



AGENDA

GOVERNANCE AND PRIORITIES COMMITTEE MEETING

Monday, February 10, 2020, 1:00 P.M. - 4:00 P.M.

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

	Pages
1. CALL TO ORDER:	
2. INTRODUCTION OF LATE ITEMS:	
3. APPROVAL OF THE AGENDA:	
4. ADOPTION OF THE MINUTES:	
a. <u>Minutes</u>	4 - 11
Minutes of the Special Governance and Priorities Committee held in the Boardroom, Service and Resource Centre, 411 Dunsmuir Street, Nanaimo, BC, on Monday, 2020-JAN-20, at 12:30 p.m.	
b. <u>Minutes</u>	12 - 19
Minutes of the Governance and Priorities Committee meeting held in the Boardroom, Service and Resource Centre, 411 Dunsmuir Street, Nanaimo, BC, on Monday, 2020-JAN-27, at 9:00 a.m.	
5. REPORTS:	
a. <u>GOVERNANCE AND MANAGEMENT EXCELLENCE:</u>	
b. <u>ENVIRONMENTAL RESPONSIBILITY:</u>	
c. <u>ECONOMIC HEALTH:</u>	
d. <u>COMMUNITY WELLNESS/LIVABILITY:</u>	
1. Neighbourhood Association Status and Engagement	20 - 36
To be introduced by Dale Lindsay, General Manager, Development Services.	

Purpose: To provide Council with an update on the status of Nanaimo's neighbourhood associations and how the City supports and engages with these groups.

Presentation:

1. Chris Sholberg, Community Heritage Planner.

2. 2019 - 2022 Strategic Plan Amendments

37 - 59

To be introduced by Jake Rudolph, Chief Administrative Officer.

Purpose: To provide the Governance and Priorities Committee with proposed amendments to Council's 2019-2022 Strategic Plan.

Recommendation: That the Governance and Priorities Committee recommend that Council revise the 2019-2022 Strategic Plan with the following amendments:

1. Reword Key Focus Area 2 to read: "Ensure our community and transportation planning are multi-modal designed to encourage active and public transportation"
2. Reword the action item regarding public transit to read: "Work with the Regional District of Nanaimo to increase the efficiency and effectiveness of public transit services in the City"
3. Add "innovative" and remove "within our risk framework" under Key Focus Area 3
4. Add "as well as the health and safety of those in our community" under Key Focus Area 4
5. Add the following bullet as an action item: "Undertake a review of civic facilities to prioritize and plan for necessary upgrades, expansion and/or replacement"
6. Add "safe" under Council Priority
7. Reword Key Focus Area 6 to read: "Proactively address social disorder issues and advocate for support to ensure our community is a safe place for all people to live, work, play, create and learn"
8. Add "connected" under Key Focus Area 7
9. Add the following bullet as an action item: "Work with the RCMP, Bylaw Services, community and neighbourhood block watch programs to reduce social disorder issues"
10. Add the following bullet as an action item: "Support the work and implement the recommendations of the Health and

Housing Task Force to address the health and housing crisis in our community”

11. Add the following bullet as an action item: “Implement improvements in the downtown core to increase pride of place, stimulate the economy and address public safety concerns”

e. AGENDA PLANNING:

1. Governance and Priorities Committee Agenda Planning

60 - 63

6. QUESTION PERIOD:

7. PROCEDURAL MOTION:

8. ADJOURNMENT:

MINUTES
SPECIAL GOVERNANCE AND PRIORITIES COMMITTEE MEETING
BOARDROOM, SERVICE AND RESOURCE CENTRE,
411 DUNSMUIR STREET, NANAIMO, BC
MONDAY, 2020-JAN-20, AT 12:30 P.M.

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

Staff: J. Rudolph, Chief Administrative Officer
 R. J. Harding, General Manager, Parks, Recreation and Culture
 S. Legin, General Manager, Corporate Services
 D. Lindsay, General Manager, Development Services
 B. Sims, General Manager, Engineering and Public Works
 J. Van Horne, Director, Human Resources
 K. Fry, Fire Chief
 L. Mercer, Director, Finance
 F. Farrokhi, Manager, Communications
 D. Blackwood, Client Support Specialist (vacated 12:39 p.m.)
 S. Gurrie, City Clerk
 S. Snelgrove, Steno Coordinator
 N. Sponaugle, Recording Secretary

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

The Special Governance and Priorities Committee Meeting was called to order at 12:31 p.m.

2. APPROVAL OF THE AGENDA:

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

3. REPORTS:

a. GOVERNANCE AND MANAGEMENT EXCELLENCE:

1. GPC Structure – Governance and Priorities Committee First Quarter Planning

 Introduced by Jake Rudolph, Chief Administrative Officer.

1. Introduction

Jake Rudolph, Chief Administrative Officer, spoke regarding the goal of today's session to exchange ideas to clarify how Council would like to see Governance and Priorities Committee (GPC) meetings work going forward, including consideration of the agenda format, list of topics, meeting outcomes and priorities.

2. Round Table

Committee discussion took place regarding:

- The informal and open format of GPC's allowing for deeper discussion and reviewing details of issues
- Needing to let Staff know what Council's goals and outcomes are including why issues are being brought forward and should professionals be invited to a meeting
- More community involvement at the GPC, especially on issues that are important to the public

D. Blackwood vacated the Boardroom at 12:39 p.m.

Sheila Gurrie, Director, Legislative Services, spoke regarding:

- Updated GPC Agenda Planning document which includes meeting dates, topics, background format and outcomes
- Intention of the document being to provide Staff with clarification regarding what Council's desired outcomes of a meeting are
- Format and outcomes could change depending on topic

Committee discussion took place regarding:

- Time set aside at GPC meetings to bring forward topics for discussion
- Not making the format too formal but allowing time for open conversation and free-flow of ideas
- Encouraging Staff to bring forward ideas and innovations when determining topics to allow time for Council to consider those when prioritizing topics
- Not relying on GPC as an engagement tool, as sometimes there may be a better avenue or process aside from the GPC
- Enjoying the flexibility of GPC's which sometimes allow for training from staff and other times are an opportunity to bring forward important topics for discussion
- Inviting community members with specific content knowledge and stakeholders to be a part of the conversation
- Clarification and direction on what Council would like to see from Staff – i.e. whether it be information only or new policy
- GPC as an opportunity for Council to do their homework ahead of time and have a fulsome discussion, prior to an item going to a Council meeting for adoption

- Challenges in regards to inviting community members in terms of determining who is invited and whether this could cause issues with those not invited
 - For operational items, ensuring the appropriate staff with history and knowledge are invited to contribute in an informal setting
 - Challenge in having GPC's immediately followed by Council meetings
 - Clarification regarding recommendations from other Committees being sent directly to Council - Council can request for an item to be sent back to GPC for further discussion
 - Clarification regarding consent items on Council agendas and the process for pulling an item out to be discussed and voted on separately
3. Structure moving forward

Committee discussion took place regarding:

- New format of agenda planning document
- Council providing direction when bringing a topic forward so staff know what to prepare for the meeting and what the expectation is from Council
- Informal dialogue and two-way discussion between Council and Staff beneficial as it provides managers and others an opportunity to share information, hear from Council regarding their priorities, helps keep respect and language elevated and builds a level of trust with Staff
- The first year of GPC meetings being largely informational and year two an opportunity to experiment so years three and four can build on productivity
- Importance of considering the financial impact of ideas coming out of the GPC and forwarding to Finance and Audit Committee for further discussion when needed

J. Van Horne vacated the Boardroom at 1:54 p.m.

- Dedicating a half hour at the end of each GPC meeting to bring forward ideas and provide direction regarding format and outcomes
- New format still allows for emerging issues to be brought forward and the agenda schedule will be adjusted to accommodate
- Fulsome discussion to happen on agenda items only – potential topics, along with desired format and outcomes, can be identified at the end of the meeting but detailed discussion would not take place at that time
- Notices of motion at Council meetings that get deferred would be added to the topic section of the GPC agenda planning document

The Special Governance and Priorities Committee Meeting recessed at 2:09 p.m.

The Special Governance and Priorities Committee Meeting reconvened at 2:18 p.m.

J. Rudolph returned to the Boardroom at 2:19 p.m.

2. GPC Topics

Sheila Gurrie, Director, Legislative Services, advised that this was an opportunity to develop a list of topics for future GPC meetings. The Governance and Priorities Committee - Agenda Planning Future Items list was developed through previous conversations around the GPC table. There are four scheduled GPC's in the first quarter of 2020. Special GPC's can be scheduled but should be based on need, so as not to overload days that Council meetings are scheduled.

