MIABC
- Liability to comply with the Strategic Plan

P. Rosen vacated the Boardroom at 12:28 p.m.

- Other municipalities using self insurance – larger Cities with more resources may choose to self insure to provide more control
- Passing confrontational bylaws and potential for lawsuits
- \$40 million coverage amount and potential for large claims

Sheila Gurrie, Director, Legislative Services, noted that MIABC provides coverage for claims for damages and bodily injury. She also noted that in the event of a major catastrophe the \$40 million coverage might be inadequate.

Councillor Armstrong entered the Boardroom at 12:42 p.m.

Committee discussion continued regarding snow removal from sidewalks and the City being liable for enforcing its bylaws – suggested a policy that prioritizes snow removal routes.

J. Rushton entered the Boardroom at 12:43 p.m.

The Governance and Priorities Committee Meeting recessed at 12:44 p.m.  
The Governance and Priorities Committee Meeting reconvened at 1:13 p.m.

Mayor Krog entered the Boardroom at 1:14 p.m.

(2) Presentation from Coastal Communities Social Procurement Initiative

Introduced by Laura Mercer, Director, Finance.

Presentations:

1. Kristi Fairholm-Mader, Scale Collaborative, provided a presentation as follows:

- Mission and purpose of the Coastal Communities Social Procurement Initiative
- Social procurement has developed due to rise in homelessness, poverty and social isolation
- Public sector collectively spends \$200 Billion (nationally) through procurement with 80% taking place at the local and regional level
- Procurement becomes a tool for building healthy communities

- What is social procurement: Value of goods/services for purchaser, supplier and the social value created by the purchase
- Community Capital is built on: Human Capital, Economic Capital, Social Capital, Cultural Capital and Physical Capital

2. Jane Rushton, Manager, Purchasing & Stores, provided a presentation regarding:

- Working with a consultant to identify what parts of the social network the City wants to target
- Steps for the City of Nanaimo:
  - Revise Procurement Policy
  - Create a list of suppliers who incorporate social values
  - Select small pilot projects to test and learn from

Committee discussion took place regarding:

- Staff requesting direction on Council's priorities for reviewing social procurement options
- Scope of the consultants involvement and need for focused direction
- Developing a specific policy versus more general guidelines

R. Harding entered the Boardroom at 1:29 p.m.

- Enforcing the policy

A. Fipke and S. Drinnan entered the Boardroom at 1:36 p.m.

- Concerns regarding legal challenges and trade agreements

D. Lindsay vacated the Boardroom at 1:40 p.m.

J. Rose entered the Boardroom at 1:42 p.m.

- Clarification that the Procurement Policy is due for rewrite and Staff want to include social procurement in the policy

B. Thomas entered the Boardroom at 1:45 p.m.

P. Rosen and P. Stewart entered the Boardroom at 1:48 p.m.

1. Kristi Fairholm-Mader, Scale Collaborative, continued her presentation as follows:

- Four key social value outcomes of social procurement: employment, training and skills development, social value supply chain and community development
- Legal requirements and trade agreements do not allow restricting competition
- Social procurement pathways – social purchasing and community benefit agreements



- Options for implementing municipal social procurement
- D. Lindsay returned to the Boardroom at 1:57 p.m.

Committee discussion took place regarding:

- Creating added value and asking larger contractors to fit the new criteria
- Coastal Communities Social Procurement Initiative Membership fee is based on population size
- Necessity of pilot programs
- Wording contracts to require local employees and other social services
- Coastal Communities Social Procurement Initiative membership of 20 communities sharing information and consultation
- Movement to create employment and protect the environment

b. COMMUNITY WELLNESS/LIVABILITY:

(1) Advisory Committee on Accessibility and Inclusiveness

Introduced by Sheila Gurrie, Director, Legislative Services.

