



**AGENDA  
SPECIAL COUNCIL MEETING**

Monday, May 25, 2020, 2:30 P.M. - 4:00 P.M.  
SHAW AUDITORIUM, VANCOUVER ISLAND CONFERENCE CENTRE  
80 COMMERCIAL STREET, NANAIMO, BC

Pages

**1. CALL TO ORDER:**

**2. INTRODUCTION OF LATE ITEMS**

**3. APPROVAL OF THE AGENDA:**

**4. REPORTS:**

a. City Spark - Public Engagement Strategy

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To be introduced by Dale Lindsay, General Manager, Development Services.

*Purpose: To provide Council with an update on the status of the City Spark (Coordinated Strategic Policy Review 2020-2021) process and obtain Council approval to proceed with implementation of the proposed Public Engagement Strategy.*

Presentation:

1. Jana Zelenski, Principal, Lanarc; Kate Evans, Principal, Lanarc, and David Reid, Principal, Lanarc.

Recommendation: That Council receive the report titled "City Spark – Public Engagement Strategy" dated 2020MAY-25, and direct Staff to proceed with implementation of the proposed Public Engagement Strategy.

b. Short Term Solutions for Cleanliness in Public Spaces

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To be introduced by Bill Sims, General Manager, Engineering and Public Works.

*Purpose: To update Council regarding the impacts of social disorder on orderliness and cleanliness in public spaces, the City's response to these impacts, and to propose some short-term solutions for 2020.*

Presentation:

1. Charlotte Davis, Manager, Recreation Facilities and Custodial Services; David LaBerge, Manager of Community Safety, and Taaj Daliran, Manager, Sanitation, Recycling and Cemeteries.

Recommendation: That Council fund up to \$187,000 for the provision of the City of Nanaimo "Social Disorder Response Team", from the Special Initiatives Reserve to run five days a week until 2020-DEC-31.

**5. CORRESPONDENCE:**

- a. Correspondence from Old City Quarter, dated 2020-MAY-19, re: Request that the City work with the Old City Quarter Association to develop a framework and funding strategy for restoring security in the Old City Quarter

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**6. OTHER BUSINESS:**

**7. ADJOURNMENT:**

DATE OF MEETING May 25, 2020

AUTHORED BY KARIN KRONSTAL, SOCIAL PLANNER, AND  
CHRIS SHOLBERG, COMMUNITY HERITAGE PLANNER

SUBJECT CITY SPARK – PUBLIC ENGAGEMENT STRATEGY

## **OVERVIEW**

### **Purpose of Report**

To provide Council with an update on the status of the City Spark (Coordinated Strategic Policy Review 2020-2021) process and obtain Council approval to proceed with implementation of the proposed Public Engagement Strategy.

### **Recommendation**

That Council receive the report titled “City Spark – Public Engagement Strategy” dated 2020-MAY-25, and direct Staff to proceed with implementation of the proposed Public Engagement Strategy.

## **BACKGROUND**

At the Regular Council Meeting held 2020-FEB-24, Staff provided a progress update on the City Spark Coordinated Strategic Policy Review (2020-2021) project, including a draft Terms of Reference for the overall process. Council endorsed the following motion:

*“That Council receive the report titled “Coordinated Strategic Policy Review (2020-2021) Status Update” dated 2020-FEB-24, and adopt the attached Coordinated Strategic Policy Review (2020-2021) Terms of Reference.”*

Following this direction from Council, Staff have since proceeded with the implementation of the Terms of Reference.

The focus of the City Spark process is a comprehensive update of a number of key strategic planning policy documents. Central to this undertaking is an update of Nanaimo’s 2008 Official Community Plan, the 2005 Parks, Recreation and Culture Plan, and the creation of an Active and Sustainable Transportation Plan.

Planning and engagement on these plans will be done as part of a broader process that involves coordinating engagement to inform the review and update of other strategic plans including the Economic Development Strategy, Water Supply Strategic Plan, and Climate Action Plan.

Coordinated community engagement on these interrelated policy documents is intended to maximize community participation, ensure consistency between the plans, ensure efficient resource use, and avoid public confusion and potential engagement fatigue from multiple

overlapping planning processes. The process also provides an opportunity to consider combining several plans into one document. |

## **DISCUSSION**

| Under the Terms of Reference, the City Spark process has been separated into five key phases (see Attachment A, Terms of Reference - Coordinated Strategic Policy Review (2020-2021) and Attachment B, May 2020 Status Update).

Work on Phase 1 (Starting - Plan Initiation) has been achieved despite the disruptions of the COVID-19 pandemic, and within the timeline identified in the Terms of reference October-April 2020. This includes the hiring of a consultant (Lanarc), creation of branding, and completion of various background studies, including demographic projections and a Land Inventory and Capacity Analysis.

Work on Phase 2 (Exploring - Issues and Opportunities) is now at a stage to begin. In this regard, Lanarc has prepared an innovative draft public engagement strategy for Council's endorsement (see Attachment C, City Spark - Public Engagement Strategy). This strategy has been designed to respond to the changing requirements for physical distancing and other health considerations posed by the evolving COVID-19 pandemic situation.

### **City Spark – Proposed Public Engagement Strategy**

The proposed Public Engagement Strategy is comprehensive and innovative, and will provide an accessible and flexible approach for seeking and understanding the ideas, needs, and values of the community at large. This will, in turn, ensure the plan updates and policies that are confirmed and generated by the process are reflective of the community's input and aspirations. Upon endorsement by Council, Staff will work with Lanarc to implement the strategy for public engagement over the course of the City Spark process.

## **OPTIONS**

- | 1. That Council receive the report titled "City Spark – Public Engagement Strategy" dated 2020-MAY-25, and direct Staff to proceed with implementation of the proposed Public Engagement Strategy.
  - Advantages: Implementation of the proposed public engagement strategy will provide an accessible and flexible approach for seeking and understanding the ideas, needs and values of the community at large. It will ensure plan updates and policies that are confirmed and generated by the process are reflective of the community's input and aspirations. Starting an engagement strategy that is adapted to COVID-19 considerations will provide positive, innovative opportunities for our community to participate in planning for the future, while also helping maintain project timelines and objectives.
  - Disadvantages: The original intention to use larger public engagement events and even smaller forums for engagement activities are very unlikely to be available for the next 6 to potentially 12 months, and there is the possibility that some community members may not adapt well to new ways of engaging with



respect to COVID-19. This could result in the need for extending engagement timelines.

- Financial Implications: None beyond the initial budget commitments already made to the City Spark process.

2. That Council direct Staff to revise the proposed City Spark - Public Engagement Strategy.

- Advantages: Will ensure any edits, omissions, or lack of clarity identified by Council in the proposed City Spark - Public Engagement Strategy are addressed before the strategy is endorsed.
- Disadvantages: May delay implementation of the policy review until the strategy is endorsed.
- Financial Implications: None beyond the initial budget commitments already made to the City Spark process, but may result in some budget carry forward to 2022 if the project is delayed.

### **SUMMARY POINTS**

- The purpose of this report is to provide Council with an update on the status of the City Spark (Coordinated Strategic Policy Review 2020-2021) process and obtain Council approval to proceed with implementation of the proposed Public Engagement Strategy adapted to address the changing physical distancing requirements of the COVID-19 response.
- The focus of the City Spark process is to complete a comprehensive update of a number of key strategic planning policy documents. Central to this undertaking is an update of Nanaimo's 2008 Official Community Plan, the 2005 Parks, Recreation and Culture Plan, and the creation of an Active and Sustainable Transportation Plan.
- A number of key steps in the City Spark process that have been completed or are pending since the project Terms of Reference was endorsed by Council on 2020-FEB-24 are outlined in the report.