Committee discussion took place regarding First Quarter Topics and Future Topics (Q2 – Q4):

- Civic facilities and an overview of building conditions. Certain buildings needing more attention than others (i.e. – Public Works)
- Motions that were previously deferred re: ground water protection and plastic bags coming to GPC prior to the Environment Committee
- Arts and Culture topic moving to March to coincide with the start day of the new Manager of Culture and Events
- Desire for a better understanding of the Official Community Plan (OCP) process and neighbourhood associations' involvement

Council determined the following list of priority topics to assist in planning the next four sessions:

TOPIC	COUNT
Effective Advocacy Strategies	7
Neighbourhood associations	7
Sponsorships	6
Civic facilities – conditions, issues, plans and objectives	4
Arts and Culture	(already planned)
Capital planning process	3
Transit	3
1 Port Drive	3
Sports venues and tourism strategies	1
Women's Participation on the City of Nanaimo Committees and Task Forces and Childminding Reimbursement for Members of Council and City Committee Members	1
Vancouver Island Regional Library Overview	0
Social Procurement Part two (<i>send to Finance and Audit</i>)	F&A
Fees and Charges (<i>send to Finance and Audit</i>)	F&A

The following topics were identified as First Quarter Topics, based on Council's determination:

- Effective Advocacy Strategies
- Neighbourhood Associations
- Sponsorships
- Civic Facilities – conditions, issues, plans and objectives

Committee discussion took place regarding:

Advocacy:

- Imbedded in Council's Strategic Plan and Health and Housing Task Force's mandate but has not yet been brought forward to Council for discussion.
- Format: Advocacy strategies to address issues involving Provincial and Federal governments. Communications strategy to be part of the format, to report on what has taken place so far
- Outcome: Develop an advocacy strategy for implementation

J. Van Horne returned to the Boardroom at 2:50 p.m.

Neighbourhood Associations

- Format: Information report informing how many neighbourhood associations the City has including how many members and what locations
 - Current policies and information on associations.
 - Values currently and values moving forward for engaging with neighbourhood associations re: developments
 - How to leverage current processes to obtain valuable input through neighbourhood plans during the OCP process
 - Potential to invite chairs from some neighbourhood associations to attend to find out how they want to be engaged with and what their expectations are
- Outcome: Formal process for acknowledging neighbourhood associations. Desire for a clean slate with a new policy and criteria for neighbourhood associations moving forward so they can be officially recognized.
- Likely two meetings would be required – first step would be collecting information and briefing Council with engagement with neighbourhood associations and an action plan to follow in step two.

S. Gurrie vacated the Boardroom at 3:25 p.m.

Sponsorships

- Format: Potential to bring in a speaker to advise and/or a staff report for information on how to move forward
- Outcome: An inventory of potential assets to fund (i.e. public facilities and events). Develop a sponsorship policy on moving forward or not moving forward.
- It was determined that the topic of sponsorships should be brought forward to a Finance and Audit Committee meeting rather than a GPC.

S. Gurrie returned to the Boardroom at 3:29 p.m.

Civic Facilities (could include capital projects and financing/borrowing):

- Format: Background from Staff on current facilities that are known to be in need of replacing.

- Outcome: Direction on RCMP building expansion and Public Works building replacement as well as other facilities in need to replacement, expansion or renovations. Develop strategies for moving forward with these items

Committee discussion took place regarding:

- Timing of the meetings and determining appropriate meeting dates
- Topic of advocacy ideally would follow the upcoming throne speech and budget deliberations

3. AVICC Resolutions

Sheila Gurrie, Director, Legislative Services, advised that the topics forwarded from today's GPC would be voted on at the 2020-FEB-03 Council meeting

Committee discussion took place regarding:

- Association of Vancouver Island Coastal Communities (AVICC) Committee regarding Transportation on Vancouver Island – Connecting Vancouver Island Communities was recently dealt with at the Regional District of Nanaimo (RDN) and as a result would not be brought forward
- Whistleblower Legislation and attempting to address it with City policy

It was moved and seconded that the Governance and Priorities Committee recommend that Council forward a resolution regarding Whistleblower Legislation to the Association of Vancouver Island and Coastal Communities for consideration. The motion carried unanimously.

- Expanding the mandate of the AVICC Committee on Solid Waste to include "circular economy"
- Opportunity to expand the Committee to look at new market opportunities for items that would otherwise end up in the waste and broaden their mandate to look at the larger economic potential of expanding waste management

It was moved and seconded that the Governance and Priorities Committee recommend that Council forward to the Association of Vancouver Island and Coastal Communities for consideration, a resolution to expand the mandate of AVICC Committee on Solid Waste to include "circular economy". The motion carried unanimously.

Committee discussion took place regarding:

- Potentially bringing forward a motion to the Union of BC Municipalities for the provincial or federal governments to pay for outstanding holiday pay for RCMP members, rather than the municipal government
- The cost of living, consumer price index (CPI) and standardization for municipalities

It was moved and seconded that the Governance and Priorities Committee recommend that Council forward to the Association of Vancouver Island and Coastal Communities a resolution to lobby for the Province to identify a Municipal Price Index. The motion carried.

Opposed: Councillors Brown, Thorpe and Turley

Councillor Brown vacated the Boardroom at 4:09 p.m.

4. Discussion re: Governance

1. Committees and Task Forces

Introduced by Sheila Gurrie, Director, Legislative Services

Committee discussion took place regarding:

- Continuing to use GPC meetings as an avenue for discussions rather than developing more committees
- Keeping Council in the loop with decisions being made at stakeholder meetings such as the Protocol Agreement Working Group and Tribal Journeys Committee

Councillor Turley vacated the Boardroom at 4:17 p.m.

- Concerns regarding more committees potentially being brought forward given limited staff capacity
- Potential to use the GPC in such a way where certain groups or demographics, such as youth or the arts and culture community, are invited to come forward to speak on issues affecting them
- In regards to the Youth Advisory Committee, Staff are currently working on Council's motion regarding youth engagement and will be reporting back
- Importance for community being able to engage on issues in the absence of committees
- Next week's GPC on strategic planning is Council's opportunity to confirm or tweak their Strategic Plan and prioritize some items

4. QUESTION PERIOD:

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

5. ADJOURNMENT:

It was moved and seconded at 4:26 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, 2020-JAN-27, AT 9:00 A.M.

Present: Councillor D. Bonner, Chair
Councillor S. D. Armstrong (arrived 10:10 a.m.)
Councillor T. Brown
Councillor B. Geselbracht
Councillor E. Hemmens
Councillor Z. Maartman
Councillor I. W. Thorpe
Councillor J. Turley (arrived 9:30 a.m.)

Absent: Mayor L. Krog

Staff: J. Rudolph, Chief Administrative Officer
R. Harding, General Manager, Parks, Recreation and Culture
D. Lindsay, General Manager, Development Services
B. Sims, General Manager, Engineering and Public Works
S. Legin, General Manager, Corporate Services
J. Van Horne, Director, Human Resources (arrived 9:27 a.m.)
L. Mercer, Director, Finance (vacated 12:08 p.m.)
Insp. L. Fletcher, Nanaimo Detachment RCMP (arrived 10:10 a.m.)
K. Fry, Fire Chief
F. Farrokhi, Manager, Communications
M. Koch, Parks & Open Space Planner
D. Blackwood, Client Support Specialist (vacated 9:11 a.m.)
S. Gurrie, Director, Legislative Services
N. Sponaule, Steno, Legislative Services
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 9:01 a.m.

2. APPROVAL OF THE AGENDA:

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

3. ADOPTION OF THE MINUTES:

It was moved and seconded that the following minutes be adopted as circulated:

- 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.

- 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.

The motion carried unanimously.

4. REPORTS:

a. GOVERNANCE AND MANAGEMENT EXCELLENCE:

(1) City of Nanaimo Strategic Plan Workshop

Introduced by Jake Rudolph, Chief Administrative Officer.

Presentation:

1. John Leeburn, Sr. Consultant, Leeburn OD, spoke regarding the following:
 - Overview of the plan for the meeting
 - Purpose of the meeting is to determine what Council's top three priorities are

D. Blackwood vacated the Boardroom at 9:11 a.m.

- How the Strategic Plan aligns and drives City business through various master plans
- Imagining the ideal city and what is needed in order to achieve that goal
- Limited amount of money, Staff and time to work with, need to decide if items will all inch forward at once, or move a few key items forward and maintain the rest
- Suggested concentrating on a few key items moving forward
- 80% of Staff's work is to "keep the lights on" (day-to-day work) the question is how to prioritize the leftover 20% of discretionary time

Committee discussion took place regarding:

- Staff time and where Staff capacity is spread out or needing more direction
- Discretionary time usually falls more to manager/director level positions
- Reallocating resources to work on other projects

Each Councillor stated their top three priority themes:

- Derelict buildings downtown, the waterfront and 1 Port Drive

J. Van Horne entered the Boardroom at 9:27 a.m.

- Sidewalks, making pedestrians safe, review of master plan and development approvals
- Transportation and mobility for all ages and the environment

Councillor Turley entered the Boardroom at 9:30 a.m.