Presentation:

1. Natalie Sponaule, Legislative Services Clerk, provided a presentation as follows:
  - Mandate of the Advisory Committee on Accessibility and Inclusiveness (ACAI) – to promote social and political equity within existing and proposed City plans
  - Provided public feedback on a City survey regarding the draft terms of reference:
    - 135 survey responses received
    - 82% of respondents were very much in support of the committee being created
    - 17 written responses indicated that indigenous representation should be included
  - Two draft terms of reference (ToR) were provided for consideration
  - Proposed membership is intended to ensure a broad, balanced group of individuals related to issues of accessibility and inclusiveness

Committee discussion took place regarding:

- Overlap of duties with the Nanaimo Youth Advisory Committee
- Inclusion of one specific indigenous group could limit other groups from being involved
- Staff time and scheduling/frequency of meetings
- Other cities used as comparison models: Maple Ridge, Kamloops, Victoria and Prince George

- Using an umbrella approach for membership in order to include as many possible types of accessibility and inclusiveness
- Dividing the meetings by accessibility for first hour and inclusiveness for the second hour
- Asking the larger community to step forward rather than specifying groups for membership
- Political implications of selecting different groups
- ACAI budget being included in the 2020 - 2024 Budget
- Requesting the larger community to apply with a list of required experience included on application forms
- Inviting the suggested organizations to apply when moving towards a member-at-large style membership
- Two month meeting schedule

K. Gerard entered the Boardroom at 2:44 p.m.

It was moved and seconded that the Governance and Priorities Committee recommend that Council establish an Advisory Committee on Accessibility and Inclusiveness and adopt the associated Terms of Reference as presented in “Attachment A” of the report titled “Advisory Committee on Accessibility and Inclusiveness”, dated 2019-DEC-09, including amendments for an at large membership model. The motion carried.

Opposed: Councillor Turley

A. Coronica, D. Blackwood and W. Fulla entered the Boardroom at 2:47 p.m.

(2) Presentation re: City of Nanaimo's MoESS Update

Introduced by Poul Rosen, Director, Engineering.

Shawna Drinnan, Engineering Services Technologist, and Annalisa Fipke, Capital Project Management Specialist, provided a presentation regarding the following:

- Manual of Engineering Standards and Specifications (MoESS) is schedule ‘A’ of the “Subdivision Control Bylaw 1989 No. 3260”
- This is the 13<sup>th</sup> revision to the MoESS
- Provided a timeline for scheduled events relating to updating MoESS – aim to implement an updated MoESS by 2020-MAY-01
- Sections planned to be reviewed: Urban Forestry Management, “Cross Connection Control Bylaw 2017 No. 7249”, GIS Strategic Plan, materials and aggregates, complete streets guidelines, sanitary sewer system and low pressure sewers

J. Van Horne entered the Boardroom at 2:55 p.m.

- Staff plan to update standards through a complete streets lens
- Safe Active Mode Facilities: which facilities make bicycle riders feel safer
- Proposed transition to 3.2 – 3.6m lane widths for vehicle roadways

Committee discussion took place regarding:

- Road widths, safety standards, and the reason for transitioning to 3.2-3.6m lanes.

G. Norman and K. Fry entered the Boardroom at 2:58 p.m.

- Asphalt thickness is driven by asset management
- Areas targeted for updating in the MoESS – noted deficiencies have been targeted during the last three revisions

Annalisa Fipke, Capital Project Management Specialist, continued her presentation regarding:

- Updating standards to include:
  - Road classifications to incorporate their network functions
  - Complete and separated multi-modal cross-sections

Committee discussion took place regarding water drainage and raised crosswalk intersections.

c. AGENDA PLANNING:

1. Governance and Priorities Committee Agenda Planning

Introduced by Jake Rudolph, Chief Administrative Officer.

Jake Rudolph, Chief Administrative Officer, suggested that the Governance and Priorities Committee (GPC) meeting scheduled for January 6, 2020, be cancelled.

Committee discussion took place regarding:

- Advocacy topic being added to a future GPC meeting
- Clarification of expected outcomes for each topic
- Advocacy topic having a focus around homelessness
- Health and Housing Task Force's purpose to create an advocacy strategy

It was moved and seconded that the topic of Effective Advocacy Strategy, with a particular emphasis on Health and Housing, be added to a future Governance and Priorities Committee meeting. The motion carried unanimously.

Committee discussion continued regarding:

- Presenting GPC topics to the Chief Administrative Officer prior to meetings
- Social Procurement topic being added to a future GPC meeting
- GPC meeting to review and possibly adjust the Terms of Reference for the GPC on January 13<sup>th</sup> or 20<sup>th</sup>

- Consultant working with Councillors as a group regarding Social Procurement

5. QUESTION PERIOD:

- Bill Manners re: Staff including elephant feet at all crosswalks along the E&N Trail and time management of meetings.

6. ADJOURNMENT:

It was moved and seconded at 3:36 p.m. that the meeting terminate. The motion carried unanimously.