**ATTACHMENTS:**

ATTACHMENT A: Terms of Reference – Coordinated Strategic Policy Review (2020-2021)

ATTACHMENT B: May 2020 Status Update

ATTACHMENT C: City Spark Public Engagement Strategy |

**Submitted by:**

Lisa Bhopalsingh  
Manager, Community Planning |

**Concurrence by:**

Bill Corsan  
Director, Community Development

Dale Lindsay  
General Manager, Development Services

Richard Harding  
General Manager, Parks, Recreation & Culture

Bill Sims  
General Manager, Engineering & Public Works |



## TERMS OF REFERENCE COORDINATED STRATEGIC POLICY REVIEW (2020-2021) CITY OF NANAIMO

### INTRODUCTION

The City of Nanaimo is initiating a comprehensive update of a number of key strategic planning policy documents in 2020-2021. Central to this undertaking is an update of Nanaimo's 2008 Official Community Plan (OCP), the 2005 Parks, Recreation and Culture Plan (PRCP) and the Active and Sustainable Transportation Plan (ASTP).

Planning and engagement on these plans will be done as part of a broader process that involves coordinating engagement to inform the review of other strategic plans including:

- Economic Development Strategy (EDS);
- Water Supply Strategic Plan Update (WSSP); and
- Sustainability (GHG and Adaptation) Plan (SP).

Coordinating community engagement on these interrelated policy documents is intended to maximize community participation, ensure consistency between the plans, ensure efficient resource use, and avoid public confusion and potential engagement fatigue from multiple overlapping planning processes.

### PURPOSE AND GOALS

The goals of this project are to:

1. Design and implement a coordinated planning and engagement process that informs the review and development of the OCP, PRCP, ASTP, EDS, WSSP and SP.
2. Develop an updated OCP, PRCP, and ASTP for Council consideration by Fall, 2021.

Purpose and objectives of this project are to:

1. Update the OCP to include the significant policy documents created since 2008 (e.g. Transportation Master Plan and Affordable Housing Strategy);
2. Identify future Parks, Recreation, and Culture service delivery and development priorities for the next 10 years, including directives for facility development; service delivery; and parks and open space management;
3. Fill information gaps with data generated through updated population models, land capacity analysis, and needs assessments;
4. Evaluate existing policies and practices (e.g. land use designations for nodes, corridors, and neighbourhoods, steep-slope development permit area guidelines, park acquisition framework, park classification system);
5. Consider combining several plans into one comprehensive document;
6. Include new priorities into the City's strategic policy fabric (e.g. Council's 2019-2022 Strategic Plan, Truth and Reconciliation, diversity and inclusion, climate change, and asset management); and
7. Develop an implementation and measurement framework towards the new and updated policy objectives.

## GUIDING PRINCIPLES

The project will be guided by the following principles endorsed by Council for the strategic policy review process:

- a) Build on successful policies in existing documents;
- b) Incorporate Council's strategic themes identified in the 2019-2022 Strategic Plan: Environmental Responsibility, Governance Excellence, Livability, and Economic Health;
- c) Acknowledge and address the priorities of climate change, Truth and Reconciliation, and sustainable service delivery;
- d) Include robust community engagement in the creation of plans and strategies;
- e) Incorporate a monitoring process to measure and track progress; and
- f) Provide a clear and coordinated vision to guide community-building for the next 25 years.

Any additional guiding principles for the individual plans (OCP, PRCP, ASTP) will be developed/confirmed in the first phase of the review process.

## PLAN AREA CONTEXT

The City of Nanaimo occupies a land mass of about 90.76 km<sup>2</sup> (Statistics Canada, 2016 Census), including approximately 10 square kilometres of parks and open space. Located on the east coast of Vancouver Island on Snuneymuxw and Snaw-Naw-As traditional territory, Nanaimo's growth pattern is linear, stretching approximately 20 km from the Nanaimo River estuary in the south to the District of Lantzville in the north.

About 5 km wide, the city is naturally bounded by the Salish Sea (Strait of Georgia) to the east and mountainous terrain to the west. BC Statistics' January 2018 Sub-Provincial Population Estimates show Nanaimo's 2018 population was at 97,619. This is a 13% increase in population since 2011.

According to the 2016 Census, population growth has been steady at a modest average rate of 1.4% per year between 2001 and 2016 with similar trends anticipated to continue over the next 10 to 15 years.

## PROCESS AND TIMELINE

The following is a projected timeline to complete the various components of the plan process. It is anticipated the process will take approximately 18 months to complete.

<b>Phase</b>	<b>Process</b>	<b>Time Period</b>
1	<b>Starting (Plan Initiation)</b> <ul style="list-style-type: none"> <li><i>Background research completed or underway (current and projected demographic data, land inventory, market analysis, historical information etc.)</i></li> <li><i>Issue Request for Statement of Qualifications for consulting services (engagement and coordination of strategic plans review); negotiation underway with prospective consultants</i></li> <li><i>Internal working group formed and meeting schedule established</i></li> <li><i>Approval of Terms of Reference by Council</i></li> <li><i>Branding of the coordinated strategic plan review process</i></li> </ul>	October 2019 – April 2020

2	<b>Exploring (Issues and Opportunities)</b> <ul style="list-style-type: none"> <li>• <i>Finalize coordinated engagement plan with consultants</i></li> <li>• <i>Public engagement campaign launched</i></li> <li>• <i>Administer statistically valid needs assessment survey</i></li> <li>• <i>Update to Council summarizing 'What We've Learned'</i></li> </ul>	May 2020 - August 2020
3	<b>Visioning (Options and Strategic Directions)</b> <ul style="list-style-type: none"> <li>• <i>Preparation of plan options (including three land use scenarios for Council and community consideration)</i></li> <li>• <i>Public engagement (online and live events) about potential concepts for goals and actions within the plans</i></li> <li>• <i>Update to Council on plans progress and options</i></li> </ul>	September 2020 - March 2021
4	<b>Drafting (Initial Plans and Strategies)</b> <ul style="list-style-type: none"> <li>• <i>Open house / forum (as well as online engagement) to discuss proposed policy changes and new directions</i></li> <li>• <i>Update to Council requesting endorsement of draft documents</i></li> </ul>	April 2021 - July 2021
5	<b>Reviewing (Final Plans and Strategies)</b> <ul style="list-style-type: none"> <li>• <i>Completion of revised draft plans and final draft plans submitted to Council for adoption</i></li> </ul>	Fall 2021

## STEERING COMMITTEE

The Strategic Plan review process will be overseen by the Governance and Priorities Committee comprised of all Council members.

## CITY COMMITTEES

The City of Nanaimo currently has four Committees / Task Forces with mandates that overlap with different aspects of the review process: the Health and Housing Task Force, the Economic Development Task Force, the Environment Committee and the Advisory Committee on Accessibility and Inclusiveness. These groups will be asked to provide a targeted review on any proposed policy changes relevant to their mandate, as well as provided with regular verbal updates on plan progress.

While not a formal City committee, additional engagement with neighbourhood associations may also be achieved through the regular updates to the Nanaimo Neighbourhood Network, and direct engagement with the various neighbourhood associations on top priority issue identification.

## **PUBLIC CONSULTATION**

Robust public engagement will be a guiding principle for the strategic policy development process. In the initial phase of the process, the project team will develop a coordinated planning and engagement process for the review that achieves the International Association of Public Participation (IAP2) 'Consult' and 'Involve' levels of engagement, while respecting Council's decision-making authority. With the aid of the project consultant, engagement is intended to achieve inclusive and meaningful participation of those typically marginalized and with barriers to participation in traditional planning processes, while remaining broadly thoughtful, interesting, and effective for the general public. The consultation process will also involve engagement with key stakeholders, including those identified at the project outset, and those that may come forward at later points in the consultation process.