- Organization capacity
- Environment as articulated in the current strategic plan
- Liveability with a focus on transit and active transportation
- Mental health, addiction, and affordable housing
- Official Community Plan (OCP)
- Health and housing, supporting those who are struggling most within the community
- Economic development and ensuring there is capacity to act when opportunities arise
- Downtown and 1 Port Drive as a means to enhance peoples experience of the City
- More focus on liveability and economic health
- Liveability focused on recreational activities and facilities that promote an active and healthy lifestyle
- Development of economic health, appropriate staffing, attracting businesses and improving the downtown Business Improvement Area (BIA)
- Review of civic facilities in need of improvements/repair
- Access to the downtown waterfront and the long term vision for 1 Port Drive
- Public transportation and transit
- Active transportation plan with focus on cycling and multimodal opportunities
- OCP plus (OCP and master plans directed by the OCP)
- Broadening of economic development portfolio, development of industrial properties, economic development of the downtown core
- Safety and security, working with Bylaw Department to improve security
- Supporting arts and culture as a way to attract professionals to the community
- Preparing “shovel ready” projects for when funding becomes available
- Improved facilities for local groups/clubs and creating a facility for the indigenous community
- Environment, reviewing everything through an environmental lens
- Health and Housing Task Force (HHTF) working to develop regulations to implement change

The Governance and Priorities Committee meeting recessed at 9:57 a.m.

The Governance and Priorities Committee meeting reconvened at 10:10 a.m.

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

Insp. L. Fletcher entered the Boardroom at 10:10 a.m.

Committee discussion took place regarding:

- Public safety and complaints about the downtown core
- Economic development and the waterfront
- Capital projects such as the RCMP building, Public Works building, and expansion or additions to recreation facilities

John Leeburn, Sr. Consultant, Leeburn OD, summarized his initial interpretation of Council's priorities as nine themes: Downtown, Health and Housing, Transit, Environment, OCP plus, Organization Capacity, Economic Development, Active Transportation and Civic Facilities.

Committee discussion took place regarding:

- Ensuring resources are dedicated to projects
- 1 Port Drive relating to tourism, economic development and the downtown core
- 1 Port Drive and downtown themes being separated
- Development of South Downtown Waterfront Initiative
- Future Governance and Priorities Committee (GPC) meeting to discuss priorities
- Derelict buildings referring to buildings sitting vacant for lengths of time
- 1 Port Drive and the property's viability long term
- Opportunities to work with the Port of Nanaimo and Snuneymuxw First Nation

John Leeburn, Sr. Consultant, Leeburn OD, suggested removing 1 Port Drive from the definition of Downtown and including the topic under the heading Economic Development.

Committee discussion continued regarding:

- Civic facilities being embedded in the work of current planning staff
- Implications of spending significant amounts of money on civic facility repairs/replacement
- A strong emphasis on one theme to move forward
- Facilities theme being part of the day to day work of Staff

B. Sims vacated the Boardroom at 10:44 a.m.

John Leeburn, Sr. Consultant, Leeburn OD, continued his presentation as follows:

- Listed potential criteria for determining priorities: non-emergency safety issues, in strategic plan and/or master plan, breadth of impact, resource requirements, who is involved,

- consequences to existing work plans, consequence of not doing, urgency/sequencing/phasing and other
- Explained how Councillors will vote on the nine themes identified

Committee discussion took place regarding:

- Downtown as a focus
- Implementation of shovel-ready projects and where this topic would fall within the themes identified

J. Van Horn returned to the Boardroom at 10:56 a.m.

- Reviewing all of the themes through an environmental lens
- Need for strong economic development in the community to ensure there is revenue to implement projects
- Proper land use planning and transportation being topics that are within the cities control
- Economic development providing the revenue needed to implement change
- Downtown core requiring focus to address safety and security concerns
- Safety concerns regarding aging facilities
- Safety concerns not being restricted to downtown and the effect on public perception and the overall economy
- Ways to increase safety and security
- Reviewing the term “public safety” versus “social disorder”
- Social disorder impacting public safety
- Transit theme including all things related to transportation
- Separating public safety as its own theme
- Renaming the theme “public safety” to “social disorder”

Councillor Thorpe vacated the Boardroom at 11:28 a.m.

- Based on emails the public’s number one concern in the community is crime
- HHTF was created to address social disorder issues

Councillor Thorpe returned to the Boardroom at 11:32 a.m.

- Road/traffic safety being included within the public safety theme
- Changing active transportation theme to include all aspects of transportation including transit
- Addressing the topic of public safety next year due to new Staff member covering this area
- Looking at social disorder as a community wide topic and not isolated to the downtown core

John Leeburn, Sr. Consultant, Leeburn OD, requested clarification on whether there should be a new theme called social disorder and if the transit theme should be moved to become a topic under the theme active transportation, which would then be reworded as transportation.

Committee discussion took place regarding clarity on how these topic will be implemented and if they will be added to the strategic plan.

Jake Rudolph, Chief Administrative Officer, noted that this session is not intended as a rewrite of the strategic plan, but more of a building off of it to provide updated direction to Staff.

Inspector Lisa Fletcher, Nanaimo Detachment RCMP, spoke regarding RCMP capacity and duties that police have performed in the past that are not necessarily police tasks. She spoke regarding social disorder being a community responsibility.

Committee discussion took place regarding public safety being added as a future GPC topic.

The Governance and Priorities Committee meeting recessed at 12:08 p.m.

The Governance and Priorities Committee meeting reconvened at 12:46 p.m.

John Leeburn, Sr. Consultant, Leeburn OD, summarized the earlier discussion points and resulting nine themes. Mr. Leeburn explained that Councillors will vote on their top three priorities from the nine themes.

B. Sims entered the Boardroom at 12:48 p.m.

Insp. L. Fletcher vacated the Boardroom at 12:53 p.m.

The committee members determined their top three priorities as follows:

Theme	Vote
Health and Housing	4
Social Disorder	4
Transportation	4
Downtown	3
Facilities	3
OCP plus	3
Economic Development	3
Organization Capacity	0
Environment	0

Committee discussion took place regarding:

- Difference between Health and Housing and Social Disorder

Insp. L. Fletcher returned to the Boardroom at 12:59 p.m.

- Social Disorder provides more licence to address issues more broadly

The committee confirmed the themes that scored four votes accurately represented their priorities.

Committee discussion took place regarding:

- Impression that items not receiving any votes are being addressed already
- Lack of focus when addressing seven themes rather than three
- Suggestion to remove OCP plus and Facilities themes
- Discussion regarding a second vote
- Importance of displaying good governance
- HHTF an action item that could fall under the Social Disorder theme

John Leeburn, Sr. Consultant, Leeburn OD, noted that there was no overlap in the votes for the Health and Housing theme and the Social Disorder theme. Each Councillor had either voted for one or the other, but none had voted for both. Mr. Leeburn suggested this represents an issue to all Councillors and that each individual is coming at the theme from a different direction.

Jake Rudolph, Chief Administrative Officer, spoke regarding next steps. Staff will prepare a modified draft to update the strategic plan with the revised priorities.

b. AGENDA PLANNING:

1. Governance and Priorities Committee Agenda Planning

Committee discussion took place regarding:

- Adding crosswalk safety topic
- Adding election signage topic

It was moved and seconded that the following topics be added to a future Governance and Priorities Committee meeting:

- Crosswalk safety
- Election signage

The motion carried unanimously.

5. QUESTION PERIOD:

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

6. ADJOURNMENT:

It was moved and seconded at 1:57 p.m. that the meeting terminate. The motion carried unanimously.

C H A I R

CERTIFIED CORRECT:

CORPORATE OFFICER

DATE OF MEETING February 10, 2020

AUTHORED BY CHRIS SHOLBERG, COMMUNITY HERITAGE PLANNER

SUBJECT **NEIGHBOURHOOD ASSOCIATION STATUS AND ENGAGEMENT**

OVERVIEW

Purpose of Report:

To provide Council with an update on the status of Nanaimo's neighbourhood associations and how the City supports and engages with these groups.

BACKGROUND

The City has maintained a supportive relationship with local neighbourhood associations over the past three decades. The underpinning of this relationship was first expressed in policy through the adoption of a vision statement for community building in 1992 as part of the Imagine Nanaimo process. Within this vision, it was stated the community should hold neighbourhoods as the vital building blocks of the city. The foundation of this idea was later made concrete through the adoption of Plan Nanaimo in 1994 and the subsequent development of various neighbourhood and area plans appended to the City's Official Community Plan (OCP) over the ensuing years (see Attachment A: Adopted Neighbourhood and Area Plans List and Map). For organizational purposes, the city was divided into fifteen distinct planning areas based on census tract boundaries established by Census Canada.

Intended to address the needs and desires of neighbourhoods within the city in the context of the OCP, "neighbourhood and area plans are designed to incorporate land use strategies (and other policies) that respond to the broader issues of the city in a way that contributes to creating more livable neighbourhoods". Underscoring this engagement commitment, the following policy can now be found in the OCP's Neighbourhood and Area Planning policy section:

"The City will promote the establishment of neighbourhood associations to support neighbourhood planning initiatives."

This key policy and other neighbourhood engagement-oriented policy contained in the OCP has guided the City's engagement and relationship building efforts with neighbourhood associations to the present day.

Nanaimo's Neighbourhood Associations and their Organizational Structure

The City of Nanaimo currently recognizes 21 active neighbourhood associations (see Attachment B – Nanaimo's Neighbourhood Associations). Some of these associations have been in existence for more than 20 years, while others have formed more recently. The associations are spread throughout the city, with the oldest and most organized tending to be located within the city's older, more established neighbourhoods in its central and southern

areas. The boundary of each neighbourhood association area is self-defined by the association, and for this reason, do not generally align with the City's Planning Area boundaries. Over the years, the City has collected and monitored these boundaries to produce the Neighbourhood Association Map which effectively acts as a radar for where associations are currently active or have historically existed (see Attachment C – Neighbourhood Associations Map).