---

CHAIR

CERTIFIED CORRECT:

---

CORPORATE OFFICER

# City of Nanaimo Strategic Plan Check-In

Background Material for January 27, 2020 Workshop



LEEBURN OD

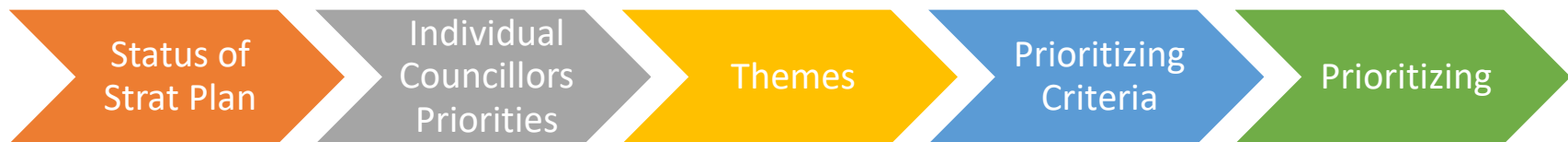
## Contents

The Purposes of the Session: .....	3
High-level Agenda .....	3
Detailed Agenda.....	4
Council’s 2018-2022 Strategic Plan.....	6
How Council’s Strategic Plan Drives the Business .....	7
Three Suggestions for Presenting Individual Priorities .....	8
Potential Criteria for Prioritizing Initiatives .....	9
Appendix 1: Council’s Strategic Plan as of December 2019 .....	10

## The Purposes of the Session:

1. To very quickly remind Council of the content of their strategic plan and the current status of their plan (progress + what planned)
2. To hear Council's individual perspective on their priorities for the remainder of their term
  - i. Initiatives/projects important to them to complete and/or
  - ii. Emerging issues in the community that are not (adequately) addressed by their current strategic plan
3. Recognizing the city has limited capacity, to ensure there is clarity between staff and council about what projects/initiatives/work items are council's "must get done" priorities for this term.
4. To determine if anything in "2" necessitates a tweak to council's strategic plan and/or a juggle of priorities in department workplans

## High-level Agenda



## Detailed Agenda

Item #	Activity	Lead	Purpose	Timing
1	<i>Welcome &amp; Introductions</i>	Mayor & CAO	introduce facilitators to council and remind all of the purpose of the day	< 5 minutes
2	<i>Status of the Strategic Plan</i> Brief Review of Council's Strategic Plan and reference to the progress made on delivering the plan	Facilitator	To refamiliarize all with the content of the strategic plan and to note the work completed and work planned that is aligned with the plan	15 minutes
3	<i>Sharing of Priorities</i> Opportunity for each member of council to speak to three "things" (projects, initiatives, studies . . .) that s/he believes are most critical to complete within Council's term. These may be "things" already contemplated within the strategic plan and department business plans or they may be emerging items/issues that have not made it into work programs.	Council members MC'd by facilitator	For council and staff to hear what each member of council believes to be the key priorities for the remainder of the term. This is the sharing portion of the day. Opportunities to discuss the merit of the different priorities will occur later in the session.	120 minutes (10 minutes per member of council + 30 minutes of questions and clarification)
4	<i>Identifying Themes &amp; Trends</i> A facilitated conversation to identify common elements among the (potentially) 27 "things" identified by members of council	Facilitator MCing	To see if there are themes and trends in terms of council's collective priorities. The goal at the end of the day is to ensure city resources are being invested in what is important to council. The greater the agreement around priorities amongst council members the easier it will be to establish priorities	30 minutes
5	<i>Agreeing on criteria to determine priorities</i> A facilitated discussion on how what criteria to use to weigh the pros and cons of each potential priority. Within this document is a list of potential criteria that could be used to discuss the different proposed priorities. The list is provided solely as a conversation starter for the discussion on criteria	Facilitator MCing	Prior to discussing the merits of each potential priority, it is important to gain general agreement on the criteria. The next step is a qualitative discussion on the merits of each – there is no attempt to weight or quantify the criteria.	30 minutes