## **RESOURCES**

The Community Planning Section of Development Services will be responsible for leading the OCP review project, and the Active and Sustainable Transportation Plan (ASTP) will be overseen by the Transportation Department. The Parks, Recreation and Culture Department will oversee the PRCP review. The coordinated strategic policy review project will be overseen by the City's senior leadership team. In addition, an interdepartmental team of project managers will meet regularly and throughout the process to ensure coordination and avoid duplication of effort.

# ATTACHMENT B

## MAY 2020 STATUS UPDATE

### 2020 Strategic Policy Review



<b>KEY COUNCIL UPDATES/ DECISIONS</b>	<p><b>25 May 2020-</b> Engagement Framework to Council</p> <p><b>TBC Future Dates-</b> Ongoing regular updates throughout 2020 including summaries of:</p> <ul style="list-style-type: none"> <li>Issues and Opportunities</li> <li>Engagement Outcomes</li> <li>Options (development scenarios) &amp; Strategic Directions</li> </ul>
<b>Project Management</b>	<ul style="list-style-type: none"> <li>✓ <b>Consultant:</b> Contract finalized with Lanarc</li> <li>✓ <b>Project Charter:</b> Completed</li> <li>✓ <b>Terms of Reference:</b> Adopted by Council</li> <li>✓ <b>Internal Team:</b> Coordinated</li> <li>✓ <b>Branding:</b> Completed</li> </ul>
<b>Background Research</b>	<ul style="list-style-type: none"> <li>Land Inventory and Capacity Analysis: Completed</li> <li>Parks, Recreation and Culture GIS Analysis: Completed</li> <li>Demographic Analysis: Completed</li> <li>Steep Slopes DPA Review: Nearing Completion</li> </ul>



**NANAIMO CITY SPARK**  
**DRAFT ENGAGEMENT STRATEGY**

**COUNCIL UPDATE | MAY 2020**



# VERSION CONTROL

Version	Description	Date Issued:	Email Distribution by:
1	DRAFT – Staff Review and Discussion	2020.03.19	Lanarc
2	DRAFT – Staff Review	2020.05.05	Lanarc
3	DRAFT – Council Update	2020.05.12	Lanarc

DRAFT

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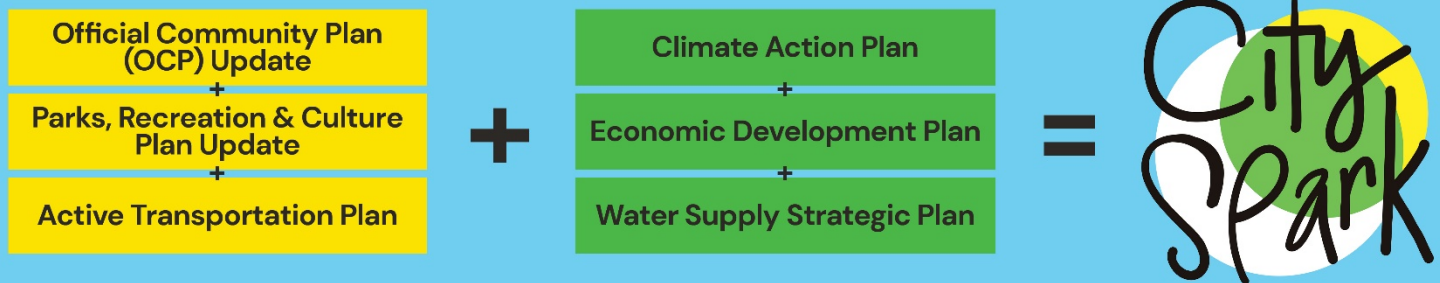
# 1 OVERVIEW

## 1.1 ABOUT THE PROJECT

The purpose of Nanaimo City Spark is to engage our community in developing a shared direction for Nanaimo's future. Strong and supported community plans lay the groundwork for major decisions that our community must make. Our community vision, values, and priorities will be core to providing context and guidance to all future strategic planning in our city.

## INTEGRATED PLANNING

Instead of six separate engagement processes, all of the city plans below are coordinated within one: Nanaimo City Spark. This is a unique opportunity to integrate the key pieces that shape our city. This is our opportunity to create a common road map for positive change and our city's future. Let's get to it!



## 1.2 ENGAGEMENT OVERVIEW

Public engagement for Nanaimo City Spark needs to be inclusive, honest and provide meaningful opportunities for our community to be involved in planning for our future. Bringing the range of voices that represent Nanaimo together into a community conversation is essential to developing a shared and broadly-supported plan for the future.

## 1.3 ABOUT THIS DOCUMENT

This document provides a Public Engagement and Communications Strategy that summarizes an approach, communication tools, key engagement steps, and a risk management plan for engaging and communicating over the course of the process. The process aims to help the public understand the Nanaimo City Spark process and encourage people from throughout the community to participate.

This Public Engagement and Communications Strategy is intended as a working document that will be refined and updated with the project team as the process unfolds.

## 1.4 ENGAGEMENT OBJECTIVES

Public engagement and communications for Nanaimo City Spark aim to:

- ▶ **Generate** awareness about the community planning process including the purpose, goals and objectives, and anticipated outcomes, as well as the project timeline and opportunities to be involved.
- ▶ **Engage** with people of all ages, interests, and lifestyles, involving more people in a community process than Nanaimo has achieved before.
- ▶ **Educate** the public about the purpose of community planning, and the role this integrated initiative plays in defining the future of our community.
- ▶ **Study** trends to understand demographics and our community context to provide a basis for planning for our future.
- ▶ **Listen** to the public to understand key issues and opportunities and relate these to future planning topics such as land use, housing, transportation, parks, recreation, environment, and more.
- ▶ **Communicate** the findings throughout the Nanaimo City Spark process and articulate how this information will flow into the final plan(s).
- ▶ **Facilitate** an inclusive, transparent engagement process that focuses on identifying shared values towards building a common direction.

## 1.5 LEVEL OF ENGAGEMENT

The following graphic illustrates the International Association for Public Participation (IAP2) Public Participation Spectrum. The spectrum represents a range of engagement levels, from informing people (on the left) to letting people make the final decision (on the right). Typically, if a decision could adversely affect property values, taxes, health and safety, quality of life/lifestyle, or is a highly-emotional or contentious issue, engagement methods move further to the right on the spectrum.

The Nanaimo City Spark process will include a mix of engagement levels throughout the process, but most activities will focus between the “Involve” and “Collaborate” levels of the spectrum. See figure on the following page that illustrates the spectrum for this process.

### IAP2’s PUBLIC PARTICIPATION SPECTRUM

*The IAP2 Federation has developed the Spectrum to help groups define the public’s role in any public participation process. The IAP2 Spectrum is quickly becoming an international standard.*

INCREASING IMPACT ON THE DECISION



# ENGAGEMENT LEVELS FOR NANAIMO CITY SPARK

<b>INFORM</b>	<b>CONSULT</b>	<b>INVOLVE</b>	<b>COLLABORATE</b>	<b>EMPOWER</b>
<p>To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.</p>	<p>To obtain public feedback on analysis, alternatives and/or decisions.</p>	<p>To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.</p>	<p>To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.</p>	<p>To place final decision making in the hands of the public.</p>
<p>"The City of Nanaimo will keep you informed."</p>	<p>"The City of Nanaimo will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision."</p>	<p>"The City of Nanaimo will work with participants to ensure that their concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decisions."</p>	<p>"The City of Nanaimo will look to participants for advice and innovation in formulating solutions and incorporate their advice and recommendations into the decisions to the maximum extent possible."</p>	<p>"The City of Nanaimo will implement what the public decides."</p>
<ul style="list-style-type: none"> <li>• City's website</li> <li>• Staff reports and presentations</li> <li>• Online digital platforms</li> <li>• Print and digital ads</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder roundtables</li> <li>• Surveys</li> <li>• Pop-up conversations</li> </ul>	<ul style="list-style-type: none"> <li>• Interactive displays</li> <li>• Focus groups</li> <li>• Online discussions</li> <li>• Workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Committees</li> <li>• Task Forces</li> <li>• Design charrettes</li> <li>• Deliberate quick polls</li> </ul>	<ul style="list-style-type: none"> <li>• Alternate Approval Process</li> <li>• Referendum</li> <li>• Election</li> </ul>
<b>EXAMPLES</b>	<b>PROMISE</b>	<b>GOAL</b>		

## 2 ENGAGEMENT TEAM & ROLES

A successful engagement and communications process will require the support of many individuals. The following matrix identifies anticipated engagement team members and summarizes key roles for each.