The organizational capacity of each group varies widely on a spectrum from those which are registered non-profits, such as the South End Community Association (SECA), Chase River Community Association, and Departure Bay Neighbourhood Association, to those groups which have a very informal organizational structure such as the Western Neighbourhood Association, Westwood Lake Neighbourhood Association, and Caring About Townsite Society. For each group's specific organizational status, see Attachment D – Neighbourhood Association Organizational Status.

In the past, the City has encouraged capacity building amongst the various associations, and in particular, greater organization of the associations themselves. A specific discussion was held with the associations in this regard in the late 2000s; however, it was argued by the associations that decisions to formally organize (such as through registration as a non-profit society) should be at the discretion of the neighbourhood association and not imposed by the City through mandatory recognition criteria. A key concern expressed by the associations was the likelihood that about two-thirds of the existing associations would no longer be recognized by the City if such criteria were put in place. The strength of this response was recognized and the City did not press this matter further.

Historically speaking, the neighbourhood associations have maintained a collaborative relationship with each other under a common theme of community building. Occasionally, there have been issues that have occurred over boundaries or representation (e.g., who speaks for the neighbourhood), but in general, conflict within or between associations is a rarity. The most problematic issues that have occurred since 2003 have been in the Nob Hill area, and more recently, in the Newcastle Neighbourhood area. In both cases, the problems within an association stemmed from disagreements amongst neighbours around different values causing divisions and the establishment of a competing second group.

How the City Engages with Neighbourhood Associations

City Staff currently maintain a responsive communication and liaison role with the various neighbourhood associations. This role is shared between the four planners currently located within the Community Planning Section. The purpose of this liaison is to provide a point of contact for any issues or concerns the representatives of the associations may wish to discuss or need guidance on. An important part of the planner's role in this regard is to ensure the associations have accurate information or are directed to those that can be of service to them within the City organization. This includes periodically attending association meetings to provide information of interest to the group or to respond to any questions or concerns they may have. This role also helps to build trust and familiarity with the City as an organization.

City Staff support the resolution of issues within and between neighbourhood associations, but because of their independent status, generally avoid direct engagement, preferring to see the associations resolve these issues themselves.

Where a neighbourhood plan has been completed in an association's area of interest, Staff liaisons have worked with the association's representatives to monitor progress on the plan's implementation and to ensure the association is aware of progress made toward completing the plan's actions and objectives.

As specified through policy in the OCP, neighbourhood associations are notified of any rezoning, OCP amendment, and development permit applications affecting lands in their neighbourhood area. Development applicants are also encouraged to engage directly with associations to share information on their projects and to address any concerns the neighbourhood may have before an application proceeds to Council.

More recently, in 2018, Staff worked with the Community Engagement Task Force (initiated by community champions and supported by the City) to provide four community-focused engagement projects. In particular, Staff assisted the community team in holding an "Empowering Neighbourhoods Event" on 2018-NOV-21. The event was a good example of how to successfully engage and seek input from citizens (including many of the neighbourhood associations) interested in working to improve their neighbourhoods.

As part of the 2020 OCP update process, City Staff will be connecting with neighbourhood associations to ensure they are engaged and their top issues and priorities identified. This will include a review of the neighbourhood planning process and how effective it is for neighbourhoods, and if deemed necessary, consider innovative ways to make the process more effective.

What is the Nanaimo Neighbourhood Network and How is it Supported by the City

The City encouraged and supported the creation of the Nanaimo Neighbourhood Network (NNN) in 2003 as an independent body. Due to its independent status, the NNN does not receive operational funding from the City and sets its own agenda. A previous version of the network was active in the mid to late 1990s, but was discontinued due to member burnout.

The purpose of the NNN since 2003 has been to facilitate the ongoing development of effective neighbourhood associations through shared information, consultation and decision-making between neighbourhood associations, municipal government and other organizations (see Attachment E – NNN Mandate). The NNN meets three times a year in February, June, and October for a two-hour meeting to exchange information on issues, challenges, and successes in each respective neighbourhood.

City staff currently support the NNN through the booking of the SARC Board Room for meetings, and by having one Staff member from the Community Planning Section attend to act as an information resource should the network members need it. On occasion, select City Staff attend the NNN meetings to provide information on specific initiatives of relevance to the neighbourhood associations, or at the request of the NNN. In all cases, the key focus is on the sharing of information between the associations, and between the associations and the City representative.

How Do Other Communities Support and Engage Neighbourhood Associations

Many cities across Canada recognize the value of neighbourhood associations and choose to support and collaborate with these groups.

While no funding is directly provided to the NNN or its member neighbourhood associations, there has been an interest shown in the past by some of the associations for the City to create a small, dedicated “Neighbourhood Grant Program.” The hope is this program would focus on providing operational grants to increase association organizational capacity and provide a source of money for small-scale, neighbourhood-based capital improvement projects.

Such programs have been in place for years in a number of communities across Canada and the USA. Regional examples include the District of Saanich, City of Victoria, City of Vancouver, City of Surrey, and City of Seattle (Department of Neighbourhoods). Some of these programs include stricter eligibility and organizational criteria (e.g., City of Victoria), while others are fairly open ended with respect to which community-based groups they provide grant funding to (e.g., City of Seattle).

There are many approaches that municipalities use to support and engage with neighbourhood associations and other community-based groups within their boundaries. The key objective of most approaches is to promote the flow of information between the municipality and the neighbourhood associations and build a participatory framework and dialogue for citizen involvement in the creation of livable neighbourhoods.

For reference purposes, Attachment F – Comparison of Neighbourhood Support and Engagement in Other Municipalities briefly summarizes how a few select local municipalities engage with and support neighbourhood associations within their communities.

SUMMARY POINTS

- The City has maintained a supportive relationship with local neighbourhood associations over the past three decades.
- The City of Nanaimo currently recognizes 21 active neighbourhood associations. Some of these associations have been in existence for more than 20 years, while others have formed more recently.
- The City encouraged and supported the creation of the NNN in 2003 as an independent body. Due to its independent status, the network does not receive operational funding from the City and sets its own agenda.
- City Staff support the resolution of issues within and between neighbourhood associations, but because of their independent status, generally avoid direct engagement, preferring to see the associations resolve these issues themselves.
- Many cities across Canada recognize the value of neighbourhood associations and choose to support and collaborate with these groups.
- As part of the 2020 OCP update process, City Staff will be connecting with neighbourhood associations to ensure they are engaged and their top issues and priorities identified. This will include a review of the neighbourhood planning process and how effective it is for neighbourhoods, and if deemed necessary, consider innovative ways to make the process more effective.

ATTACHMENTS

ATTACHMENT A:	Adopted Neighbourhood and Area Plans
ATTACHMENT B:	Nanaimo's Neighbourhood Associations
ATTACHMENT C:	Neighbourhood Associations Map
ATTACHMENT D:	Neighbourhood Associations Organizational Status
ATTACHMENT E:	NNN Mandate
ATTACHMENT F:	Comparison of Neighbourhood Support and Engagement in Other Municipalities

Submitted by:

Lisa Bhopalsingh
Manager, Community Planning

Concurrence by:

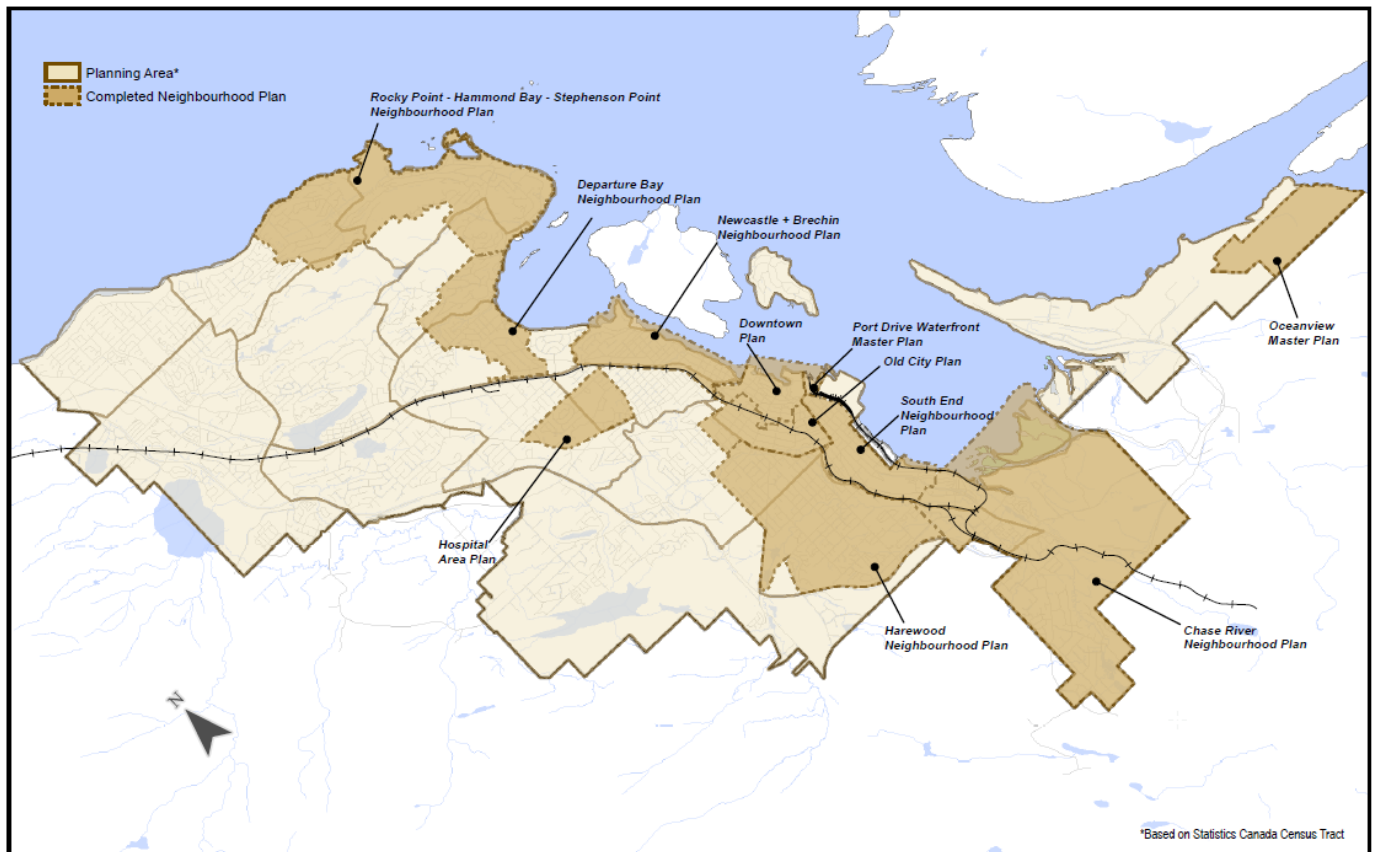
Bill Corsan
Director, Community Development

Dale Lindsay
General Manager, Development Services

ATTACHMENT A

Adopted Neighbourhood and Area Plans

1. Old City Neighbourhood Plan (1992)
2. Chase River Neighbourhood Plan (1999)
3. Rocky Point/Hammond Bay/Stephenson Point Neighbourhood Plan (2001)
4. Downtown Nanaimo Plan (2002)
5. Departure Bay Neighbourhood Plan (2006)
6. Sandstone Master Plan (2009)
7. Oceanview Master Plan (2009)
8. South End Neighbourhood Plan (2010)
9. Newcastle+Brechin Neighbourhood Plan (2011)
10. Harewood Neighbourhood Plan (2013)
11. Hospital Area Plan (2018)
12. Port Drive Waterfront Master Plan (2018)



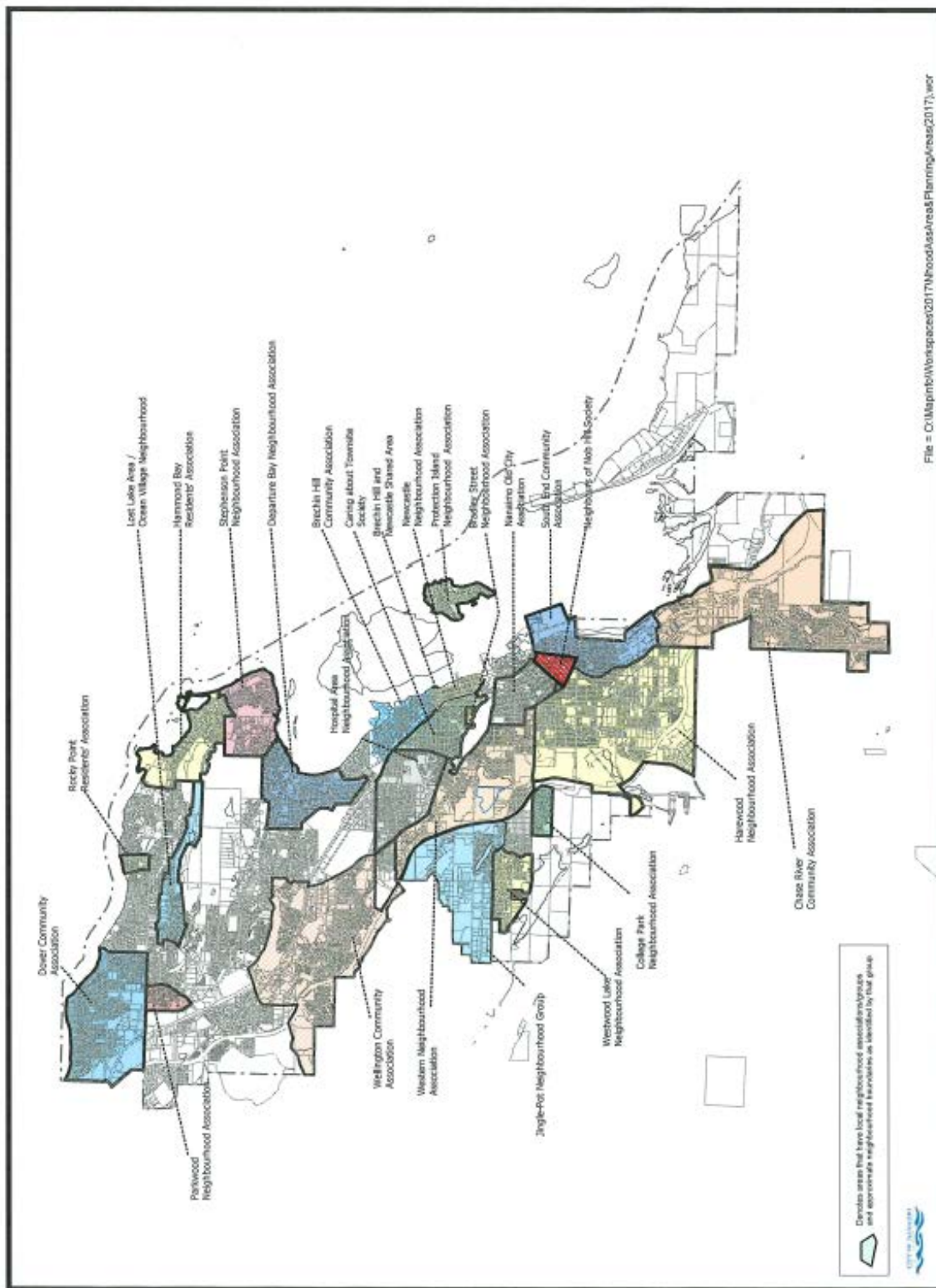
ATTACHMENT B

Nanaimo's Neighbourhood Associations

1. Bradley Street Neighbourhood Association
2. Brechin Hill Community Association
3. Caring About Townsite Society
4. Chase River Community Association
5. Cilaire Neighbourhood Association
6. College Park Neighbourhood Association
7. Dover Community Association
8. Departure Bay Neighbourhood Association
9. Harewood Neighbourhood Association
10. Hospital Area Neighbourhood Association
11. Lost Lake Neighbourhood Association
12. Nanaimo Old City Association
13. Neighbourhood Standards Advocacy Association (Newcastle Area – Residential and Business)
14. Neighbours of Nob Hill Society
15. Newcastle Neighbourhood Association
16. Protection Island Neighbourhood Associations
17. South End Community Association
18. Stephenson Point Neighbourhood Association
19. Wellington Community Association
20. Western Neighbourhood Association
21. Westwood Lake Neighbourhood Association

ATTACHMENT C

Neighbourhood Associations Map



ATTACHMENT D

Neighbourhood Associations Organizational Status

Groups which are formally organized as registered non-profits	Groups which are not formally organized as registered non-profits but have an executive, regular meetings and a membership structure	Groups which are not formally organized as registered non-profits and are loosely organized with no executive, regular meetings or membership structure.	Groups which are inactive, but did exist in the past
Chase River Community Association	Brechin Hill Community Association	Bradley Street Neighbourhood Association	Beaufort Commons Residents' Association
Departure Bay Neighbourhood Association	Hospital Area Neighbourhood Association	Caring About Townsite Society	East Wellington Concerned Citizens
Harewood Neighbourhood Association	Nanaimo Old City Association	Cilaire Neighbourhood Association	Hammond Bay Residents' Association
Neighbours of Nob Hill	Neighbourhood Standards Advocacy Association (Newcastle)	College Park Neighbourhood Association	Jinglepot Neighbourhood Group
Protection Island Neighbourhood Association	Newcastle Neighbourhood Association	Dover Community Association	Parkwood Neighbourhood Association
South End Community Association	Stephenson Point Neighbourhood Association	Lost Lake Neighbourhood Association	Rocky Point Residents Association
	Wellington Community Association/Wellington Action Committee	Western Neighbourhood Association	
		Westwood Lake Neighbourhood Association	

ATTACHMENT E

NNN Mandate



The purpose of the Network is to facilitate the ongoing development of effective neighbourhood associations through shared information, consultation and decision-making between neighbourhood associations, municipal government and other organizations.