Item #	Activity	Lead	Purpose	Timing
6	<i>Soapboxing</i> A final opportunity for members of council to speak to the priorities for which they wish to advocate	Council members MC'd by facilitator	The initial list of priorities will (hopefully) have been themed and a smaller list of potential priorities will be before council. Soapboxing provides members of council with one last opportunity to share their perspective on why they believe a particular priority(ies) are more critical for the community.	Max 45 minutes (max 5 minutes for each member)
7	<i>Voting</i> In the absence of a consensus around priorities, each member of council will be asked to again identify their top three priorities from the themed list.		In the absence of consensus there is a need to make a decision on priorities. Those potential priorities that receive the most votes will be the ones staff will concentrate their discretionary time upon.	15 minutes
8	<i>Next Steps</i> A discussion, driving to council agreement on what happens next as a result of today's session	CAO	It is important to achieve clarity on what happens as a result of the session. Depending on the discussions, potential steps include: <ul style="list-style-type: none"> <li>• Direction to provide a summary report to document the discussions</li> <li>• Direction to amend the strategic plan</li> <li>• Direction to amend business plans</li> <li>• Direction to continue some or all of the discussion at a later date.</li> </ul>	15 minutes
8	<i>Closing Comments</i>	Mayor & CAO	A chance to reflect on the day and ensure there is clarity about next steps.	< 5 minutes

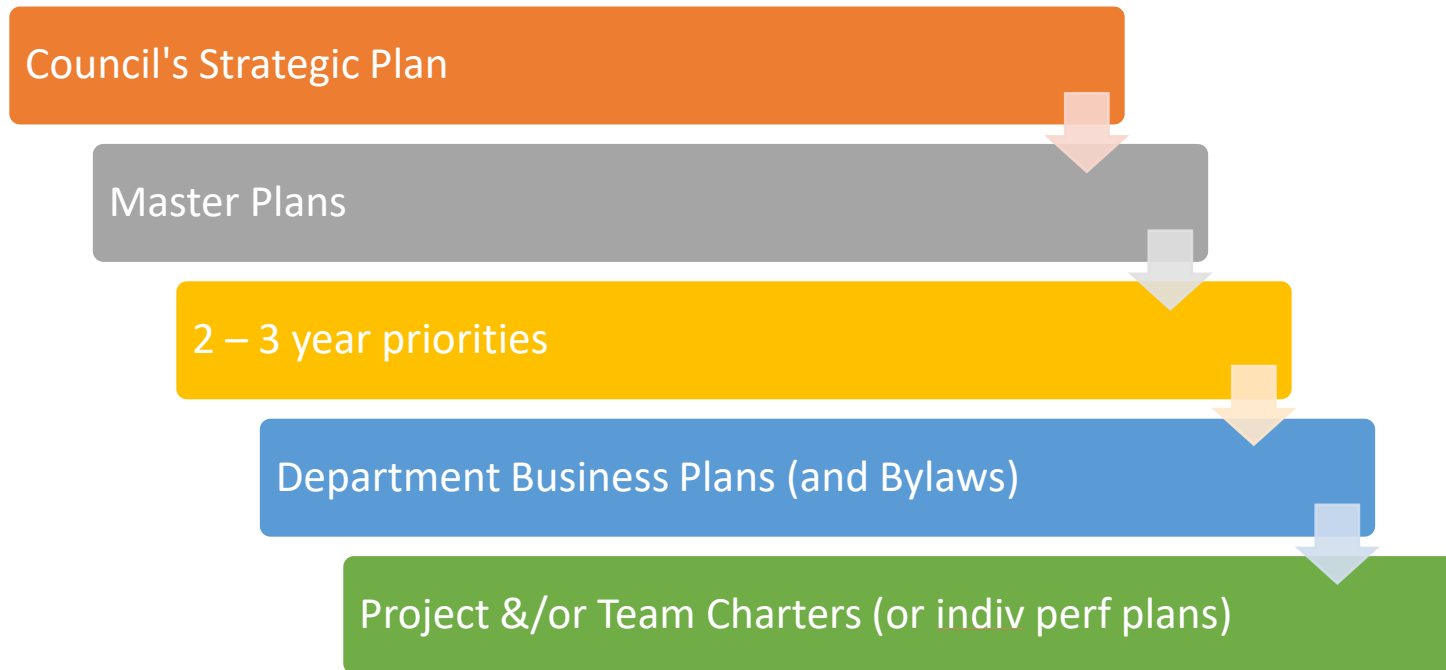
## Council's 2018-2022 Strategic Plan

### Vision

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

Environmental Responsibility	Governance Excellence	Livability	Economic Health
<ul style="list-style-type: none"><li>• Environmental Leadership</li><li>• Planning for multi-modal transportation</li><li>• 7 Actions</li></ul>	<ul style="list-style-type: none"><li>• Structured for Decision Making</li><li>• Targeted Advocacy</li><li>• 6 Actions</li></ul>	<ul style="list-style-type: none"><li>• Affordable &amp; Accessible Housing</li><li>• Safe &amp; Connected Community</li><li>• Opportunities for Active Transportation</li><li>• 8 Actions</li></ul>	<ul style="list-style-type: none"><li>• Downtown</li><li>• Business Retention &amp; Expansion</li><li>• Access to Waterfront</li><li>• 7 Actions</li></ul>