Individual	Organization	Key Role(s)	Engagement Activities
<b>CONSULTANT TEAM</b>			
Kate Evans & Jana Zelenski	Lanarc	<ul style="list-style-type: none"> <li>Engagement Lead</li> </ul>	<ul style="list-style-type: none"> <li>Key client contact</li> <li>Project management</li> <li>Prepare draft engagement materials</li> <li>Review of deliverables</li> <li>Facilitation and training</li> </ul>
Kristen Falconer	Lanarc	<ul style="list-style-type: none"> <li>Engagement Planner</li> </ul>	<ul style="list-style-type: none"> <li>Client contact as required</li> <li>Engagement planning</li> <li>Prepare draft engagement materials</li> <li>Coordinate engagement activities and logistics</li> <li>Reporting</li> </ul>
David Reid	Lanarc	<ul style="list-style-type: none"> <li>Facilitation</li> </ul>	<ul style="list-style-type: none"> <li>Facilitation support</li> </ul>
VIU	VIU Students (planning, education, Indigenous)	<ul style="list-style-type: none"> <li>Project ambassadors</li> <li>Engagement and Facilitation support</li> </ul>	<ul style="list-style-type: none"> <li>Engagement ambassadors</li> <li>Facilitation support</li> </ul>
Other Consulting Team Members	Lanarc, CitySpaces, C2MP, Drdul	<ul style="list-style-type: none"> <li>Graphic and Mapping Support</li> <li>Facilitation support</li> </ul>	<ul style="list-style-type: none"> <li>Graphics</li> <li>Draft content / review</li> <li>Facilitation</li> </ul>
Aaron Licker & Team	Licker Geospatial	<ul style="list-style-type: none"> <li>Mapping</li> </ul>	<ul style="list-style-type: none"> <li>Mapping graphics</li> </ul>
<b>CITY TEAM</b>			
<b>CORE TEAM</b>			
Lisa Bhopalsingh, Manager, Community Planning	City of Nanaimo	<ul style="list-style-type: none"> <li>Project Lead</li> <li>Spokesperson</li> </ul>	<ul style="list-style-type: none"> <li>Project management and direction</li> <li>Review / approve engagement materials</li> <li>Internal team coordination</li> <li>Respond to City-related questions</li> </ul>
Bill Corsan, Director, Community Development	City of Nanaimo	<ul style="list-style-type: none"> <li>Project Oversight</li> <li>Spokesperson</li> </ul>	<ul style="list-style-type: none"> <li>Project direction and oversight</li> <li>Support engagement programs</li> </ul>
Karin Kronstal, Social Planning Chris Sholberg, Community and Heritage Planner	City of Nanaimo	<ul style="list-style-type: none"> <li>Project Coordination</li> <li>Spokesperson</li> <li>Facilitation</li> </ul>	<ul style="list-style-type: none"> <li>Project coordination and logistics</li> <li>Internal team coordination</li> <li>Respond to City-related questions</li> <li>Coordinate volunteers / ambassadors</li> <li>Coordinate posting / distribution of information with City Communications</li> <li>Outreach support</li> </ul>

Individual	Organization	Key Role(s)	Engagement Activities
<b>SUPPORT TEAM</b>			
Richard Harding, GM, Parks, Recreation & Culture Dale Lindsay, GM, Development Services Bill Simms, GM, Engineering & Public Works	City of Nanaimo	<ul style="list-style-type: none"> <li>Project Oversight</li> <li>Spokesperson</li> </ul>	<ul style="list-style-type: none"> <li>Project direction and oversight</li> <li>Support engagement programs</li> </ul>
Lynn Wark, Director of Recreation & Culture Julie Bevan, Manager of Culture and Special Events Kirsty Macdonald, Parks & Open Space Planner Madeleine Koch, Active Transportation Coordinator	City of Nanaimo	<ul style="list-style-type: none"> <li>Project Oversight</li> <li>Spokesperson</li> <li>Support</li> </ul>	<ul style="list-style-type: none"> <li>Respond to City-related questions in topic areas</li> <li>Coordinate volunteers / ambassadors</li> <li>Coordinate sports user groups meetings</li> <li>Support engagement programs/outreach activities and communications</li> </ul>
Jamie Rose, Manager of Transportation Mike Squire, Manager of Water Resources Rob Lawrance, Environmental Planner Doris Fournier, Manager of Municipal Infrastructure Amrit Manhas, Economic Development Officer	City of Nanaimo	<ul style="list-style-type: none"> <li>Project Oversight</li> <li>Spokesperson</li> </ul>	<ul style="list-style-type: none"> <li>Respond to City-related questions in topic areas</li> <li>Support engagement programs/outreach activities and communications</li> </ul>
Farnaz Farrokhi, Manager of Communications	City of Nanaimo	<ul style="list-style-type: none"> <li>Communications Guidance</li> </ul>	<ul style="list-style-type: none"> <li>Provide guidance to communications</li> <li>Review key messaging / external communications</li> <li>Facilitate communications and outreach posting through City channels</li> <li>Media relations support</li> </ul>
Other City Staff	City of Nanaimo	<ul style="list-style-type: none"> <li>Build Awareness</li> </ul>	<ul style="list-style-type: none"> <li>Support outreach activities and communications</li> </ul>
<b>COMMUNITY INFLUENCERS/LEADERS</b>			
Mayor & Council	City of Nanaimo	<ul style="list-style-type: none"> <li>Project Reviews</li> <li>Spokespersons</li> </ul>	<ul style="list-style-type: none"> <li>Review and provide comment at key points in the process</li> <li>Act as a project spokesperson, carrying the message throughout the community</li> </ul>
Community Leaders, Ambassadors, & Volunteers	Varies	<ul style="list-style-type: none"> <li>Outreach and Engagement support</li> </ul>	<ul style="list-style-type: none"> <li>Provide information out (as required)</li> <li>Raise awareness in the community and encourage participation</li> </ul>