The Network has the following three objectives:

1) Developing Strong Neighbourhoods

- to encourage the establishment of identifiable neighbourhood associations throughout Nanaimo and support them through leadership training and development programs;
- to provide guidance and assistance to the community in the formation and development of neighbourhood associations that operate beyond the crisis issue of the moment;
- to encourage neighbourhoods to engage in activities that develop a spirit of pride and cooperation among residents;
- to encourage citizens to participate in their association; to be involved in citywide issues directly as well as via participation in the Network.

2) Catalyst/Co-ordination

- to encourage co-operation and to promote the development of neighbourhood plans;
- to ensure that neighbourhood-based meeting space, such as schools, is available for use by the local community;
- to establish and encourage dialogue and interaction between neighbourhood associations, municipal government and other organizations.

3) Advice, Information and Education

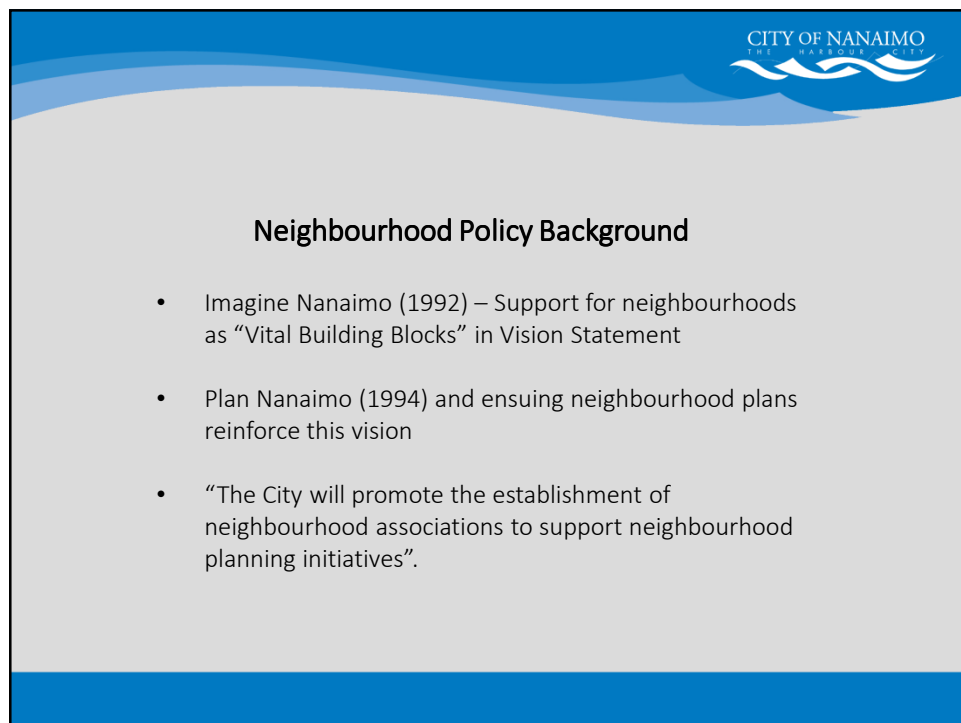
- to act as a clearinghouse for information and to facilitate communication among and between neighbourhoods;
- to facilitate educational opportunities for neighbourhood associations/leaders.

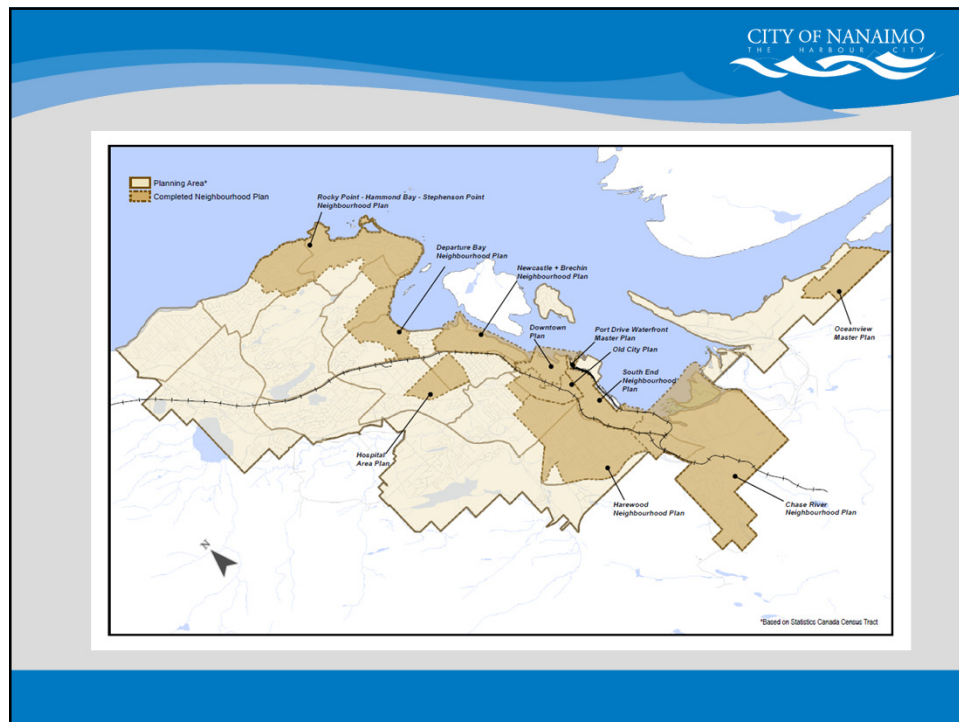
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ATTACHMENT F

Comparison of Neighbourhood Support and Engagement in Other Municipalities

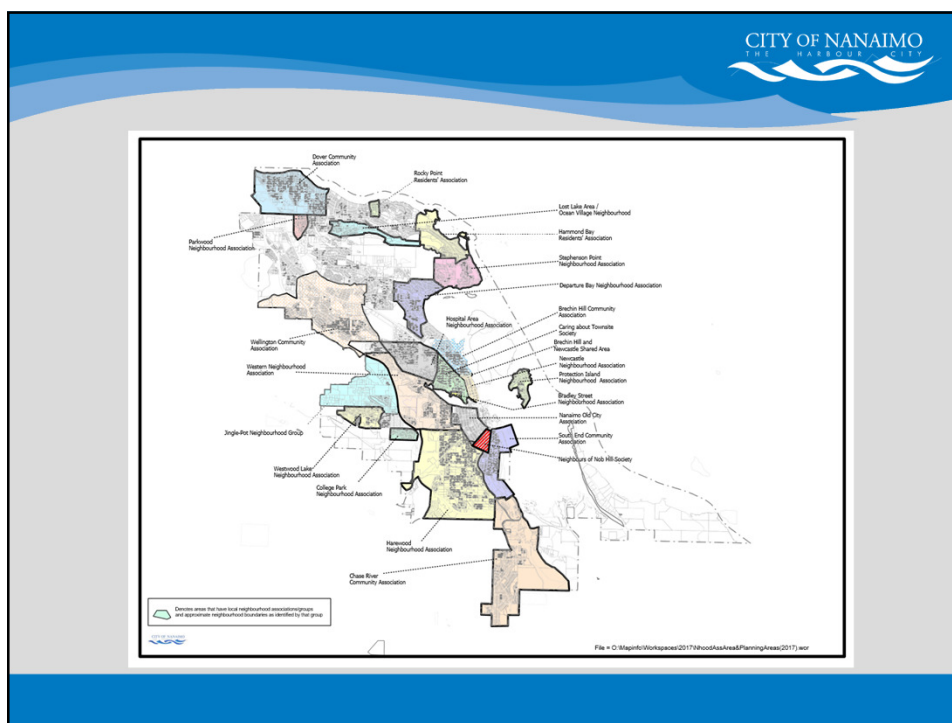
Support/Engagement	District of Saanich	City of Victoria	City of Surrey
Does a Funding Program Exist	Yes, Saanich Community Grants Program	Yes, Great Neighbourhood Grant Program	Yes, Neighbourhood Enhancement Grant Program
City Staff Liaison Provided	Yes	Yes, a Councilor assigned to each recognized association as well. Also provide “Neighbourhood Walkshops” as opportunity for residents to share ideas about needed community improvements with City staff. Each association has a Community Association Land Use Committee (CALUC) which facilitates dialogue between development applications and the neighbourhood.	No
Registered Non-Profit Status Required or Encouraged	Yes for recognition and grant funding	Yes for recognition and grant funding	Yes for recognition and grant funding
Has an Independent Neighbourhood Network	Yes	No	No
Meeting Room Provided for Network	Yes, Saanich Police Department	No	No
Capacity Building Training	No	Is looking to introduce training opportunities	No
Maintains a Map of Neighbourhood Association Areas	Yes	Yes	Yes





Nanaimo's Neighbourhood Associations and their Organizational Structure

- 21 active neighbourhood associations
- Various ages (some 20+ years)
- Spread out through the community
- Boundaries self-defined
- Organizational capacity varies
- Generally collaborative relationship, with some occasional exceptions