## How Council's Strategic Plan Drives the Business



## Three Suggestions for Presenting Individual Priorities

For each of the three projects/initiatives you are passionate about, you have five minutes to share the project and why you believe it is a priority (3 x 5min = 15 minutes total). To ensure some level of consistency in the “presentations” it would be helpful if you could cover the following three elements:



1. Be as ***specific*** as possible about what you wish to see accomplished



2. Describe the ***benefits*** to the community to completing this work



3. Articulate why you feel this project is more important than others. What ***differentiates*** it?

## Potential Criteria for Prioritizing Initiatives

<b>Description of the proposed project / initiative:</b> 2 or 3 sentence summary ideally including whatever ballpark budget estimates might be available.	
<b>Criteria</b>	<b>Analysis (commentary on the degree to which the proposed project / initiative meets the criteria)</b>
<b>(non-emergency) Public safety issue?</b>	The greater the public safety risk, the less discretion there is to defer the project.
<b>Aligned with an existing strategic plan?</b>	Projects that have already been “blessed” by a council and are in a strategic plan typically (but not always) viewed as a higher priority than the latest opportunity or emerging issue.
<b>How broadly will this impact the community?</b>	Typically, the broader the impact the higher the “score.”
<b>Resource (staff and budget) requirements?</b>	Sometimes a project is the proverbial “low-hanging fruit” the organization can take on within existing resource levels. Larger and more complex projects are usually best assessed during business plan and budget deliberations rather than mid-cycle.
<b>Who else (internally and externally) is involved in this project?</b>	What other city departments and what external agencies/community groups is the project dependent upon? What is their capacity to get involved?
<b>Consequences to existing workplans?</b>	This is the hardest to rate. If there is not existing capacity to add the project, what might get delayed or dropped. How does the least impactful delay/drop project compare to the proposed project?
<b>Consequences of not doing this work?</b>	What are the risks of not doing this project? What are the opportunity costs?
<b>Urgency to do this work now?</b>	Are there deadlines or funding strings attached to the project? Can the project be phased – is there a natural sequencing?
<b>Other . . .?</b>	

## Appendix 1: Council's Strategic Plan as of December 2019

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				
▪ 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				

## Governance and Priorities Committee Agenda Planning

2020 GPC Dates											
Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.
20	10	9	6	11	8	13		14	5	9	14
27	24	23	20	25	29	27		28	26	23	

**JANUARY**

s	m	t	w	t	f	s
			1	2	3	4
5	6*	7	8	9	10	11
12	13	14	15	16	17	18
19	20*	21	22	23	24	25
26	27	28	29	30	31	

January 6 – Meeting cancelled  
January 20 – Special GPC

**FEBRUARY**

s	m	t	w	t	f	s	
						1	
2	3	4	5	6	7	8	
9	10	11	12	13	14	15	
16	17	18	19	20	21	22	
23	24	25	26	27	28	29	

**MARCH**

s	m	t	w	t	f	s
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

**APRIL**

s	m	t	w	t	f	s
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

**■ MAY**

	s	m	t		w	t		f	s	
								1	2	
3		4	5	6	7	8	9			
10		11	12	13	14	15	16			
17		18	19	20	21	22	23			
24		25	26	27	28	29	30			

31

**JUNE**

s	m	t	w	t	f	s
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

**JULY**

	s	m	t	w	t	f	s
1					1	2	3
5		6	7	8	9	10	11
12		13	14	15	16	17	18
19		20	21	22	23	24	25
26		27	28	29	30	31	

**AUGUST**

s	m	t	w	t	f	s	
							1
2	3	4	5	6	7	8	
9	10	11	12	13	14	15	
16	17	18	19	20	21	22	
23	24	25	26	27	28	29	