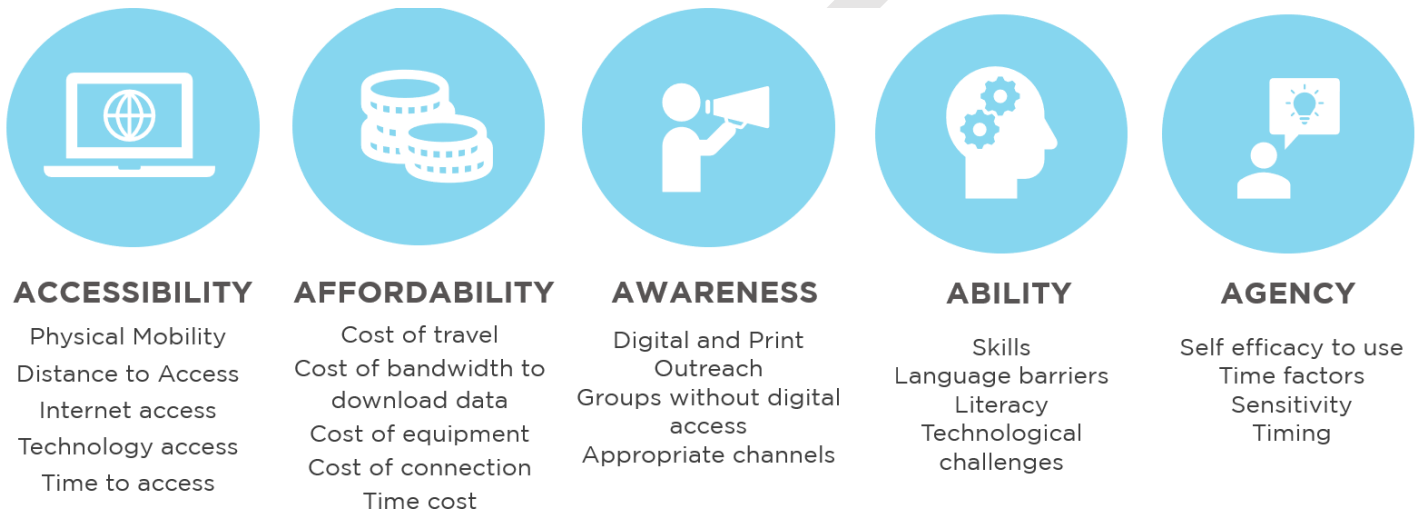


## 3 AUDIENCES

### 3.1 IDENTIFYING BARRIERS TO ENGAGEMENT

A central part of our detailed engagement planning will be a review and identification of barriers to engagement, along with accompanying mitigation strategies and options. The 5 principles for this process are summarized below.

The 5 A's:



A key approach to help overcome barriers for broader participation in Nanaimo City Spark is to partner with existing groups and organizations that have established relationships with marginalized groups or hard-to-reach members of our community and to provide these partners with resources and support to engage their members/clients. For example, partnering with the Tillicum Lelum Aboriginal Friendship Centre, Island Health, Nanaimo Youth Services Association, Central Vancouver Island Multicultural Society, Literacy Central Vancouver Island, John Howard Society, Nanaimo Loaves and Fishes, and others.

We will invite those with barriers to share how they would like to be engaged and how we can overcome barriers. We will work with these groups to co-design engagement opportunities.

### 3.2 EQUITY AND INCLUSIVITY

Through the Nanaimo City Spark process our aim is to reach people in our community who do not typically engage in planning processes due to barriers or other reasons. We plan to work with the existing and diverse connections and relationships that people have in our community. These existing relationships can help to: provide culturally inclusive and safe space, remove barriers, and create opportunities for involvement with greater ease. These aims relate to broader city goals and objectives for Truth and Reconciliation, equity, accessibility, diversity, and inclusion. Everyone's voice is valued.



### 3.3 AUDIENCES

The following table summarizes potential audience groups that could be involved in the process.

Members	Communication Tools / Formats
<b>PROJECT TEAM</b>	
<ul style="list-style-type: none"> <li>City of Nanaimo Staff</li> <li>Lanarc Staff</li> <li>Subconsultants Staff (CitySpaces, C2MP, VIU, Drdul, Licker Geospatial, Discovery Research)</li> </ul>	<ul style="list-style-type: none"> <li>Project team meetings</li> <li>Project reviews / approvals</li> <li>Informal communications</li> <li>Participation / facilitation</li> </ul>
<b>ELECTED OFFICIALS</b>	
<ul style="list-style-type: none"> <li>Nanaimo Mayor &amp; Council</li> </ul>	<ul style="list-style-type: none"> <li>Council updates via select GPC bi-weekly meetings (~8 meetings)</li> <li>Project briefings / messaging documents</li> <li>Staff updates (as determined by City staff)</li> </ul>
<b>INTERNAL CITY STAFF</b>	
<ul style="list-style-type: none"> <li>Key Department Staff</li> <li>Advisory Committees <ul style="list-style-type: none"> <li>Advisory Committee on Accessibility and Inclusiveness</li> <li>Economic Development Task Force</li> <li>Environment Committee</li> <li>Governance and Priorities Committee</li> <li>Health and Housing Task Force</li> <li>Nanaimo Youth Advisory Council</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Notification of engagement programs</li> <li>Project development (key input)</li> <li>Staff updates (as determined by City staff)</li> </ul>
<b>FIRST NATION GOVERNMENTS</b>	
<ul style="list-style-type: none"> <li>Snuneymuxw First Nation</li> <li>Snaw-Naw-As First Nation</li> </ul>	<ul style="list-style-type: none"> <li>Early updates / request for participation</li> <li>Co-designed engagement opportunities to support First Nations and Urban Indigenous participation</li> <li>Seek opportunities to link with Health and Housing Task Force Design Labs</li> <li>Regular project updates</li> </ul>
<b>OTHER LEVELS OF GOVERNMENT (continued on next page)</b>	
<ul style="list-style-type: none"> <li>Regional District of Nanaimo &amp; Member Municipalities</li> <li>Islands Trust</li> <li>Province of British Columbia <ul style="list-style-type: none"> <li>BC Housing</li> <li>Island Health</li> <li>MOTI</li> <li>BC Ferries</li> <li>ICBC</li> </ul> </li> <li>Federal Government of Canada <ul style="list-style-type: none"> <li>Department of Fisheries and Oceans (DFO)</li> <li>Department of National Defense (DND)</li> <li>Nanaimo Port Authority (NPA)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Milestone project updates</li> </ul>

Members	Communication Tools / Formats
<b>LOCAL INDIGENOUS GROUPS</b>	
<ul style="list-style-type: none"> <li>Mid Island Métis Nation</li> <li>Tillicum Lelum</li> <li>Nanaimo Aboriginal Centre</li> </ul>	<ul style="list-style-type: none"> <li>Early updates / request for participation</li> <li>Co-designed engagement opportunities to support Urban Indigenous participation</li> <li>Seek opportunities to link with Health and Housing Task Force Design Labs</li> <li>Regular project updates</li> </ul>
<b>EDUCATION ORGANIZATIONS</b>	
<ul style="list-style-type: none"> <li>Vancouver Island University (VIU)</li> <li>School District 68 (SD68) <ul style="list-style-type: none"> <li>Secondary Schools</li> <li>Middle Schools</li> <li>Elementary Schools</li> </ul> </li> <li>Private Schools (e.g. Aspengrove, Nanaimo Christian School, Discover Montessori School)</li> </ul>	<ul style="list-style-type: none"> <li>Early updates / request for participation</li> <li>Provide educational teaching materials for teachers and students</li> <li>Regular project updates</li> </ul>
<b>INTEREST GROUPS / ORGANIZATIONS (continued next page) *this list is not exhaustive and intended to provide examples of the types of organizations to be engaged</b>	
<ul style="list-style-type: none"> <li><b>Neighbourhood Associations (22)</b></li> <li><b>Local Educational Institutions:</b> School District 68, secondary schools, middle schools, elementary schools, private schools</li> <li><b>Organized Sport Groups:</b> baseball, soccer, rugby, softball, hockey, ringette, swimming, figure skating, yacht club, pickleball, volleyball, ultimate frisbee, etc.</li> <li><b>Community Centres:</b> Oliver Woods Community Centre, Beban Park Social Centre, Bowen Centre, Departure Bay activity Centre, Kin Hut Activity Centre, Rotary Activity Centre, Harewood Activity Centre, VI Conference Centre, VIRC Library Branches, Nanaimo Aquatic Centre (NAC), Nanaimo Ice Centre (NIC), Wellington Hall, Pleasant Valley Social Centre, Cavallotti Hall</li> <li><b>Community Organizations:</b> Nanaimo Legion, Nanaimo Rotary Club, Lions Club, Bowen (Island Roots) Farmers Market, Thursday Night Market, Downtown Farmers Market</li> <li><b>Non-profit Organizations:</b> Nanaimo Loaves and Fishes, Nanaimo Foodshare, Nanaimo Community Gardens, Salvation Army, Nanaimo Community Kitchens, 7-10 Club, Literacy Central Vancouver Island Nanaimo Family Life Association (NFLA), Nanaimo Association for Community Living (NACL), Nanaimo Brain Injury Society (NBIS)</li> <li><b>Cultural Groups:</b> Nanaimo Art Gallery, Nanaimo Arts Council, Nanaimo Pride Society, Nanaimo Museum, Mid-Island Community Development Coop (MyCDC), VI Symphony, Nanaimo Francophone Society, Western Edge Theatre, Federation of Canadian Artists, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Wide-spread initial outreach</li> <li>Direct invitation to participate</li> <li>Request support for outreach</li> <li>Seek opportunities to link with Health and Housing Task Force Design Labs</li> <li>Regular project updates via web/email</li> </ul>