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THE HARBOUR CITY

Groups which are formally organized as registered non-profits	Groups which are not formally organized as registered non-profits, but have an executive, regular meetings, and a membership structure	Groups which are not formally organized as registered non-profits and are loosely organized with no executive, regular meetings, or membership structure	Groups which are inactive, but did exist in the past
Chase River Community Association	Brechin Hill Community Association	Bradley Street Neighbourhood Association	Beaufort Commons Residents' Association
Departure Bay Neighbourhood Association	Hospital Area Neighbourhood Association	Caring About Townsite Society	East Wellington Concerned Citizens
Harewood Neighbourhood Association	Nanaimo Old City Association	Claire Neighbourhood Association	Hammond Bay Residents' Association
Neighbours of Nob Hill	Neighbourhood Standards Advocacy Association (Newcastle)	College Park Neighbourhood Association	Jinglepot Neighbourhood Group
Protection Island Neighbourhood Association	Newcastle Neighbourhood Association	Dover Community Association	Parkwood Neighbourhood Association
South End Community Association	Stephenson Point Neighbourhood Association	Lost Lake Neighbourhood Association	Rocky Point Residents Association
	Wellington Community Association/Wellington Action Committee	Western Neighbourhood Association	
		Westwood Lake Neighbourhood Association	



How the City Engages with Neighbourhood Associations


- Responsive communication and liaison role
- Communication conduit – building trust and familiarity
- Conflict resolution
- Neighbourhood Plan implementation and monitoring
- Development referral/information
- Community Engagement Task Force (2018)
- 2020 OCP engagement



What is the Nanaimo Neighbourhood Network (NNN) and How is it Supported by the City

- The network was formed in 2003
- Independent umbrella organization for neighbourhood associations
- Mandate is to facilitate development of effective neighbourhood associations through shared information, consultation, and decision making between associations, the City, and other organizations
- Meets three times a year in SARC Board Room
- One Staff member from Community Planning attends meetings as an information resource

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The purpose of the Network is to facilitate the ongoing development of effective neighbourhood associations through shared information, consultation and decision-making between neighbourhood associations, municipal government and other organizations.

The Network has the following three objectives:

1) Developing Strong Neighbourhoods

- to encourage the establishment of identifiable neighbourhood associations throughout Nanaimo and support them through leadership training and development programs;
- to provide guidance and assistance to the community in the formation and development of neighbourhood associations that operate beyond the crisis issue of the moment;
- to encourage neighbourhoods to engage in activities that develop a spirit of pride and cooperation among residents;
- to encourage citizens to participate in their association; to be involved in citywide issues directly as well as via participation in the Network.

2) Catalyst/Co-ordination

- to encourage co-operation and to promote the development of neighbourhood plans;
- to ensure that neighbourhood-based meeting space, such as schools, is available for use by the local community;
- to establish and encourage dialogue and interaction between neighbourhood associations, municipal government and other organizations.

3) Advice, Information and Education


- to act as a clearinghouse for information and to facilitate communication among and between neighbourhoods;
- to facilitate educational opportunities for neighbourhood associations/leaders.

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How Do Other Communities Support and Engage Neighbourhood Associations

- Many cities across Canada choose to support and collaborate with neighbourhood associations (local examples include District of Saanich, City of Victoria and City of Surrey)
- Dedicated funding programs for neighbourhood associations are common
- Many approaches to support and engagement, but common objective is to promote communication, citizen participation and the creation of liveable neighbourhoods



Support/Engagement	District of Saanich	City of Victoria	City of Surrey
Does a Funding Program Exist	Yes, Saanich Community Grants Program	Yes, Great Neighbourhood Grant Program	Yes, Neighbourhood Enhancement Grant Program
City Staff Liaison Provided	Yes	Yes, a Councilor assigned to each recognized association as well. Also provide "Neighbourhood Walkshops" as opportunity for residents to share ideas about needed community improvements with City Staff. Each association has a Community Association Land Use Committee (CALUC) which facilitates dialogue between development applications and the neighbourhood.	No
Registered Non-Profit Status Required or Encouraged	Yes for recognition and grant funding	Yes for recognition and grant funding	Yes for recognition and grant funding
Has an Independent Neighbourhood Network	Yes	No	No
Meeting Room Provided for Network	Yes, Saanich Police Department	No	No
Capacity Building Training	No	Is looking to introduce training opportunities	No
Maintains a Map of Neighbourhood Association Areas	Yes	Yes	Yes

DATE OF MEETING FEBRUARY 10, 2020

AUTHORED BY JAKE RUDOLPH, CHIEF ADMINISTRATIVE OFFICER

SUBJECT 2019-2022 STRATEGIC PLAN AMENDMENTS

OVERVIEW

Purpose of Report

To provide the Governance and Priorities Committee with proposed amendments to Council's 2019-2022 Strategic Plan.

Recommendation

That the Governance and Priorities Committee recommend that Council revise the 2019-2022 Strategic Plan with the following amendments:

1. Reword Key Focus Area 2 to read: "Ensure our community and transportation planning are multi-modal designed to encourage active and public transportation"
2. Reword the action item regarding public transit to read: "Work with the Regional District of Nanaimo to increase the efficiency and effectiveness of public transit services in the City"
3. Add "innovative" and remove "within our risk framework" under Key Focus Area 3
4. Add "as well as the health and safety of those in our community" under Key Focus Area 4
5. Add the following bullet as an action item: "Undertake a review of civic facilities to prioritize and plan for necessary upgrades, expansion and/or replacement"
6. Add "safe" under Council Priority
7. Reword Key Focus Area 6 to read: "Proactively address social disorder issues and advocate for support to ensure our community is a safe place for all people to live, work, play, create and learn"
8. Add "connected" under Key Focus Area 7
9. Add the following bullet as an action item: "Work with the RCMP, Bylaw Services, community and neighbourhood block watch programs to reduce social disorder issues"
10. Add the following bullet as an action item: "Support the work and implement the recommendations of the Health and Housing Task Force to address the health and housing crisis in our community"
11. Add the following bullet as an action item: "Implement improvements in the downtown core to increase pride of place, stimulate the economy and address public safety concerns"

BACKGROUND

At the Regular Council Meeting held on 2019-JUN-17, Council adopted the 2019-2022 Strategic Plan (Attachment A). Recently, Council had an opportunity to review their Strategic Plan at the Governance and Priorities Committee (GPC) meeting held on 2020-JAN-27 through a facilitated strategic planning workshop.

The goal of the workshop was for Council to identify projects and initiatives that are important to them, as well as to bring forward any emerging issues that may not be addressed in the current plan. Facilitated by John Leeburn, Sr. Consultant, Leeburn OD, a summary of the themes and priorities discussed can be seen in Attachment B.

Each Councillor had the opportunity to speak to three topics they felt were a priority and these topics were then captured in the following nine themes:

- Health and Housing
- Social Disorder
- Transportation (*with a focus on transit and active transportation*)
- Downtown
- Facilities
- OCP Plus
- Economic Development
- Organizational Capacity
- Environment

DISCUSSION

Many of the themes identified through the strategic planning session are already well captured in Council's Strategic Plan. Staff are proposing eleven amendments, based on Council's discussion, to ensure that their Strategic Plan aligns with Council's current priorities. The proposed changes can be seen in Attachment C and a brief description of each change is provided below.

"Environmental Responsibility" amendments:

1. Reword Key Focus Area 2 to read: "Ensure our community and transportation planning are multi-modal designed to encourage active and public transportation"
2. Reword the action item regarding public transit to read: "Work with the Regional District of Nanaimo to increase the efficiency and effectiveness of public transit services in the City"

Both transit and active transportation were identified as priorities by Council. These changes are intended to place a stronger focus on those topics.

“Governance Excellence” amendments:

3. Add “innovative” and remove “within our risk framework” under Key Focus Area 3

Council have encouraged Staff to bring forward innovative ideas, which could help implement current and future initiatives. Removing the section regarding risk framework places a stronger emphasis on Council’s desire to ensure that Staff have the capacity and resources to provide exceptional service to those they serve.

4. Add “as well as the health and safety of those in our community” under Key Focus Area 4

Advocacy is a priority for Council and as a municipality we depend on the support of other levels of government to provide the services they oversee, especially in regards to health services, crime reduction and social supports.

5. Add the following bullet as an action item: “Undertake a review of civic facilities to prioritize and plan for necessary upgrades, expansion and/or replacement”

Improvements to, or the addition of, civic facilities are inevitable and can have a large impact to a municipality’s budget. Having a clear plan in place is a practice of good governance and can help Staff bring forward priority projects for Council’s review and consideration.

“Livability” amendments:

6. Add “safe” under Council Priority
7. Reword Key Focus Area 6 to read: “Proactively address social disorder issues and advocate for support to ensure our community is a safe place for all people to live, work, play, create and learn”

Health and Housing and Social Disorder were collectively identified as the top priority for Council. These changes place a greater emphasis on these topics, and demonstrate Council’s commitment to building a safe community.

8. Add “connected” under Key Focus Area 7

Having a connected multi-modal transportation network supports walkable and safe neighbourhoods, encourages a healthy lifestyle and demonstrates Council’s commitment to environmental sustainability.