30 31

**SEPTEMBER**

s	m	t	w	t	f	s
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

**OCTOBER**

s	m	t	w	t	f	s
					1	2 3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

**NOVEMBER**

	s	m	t	w	t	f	s
1		2	3	4	5	6	7
8		9	10	11	12	13	14
15		16	17	18	19	20	21
22		23	24	25	26	27	28
29		30					

**DECEMBER**

s	m	t	w	t	f	s
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

27 28 29 30 31

■	Governance and Priorities Committee Meeting
■	Statutory Holiday
■	FCM Annual Conference (Toronto)
■	Council Meeting

UBCM Convention (Victoria)

AVICC Convention (Nanaimo)

Public Hearing (Special Council Meeting)

## Governance and Priorities Committee Agenda Planning

The following is a list of topics listed in priority order as identified at the Special Governance and Priorities Committee meeting held January 20, 2020.

MEETING DATE	TOPIC	BACKGROUND	FORMAT	OUTCOMES
February 10, 2020	Neighbourhood Associations – Part 1	Identified as a priority topic for the first quarter of 2020 at the GPC meeting held 2020-JAN-20 (session 1 of 2)	Information report identifying: <ul style="list-style-type: none"> <li>- Background on what currently exists (how many we have, how many members, what locations, etc.)</li> <li>- Current policies &amp; information on associations</li> <li>- Values currently and values moving forward</li> <li>- Engagement with associations re: zoning amendments, etc.</li> <li>- How can we leverage our current process to obtain valuable input when re-doing neighbourhood plans and implementing our OCP process.</li> </ul>	Receive information on current state of neighbourhood associations prior to a second GPC on this topic (date TBD)
February 24, 2020	Effective Advocacy Strategies	Identified as a priority topic for the first quarter of 2020 at the GPC meeting held 2020-JAN-20. Also listed as a priority in Council's Strategic Plan	<ul style="list-style-type: none"> <li>- Expert advice on advocacy strategies</li> <li>- Staff report on communications and advocacy to date [Do we have a strategy? Differences in strategies (from Mayor, Council, Committees, Task Forces) and to who and how?]</li> <li>- Advocacy for public to relevant agencies or other levels of government</li> <li>- Council develop a strategy with or without expert advice</li> <li>- Public support of advocacy strategy</li> </ul>	Develop a strategy for implementation

## Governance and Priorities Committee Agenda Planning

March 9, 2020	Civic Facilities – conditions, issues, plans and objectives  - <i>Could include capital projects and finances (borrowing)</i>	Identified as a priority topic for the first quarter of 2020 at the GPC meeting held 2020-JAN-20	Background report from Staff on current facilities that are known to be in need of replacing with the top priorities identified	Develop strategies moving forward with these items - Direction on expansion of the RCMP building - Direction on moving forward with a plan to rebuild the Public Works building - Direction on other facilities in need of replacement, rebuilding or expansion
March 23, 2020	Arts & Culture	Brought forward through Council discussion and motion made at the GPC meeting held 2019-OCT-7	<ul style="list-style-type: none"> <li>- Invite members from the Arts &amp; Culture community to discuss engagement and communication</li> <li>- Staff report and presentation outlining the process for issuing grants related to the arts and providing an update to the Cultural Plan for a Creative Nanaimo</li> <li>- Round Table discussion</li> </ul>	<ul style="list-style-type: none"> <li>- Discussion</li> <li>- Recommendation to Council or possibly defer to other committee (ie – budget implications deferred to Finance and Audit)</li> </ul>
TBD	Neighbourhood Associations – Part 2	Identified as a priority topic at the GPC meeting held 2020-JAN-20 (session 2 of 2)	<ul style="list-style-type: none"> <li>- Invite chairs of some associations to attend and be available for the discussion.</li> <li>- Identify what resources are available</li> <li>- Presentation on how neighbourhood associations work in the City and what expectations they have of Council (i.e.: how do they want to be engaged?)</li> </ul>	<ul style="list-style-type: none"> <li>- Formalized process for recognizing neighbourhood associations</li> <li>- Create a new policy and criteria for neighbourhood associations moving forward including how they can be officially recognized.</li> <li>- Defer any financial implications to Finance and Audit Committee</li> </ul>

## Governance and Priorities Committee Agenda Planning

### Future GPC Topics

- Capital planning process
- 1 Port Drive
- Transit
- Sports venues and tourism strategies
- Women's participation on City of Nanaimo Committees and Task Forces
- Childminding Reimbursement for members of Council and City Committees
- Vancouver Island Regional Library overview