Members	Communication Tools / Formats
<ul style="list-style-type: none"> <li>▪ <b>Service Groups:</b> Central Vancouver Island Multicultural Society, Nanaimo Homeless Coalition, Nanaimo Foodshare Society, Nanaimo, Society for Equity, Inclusion and Advocacy, Haven Society, Island Crisis Care Society, John Howard Society, Vancouver Island Regional Library, Literacy Nanaimo, Vancouver Island Mental Health Society, Meals on Wheels, , Nanaimo Hospital Auxiliary, Options for Sexual Health, Volunteer Nanaimo, Welcome Wagon</li> <li>▪ <b>Business &amp; Economic Organizations:</b> Nanaimo Chamber of Commerce, Vancouver Island Real Estate Board, Old City Quarter BIA, Nanaimo Economic Development, Tourism Nanaimo, Vancouver Island Economic Alliance, Victoria Crescent Business Association, Nanaimo Foundation, Community Futures, Petroglyph Development Corporation, Mid Island Business Initiative, Vancouver Island Conference Centre, Nanaimo Hospitality Association, Young Professionals of Nanaimo (YPN)</li> <li>▪ <b>Local Environmental Groups:</b> Nanaimo Area Land Trust, Departure Bay Streamkeepers, Nature Nanaimo, Nature Trust of British Columbia, Morrell Nature Sanctuary, Western Canada Wilderness Committee</li> <li>▪ <b>Seniors' Groups:</b> Nanaimo Bowen Park Seniors, Age Friendly Nanaimo, Nanaimo Harbour City Seniors, Paradise Isle Seniors Society, seniors living various residences</li> <li>▪ <b>Youth Groups:</b> Nanaimo Youth Services Association, Boys and Girls Club of Central Vancouver Island, Youth Employment Services, School Groups</li> <li>▪ <b>Public Health &amp; Safety Services:</b> RCMP, St. John Ambulance, Nanaimo Fire Department, Island Health</li> <li>▪ <b>Mobility Groups:</b> Hub City Cycles Cooperative, BC Cycling Coalition, Slowpokes, Modo Car Share, Nanaimo Airport Authority, Island Corridor Foundation (also Nanaimo Port Authority and BC Ferries as listed above)</li> <li>▪ Others as identified</li> </ul>	<ul style="list-style-type: none"> <li>▪ Wide-spread initial outreach</li> <li>▪ Direct invitation to participate</li> <li>▪ Request support for outreach</li> <li>▪ Regular project updates via web/email</li> </ul>
PUBLIC	
<ul style="list-style-type: none"> <li>▪ City of Nanaimo residents</li> </ul>	<ul style="list-style-type: none"> <li>▪ Wide-spread initial outreach</li> <li>▪ Invitation to participate in engagement activities</li> <li>▪ Regular project updates via web</li> </ul>

## 4 ENGAGEMENT & COMMUNICATIONS

### 4.1 PROCESS OVERVIEW

Our City, Our Voices. Let's spark a conversation in our community about our shared future. Developing a community vision for the next 20+ years requires a process that is grounded in a solid understanding of how our community has grown and advanced through strategic planning and creative thinking. Fundamental to this process is reflecting back "what we hear" and building forward towards best outcomes.



Figure 1: Illustration of the Nanaimo City Spark process journey

## 4.2 ENGAGEMENT PROCESS

Nanaimo City Spark will use a three-phase process for engagement. Input from the public process will be used to form the vision and community plans for the next 20+ years, including establishing priority policy areas and action plans for topic areas.

*An overview of the engagement process is summarized by the figures on the following pages.*

### **Phase 1: Process Awareness & Gathering Ideas (the WHAT) (Spring / Summer 2020)**

WHAT is our community vision for the future?

Phase 1 kicks off the public process with an engagement launch to build awareness about the Nanaimo City Spark process and encourage participation from a diverse range of citizens. The engagement launch will consist of both print and digital engagement, a public questionnaire, and “At-Home” activity series. The tools for use throughout this engagement are designed to inspire people about the future of Nanaimo and encourage their input on values, interests, and ideas. The intent in this phase is to spread the message as broadly as possible. This phase has the longest length for outreach and engagement, the largest number of targeted engagement points, and the most diversity in format of engagement. This first phase is focused on listening, gathering ideas, inspiring participation, and generating energy to build a common foundation for next steps.

### **Phase 2: Exploring Options (the HOW) (Fall / Winter 2020-2021)**

HOW are we going to achieve our community vision for the future?

Phase 2 focuses on exploring draft options that are formed to reflect initial community input and current best planning practices. The aim of this phase is to explore in further detail what community scenarios could look like, to consider potential trade-offs, and to have discussions to clarify preferences, values, and priorities. A central part of this phase, and throughout the process, is to share “What We Learned” from the input in phase 1 and communicate how that input has influenced the ideas being explored. The intent is to work with our community to refine draft options through a series of community workshops, and resident-led *Community Circles* discussions.

### **Phase 3: Refining the Plan (Spring / Summer 2021)**

This final phase focuses on reviewing and refining the plans. A key part of this phase will be to report back to the community to confirm “What we Heard” to date, bringing forward draft plans, and working with our community to refine them. Phase 3 is also an opportunity to “close the loop” with community members and share outcomes of the Nanaimo City Spark process.

The following tables provide a detailed breakdown of anticipated activities, tools, and responsibilities for executing the engagement. This summary is provided for review, discussion, and refinement with the project team.