9. Add the following bullet as an action item: “Work with the RCMP, Bylaw Services, community and neighbourhood block watch programs to reduce social disorder issues”

Social disorder impacts the community as a whole. Various networks and resources are in place to address these issues and by supporting the work and initiatives that seek to improve public safety there can be a stronger impact community-wide.

10. Add the following bullet as an action item: "Support the work and implement the recommendations of the Health and Housing Task Force to address the health and housing crisis in our community"

Equally as important as taking a proactive approach to address issues of public safety is ensuring that support systems are in place to support those that are vulnerable. Improvements to our community's health and housing issues will have a positive impact across the community.

"Economic Health" amendments:

11. Add the following bullet as an action item: "Implement improvements in the downtown core to increase pride of place, stimulate the economy and address public safety concerns"

Having a downtown that thrives speaks volumes to a City's economic health and Council recognizes the importance of supporting a vibrant, attractive and safe downtown core.

OPTIONS

1. That the Governance and Priorities Committee recommend that Council revise the 2019-2022 Strategic Plan with the following amendments:
 1. Reword Key Focus Area 2 to read: "Ensure our community and transportation planning are multi-modal designed to encourage active and public transportation"
 2. Reword the action item regarding public transit to read: "Work with the Regional District of Nanaimo to increase the efficiency and effectiveness of public transit services in the City"
 3. Add "innovative" and remove "within our risk framework" under Key Focus Area 3
 4. Add "as well as the health and safety of those in our community" under Key Focus Area 4
 5. Add the following bullet as an action item: "Undertake a review of civic facilities to prioritize and plan for necessary upgrades, expansion and/or replacement"
 6. Add "safe" under Council Priority
 7. Reword Key Focus Area 6 to read: "Proactively address social disorder issues and advocate for support to ensure our community is a safe place for all people to live, work, play, create and learn"
 8. Add "connected" under Key Focus Area 7
 9. Add the following bullet as an action item: "Work with the RCMP, Bylaw Services, community and neighbourhood block watch programs to reduce social disorder issues"
 10. Add the following bullet as an action item: "Support the work and implement the recommendations of the Health and Housing Task Force to address the health and housing crisis in our community"
 11. Add the following bullet as an action item: "Implement improvements in the downtown core to increase pride of place, stimulate the economy and address public safety concerns"
- The advantages of this option: The proposed revisions place a greater emphasis on those topics identified by Council as a priority by including items not previously mentioned and elevating language to provide clearer direction to Staff.
- The disadvantages of this option: None

- Financial Implications: There are no financial implications identified at this time
2. That the Governance and Priorities Committee provide Staff with alternate direction.
- The advantages of this option: If Council feels the proposed revisions do not capture their current priorities, they have the opportunity to discuss further and provide clear direction to Staff
 - The disadvantages of this option: Not identifying the priority topics discussed during the GPC meeting held on 2020-JAN-27 in Council's Strategic plan could result in missed opportunity and lack of clear direction to Staff
 - Financial Implications: There are no financial implications identified at this time

SUMMARY POINTS

- A strategic plan workshop was held at the GPC on 2020-JAN-27 where Council discussion and prioritization of topics took place
- Staff are proposing eleven amendments to ensure a strong focus is placed on priority topics that were identified by Council
- Amendments to the 2019-2022 Strategic Plan will go before Council for final adoption

ATTACHMENTS:

Attachment A: 2019-2022 Strategic Plan (adopted 2019-JUN-17)

Attachment B: Consultant's notes from 2020-JAN-27 GPC

Attachment C: 2019-2022 Strategic Plan Amendments

Submitted by:

Jake Rudolph
Chief Administrative Officer

STRATEGIC PLAN 2019 – 2022





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
- 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

COMPLETION TIMELINE

- 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

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 | 2020 |
| ▪ Implement the Affordable Housing Strategy (short term rentals and adaptable housing regulations) | 2020 |
| ▪ Adopt an age-friendly City plan to support Nanaimo being recognized as an Age Friendly British Columbia (AFBC) Community | 2019 |
| ▪ Support arts, culture and recreation as an integral part of everyday life | Ongoing |
| ▪ Continue to ensure our facilities and programs are safe and accessible to all peoples in our community | Ongoing |
| ▪ Update the Water Supply Strategic Plan | 2020 |
| ▪ Complete and update the Fire Service Delivery Plan | 2019 |
| ▪ Work with the RCMP in setting annual policing priorities and responding to emerging community safety issues | 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

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				

Colour Legend: **Green** - In Progress **Blue** - Ongoing **Grey** - Not Started

2019 – 2022 STRATEGIC PLAN

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 **Blue** - Ongoing **Grey** - Not Started

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.

Sharing of Priorities

Opportunity for each councillor 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. The table summarizes the priorities from each council member (not including Mayor Krog who was absent).

Councillor	#1	#2	#3
S. Armstrong	Public safety	Economic development	Capital projects (facilities)
D. Bonner	Shovel ready projects	Environmental remediation	Health & housing
T. Brown	Transit / transportation	Active living	OCP Plus
B. Geselbracht	Environment	Mental health & social disorder	OCP Plus
E. Hemmens	Health & housing task force	Economic development	One Port Drive
Z. Maartman	Derelict buildings	Sidewalks	Transportation
I. Thorpe	Recreational opportunities / facilities	Economic development	Access to waterfront
J. Turley	Economic development	Safety and security	Arts & culture

Summary of Themes

Theme	
1. Downtown	<ul style="list-style-type: none"> • Economic development / business / • Safety & security / public safety • Access to waterfront
2. Health & Housing	<ul style="list-style-type: none"> • TF work • Advocacy • Funding
3. Organizational Capacity	<ul style="list-style-type: none"> • City initiatives (strategic plan) • Economic development • Ensuring staff resources are dedicated to getting things done / making things happen
4. Environment	
5. OCP Plus	<ul style="list-style-type: none"> • Synchronizing carefully
6. Economic Development	<ul style="list-style-type: none"> • Implementation of model • Reframe south downtown including one port drive
7. Active Transportation & Transit	<ul style="list-style-type: none"> • Multi modal • Sidewalks
8. Facilities	<ul style="list-style-type: none"> • Civic facilities (RCMP and public works yard, recreation)
9. Community Wide Social Disorder	<ul style="list-style-type: none"> • Poverty, housing, opioid crisis, petty crime (not organized crime)

Vote on Priorities of Themes

Each council member voted on their top three priorities identified in the themes.

Themes & Priorities by Councillor	Armstrong	Bonner	Brown	Geselbracht	Hemmens	Maartman	Thorpe	Turley	TOTALS
1. Downtown	*				*	*			3
2. Health & Housing		*	*	*	*				4
3. Organizational Capacity									0
4. Environment									0
5. OCP Plus		*	*	*					3
6. Economic Development					*		*	*	3
7. Active Transportation & Transit		*	*	*		*			4
8. Facilities	*						*	*	3
9. Community Wide Social Disorder	*					*	*	*	4

Next Steps

CAO will bring this information back to council and ask for / suggest some specific to dos. Staff will come back with modified works plans.

ATTACHMENT C

2019 – 2022 STRATEGIC PLAN AMENDMENTS

Vision:

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

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 multi-modal designed to encourage active and multi-modal public 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 the efficiency and effectiveness of public transit services in the City
- 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 innovative, expeditious and, 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 as well as the health and safety of those in our community

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
- Undertake a review of civic facilities to prioritize and plan for necessary upgrades, expansion and/or replacement

LIVABILITY

Council Priority

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

Key Focus Areas

5. Support the provision of affordable and accessible housing for all our community needs
6. Proactively address social disorder issues and advocate for support to ensure our community is a safe place for all people to~~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~~ healthy, connected 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
- Work with the RCMP, Bylaw Services, community and neighbourhood block watch programs to reduce social disorder issues
- Support the work and implement the recommendations of the Health and Housing Task Force to address the health and housing crisis in our community

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

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- 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
- Implement improvements in the downtown core to increase pride of place, stimulate the economy and address public safety concerns
- 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
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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

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MARCH

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APRIL

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■ MAY

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31							

JUNE

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JULY

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AUGUST

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OCTOBER

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NOVEMBER

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DECEMBER

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	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"> - Background on what currently exists (how many we have, how many members, what locations, etc.) - Current policies & information on associations - Values currently and values moving forward - Engagement with associations re: zoning amendments, etc. - How can we leverage our current process to obtain valuable input when re-doing neighbourhood plans and implementing our OCP process. 	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"> - Expert advice on advocacy strategies - 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?] - Advocacy for public to relevant agencies or other levels of government - Council develop a strategy with or without expert advice - Public support of advocacy strategy 	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"> - Invite members from the Arts & Culture community to discuss engagement and communication - 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 - Round Table discussion 	<ul style="list-style-type: none"> - Discussion - Recommendation to Council or possibly defer to other committee (ie – budget implications deferred to Finance and Audit)
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"> - Invite chairs of some associations to attend and be available for the discussion. - Identify what resources are available - 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?) 	<ul style="list-style-type: none"> - Formalized process for recognizing neighbourhood associations - Create a new policy and criteria for neighbourhood associations moving forward including how they can be officially recognized. - Defer any financial implications to Finance and Audit Committee

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
- Crosswalk safety
- Election signage