*This process is summarized by the graphic figure on the following page.*

# THE PROCESS

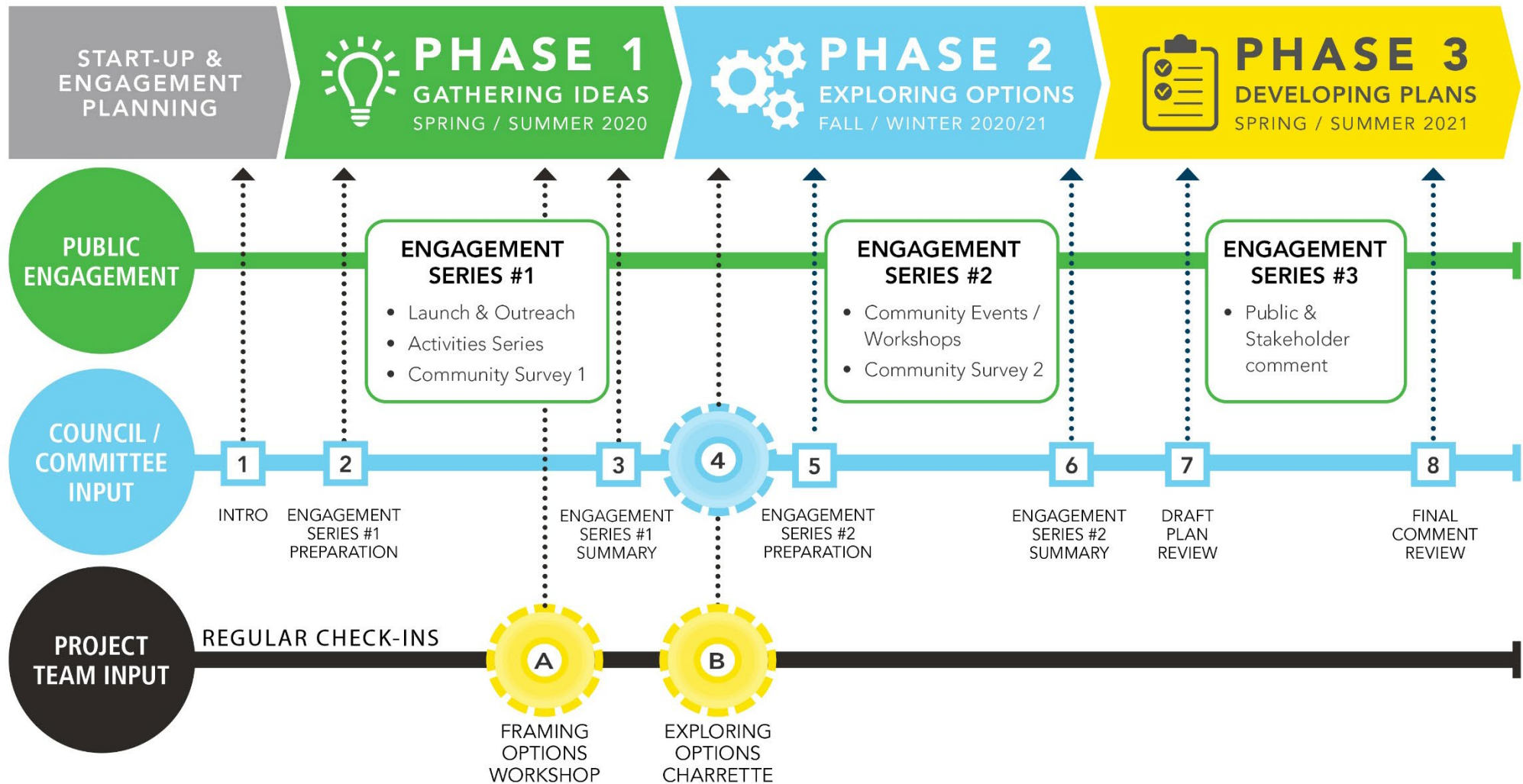
A JOURNEY FROM BIG IDEAS TO FOCUSED DIRECTION





# GENERAL TIMELINES

## PROCESS SEQUENCE AND KEY CHECK-IN POINTS



## 4.3 IMPLEMENTATION

### BUILDING THE FOUNDATION

Spring 2020

Activity	Audience	Description	Target Date	Responsibilities
<b>FOUNDATIONAL ELEMENTS</b>				
<b>Preliminary Outreach Options</b>	<ul style="list-style-type: none"> <li>CON Project Team</li> </ul>	<ul style="list-style-type: none"> <li>Summary of outreach options for CON review and refinement as input to engagement strategy</li> </ul>	<ul style="list-style-type: none"> <li>In progress</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Develop preliminary options as basis for engagement plan</li> <li><b>CON:</b> Identify preferred options</li> </ul>
<b>Draft Engagement &amp; Communications Strategy</b> <i>(this document)</i>	<ul style="list-style-type: none"> <li>CON Project Team</li> </ul>	<ul style="list-style-type: none"> <li>Internal strategy outlining engagement process, key messages, roles and responsibilities, and risk management</li> </ul>	<ul style="list-style-type: none"> <li>In progress</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Develop draft</li> <li><b>CON:</b> Review, comment, approve</li> </ul>
<b>Detailed Schedule</b>	<ul style="list-style-type: none"> <li>CON Project Team</li> </ul>	<ul style="list-style-type: none"> <li>Detailed summary of engagement activities and formats, including staffing requirements</li> </ul>	<ul style="list-style-type: none"> <li>In progress</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Develop draft</li> <li><b>CON:</b> Confirm staffing, finalize preferred activities</li> </ul>
<b>OUTREACH &amp; MATERIALS</b>				
<b>Introductory Presentation</b>	<ul style="list-style-type: none"> <li>Identified Community Stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Presentation including:               <ul style="list-style-type: none"> <li>→ Background context</li> <li>→ Purpose and anticipated outcomes</li> <li>→ Preliminary engagement strategy</li> <li>→ Potential engagement activities, tools, formats</li> <li>→ Discussion questions</li> <li>→ Next steps</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>In progress</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Develop draft / final</li> <li><b>CON:</b> Review / approve content</li> </ul>
<b>Backgrounder Documents</b>	<ul style="list-style-type: none"> <li>All Audiences</li> </ul>	<ul style="list-style-type: none"> <li>Project backgrounder series providing context about the process</li> <li>Print and online options</li> <li>Distributed to project team, elected officials, key community stakeholders, ambassadors</li> </ul>	<ul style="list-style-type: none"> <li>In progress</li> <li>June 2020</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Develop draft / final</li> <li><b>CON:</b> Provide background data, review, approve</li> </ul>



Activity	Audience	Description	Target Date	Responsibilities
<b>Council Meeting</b>	<ul style="list-style-type: none"> <li>▪ Council (Governance &amp; Priorities Committee)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meeting to introduce project and gather input on process, outreach, engagement</li> <li>▪ Discussion questions</li> <li>▪ Summary notes</li> </ul>	<ul style="list-style-type: none"> <li>▪ May 2020</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Lanarc:</b> Prepare presentation, facilitate</li> <li>▪ <b>CON:</b> Coordinate venue and participants, co-facilitate, prepare summary notes</li> </ul>
<b>Council Meeting</b>	<ul style="list-style-type: none"> <li>▪ Council (Governance &amp; Priorities Committee)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project launch</li> </ul>	<ul style="list-style-type: none"> <li>▪ June 2020</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Lanarc:</b> Prepare presentation</li> <li>▪ <b>CON:</b> Coordinate, co-facilitate, prepare summary notes</li> </ul>
<b>Organizations &amp; Associations Meeting: Kick-Off</b>	<ul style="list-style-type: none"> <li>▪ Identified Community Organizations &amp; Associations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meetings to introduce project and gather input on process, outreach, engagement</li> <li>▪ Discussion questions</li> <li>▪ Summary notes</li> </ul>	<ul style="list-style-type: none"> <li>▪ June 2020</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Lanarc:</b> Prepare agenda and discussion questions, facilitate</li> <li>▪ <b>CON:</b> Coordinate venues and participants, co-facilitate, prepare summary notes</li> </ul>
<b>Public Questionnaire #1 (Mail-out &amp; Get Involved Nanaimo)</b>	<ul style="list-style-type: none"> <li>▪ All Audiences</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mail-out Survey – statistically valid, representative sample across neighbourhood areas and age groups</li> <li>▪ Community Questionnaire – open to all participants, online, hard-copy available, and voluntary responses</li> <li>▪ Focused on values, issues, opportunities, and ideas</li> </ul>	<ul style="list-style-type: none"> <li>▪ Launch June 2020</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Lanarc:</b> Research, develop questionnaire content, input content</li> <li>▪ <b>CON:</b> Review / approve questions, support inputting to Get Involved Nanaimo</li> </ul>

## GENERAL OUTREACH & PROJECT AWARENESS

Activity	Audience / Time	Description	Target Date	Responsibilities
<b>PUBLIC OUTREACH &amp; MATERIALS</b>				
<b>DIGITAL OUTREACH</b>				
<b>Project Website</b>	<ul style="list-style-type: none"> <li>All Audiences</li> <li>Project duration</li> </ul>	<ul style="list-style-type: none"> <li>Project on <a href="http://getinvolvednanaimo.ca">getinvolvednanaimo.ca</a>, with dedicated URL: [NanaimoCitySpark.ca]               <ul style="list-style-type: none"> <li>→ Project overview</li> <li>→ Project register (managed by City Communications Department)</li> <li>→ Upcoming events, input opportunities</li> <li>→ Background information</li> <li>→ City contact</li> <li>→ Update / refine over course of project</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>June 2020</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Develop draft content</li> <li><b>CON:</b> Provide format requirements, review and finalize content, approve content, coordinate posting and updates through City IT team, provide and manage project register, provide City project contact</li> </ul>
<b>Nanaimo Facebook Page</b>	<ul style="list-style-type: none"> <li>All Audiences</li> <li>Project duration</li> </ul>	<ul style="list-style-type: none"> <li>Posts to share information, announce public events, encourage participation</li> <li>Consider conversational content e.g., Did you Know, Test your Knowledge, Fast Facts</li> <li>Video posts</li> <li>Look and feel to follow City guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Start June 2020</li> <li>~Weekly (more during busy times)</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Develop draft posts</li> <li><b>CON:</b> Provide template and format requirements, review and finalize content, post, manage comments</li> </ul>
<b>Nanaimo Twitter Feed</b>	<ul style="list-style-type: none"> <li>All Audiences</li> <li>Project duration</li> </ul>	<ul style="list-style-type: none"> <li>Posts to share information, announce public events, encourage participation</li> </ul>	<ul style="list-style-type: none"> <li>Start June 2020</li> <li>~Weekly (more during busy times)</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Develop draft posts</li> <li><b>CON:</b> Provide template and format requirements, review and finalize content, post, manage comments</li> </ul>
<b>Nanaimo Instagram Feed</b>	<ul style="list-style-type: none"> <li>All Audiences</li> <li>Project duration</li> </ul>	<ul style="list-style-type: none"> <li>Visual posts</li> <li>Look and feel to follow City guidelines</li> <li>Photo contest</li> </ul>	<ul style="list-style-type: none"> <li>Start June 2020</li> <li>Occasionally (focused on visuals)</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Develop draft posts</li> <li><b>CON:</b> Provide template and format requirements, review and finalize content, post, manage comments</li> </ul>

Activity	Audience / Time	Description	Target Date	Responsibilities
<b>Facebook Ads / Boosts</b>	<ul style="list-style-type: none"> <li>Targeted Audiences</li> <li>Project duration</li> </ul>	<ul style="list-style-type: none"> <li>Paid Facebook advertising options to boost advertising and public awareness on City's Facebook</li> <li>Opportunity to target particular demographics or interest groups</li> <li>Costs range from \$25 - \$100+ / ad (cost based on desired reach)</li> </ul>	<ul style="list-style-type: none"> <li>TBD based on participation levels</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Recommend target audiences</li> <li><b>CON:</b> Coordinate through City Facebook account, pay for ads / boosting</li> </ul>
<b>Photo Contest</b>	<ul style="list-style-type: none"> <li>All Audiences</li> <li>Project launch</li> </ul>	<ul style="list-style-type: none"> <li>Prize offered for best photo with clear submission requirements</li> <li>Follow key theme and incorporate project identity</li> </ul>	<ul style="list-style-type: none"> <li>June through July 2020</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Develop draft content and pricing</li> <li><b>CON:</b> Recommend approach / preferred platform, confirm rules, identify pricing, manage entries, review submissions and select winner</li> </ul>
<b>Video Shorts</b>	<ul style="list-style-type: none"> <li>All Audiences</li> <li>Project duration</li> </ul>	<ul style="list-style-type: none"> <li>Short digital video / text clips incorporated into online content (web, social media) to promote key messaging</li> <li>Short call to action scripted videos by community leaders or residents</li> </ul>	<ul style="list-style-type: none"> <li>TBD based on City team capacity</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Develop draft / final content</li> <li><b>CON:</b> Review, approve, post</li> </ul>
<b>E-Notification (City &amp; Project Subscriber lists)</b>	<ul style="list-style-type: none"> <li>Targeted Audiences</li> <li>Project launch, prior to key events</li> </ul>	<ul style="list-style-type: none"> <li>Email notification to existing subscribers to announce project, encourage participation</li> <li>Typically coincides with media release</li> </ul>	<ul style="list-style-type: none"> <li>June 2020</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Confirm mailing requirements (timeline, format, process), develop draft content</li> <li><b>CON:</b> Review and finalize content, distribute</li> </ul>
<b>Calendar Items</b>	<ul style="list-style-type: none"> <li>All Audiences</li> <li>Key events</li> </ul>	<ul style="list-style-type: none"> <li>Calendar of key engagement events on <a href="http://www.nanaimo.ca">www.nanaimo.ca</a></li> </ul>	<ul style="list-style-type: none"> <li>June 2020 and ongoing</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Develop list of engagement events once finalized for City posting</li> <li><b>CON:</b> Confirm engagement events, post on calendar</li> </ul>
<b>Other Calendars</b>	<ul style="list-style-type: none"> <li>All Audiences</li> <li>Key events</li> </ul>	<ul style="list-style-type: none"> <li>Calendar of key engagement events on Tourism calendar:</li> <li><a href="https://www.tourismnanaimo.com/what-to-do/festivals-and-events/">https://www.tourismnanaimo.com/what-to-do/festivals-and-events/</a></li> </ul>	<ul style="list-style-type: none"> <li>June 2020 and ongoing</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Develop list of engagement events once finalized for City posting and coordinate posting</li> </ul>

Activity	Audience / Time	Description	Target Date	Responsibilities
<b>Public Computer Links (Library)</b>	<ul style="list-style-type: none"> <li>All Audiences</li> <li>Questionnaires</li> </ul>	<ul style="list-style-type: none"> <li>Relevant links at public computers in libraries or youth centre (when open)</li> <li>Best used for online questionnaires</li> </ul>	<ul style="list-style-type: none"> <li>HOLD until locations open</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Develop link materials</li> <li><b>CON:</b> Coordinate and drop to public computer locations</li> </ul>
<b>PRINT OUTREACH</b>				
<b>Media Release</b>	<ul style="list-style-type: none"> <li>All Audiences</li> <li>Project launch, prior to key events</li> </ul>	<ul style="list-style-type: none"> <li>Public release announcing project commencement, opportunities to participate leading up to events</li> <li>Distributed to key media outlets and neighbourhood associations</li> <li>Include quotes from leadership (i.e., Mayor)</li> </ul>	<ul style="list-style-type: none"> <li>TBC: June 2020</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Prepare draft content</li> <li><b>CON:</b> Review and finalize, obtain quotes, coordinate release through internal communications channels</li> </ul>
<b>Newspaper Ads (Print and Digital)</b>	<ul style="list-style-type: none"> <li>All Audiences</li> <li>Project launch, prior to events</li> </ul>	<ul style="list-style-type: none"> <li>Ads for upcoming engagements to generate awareness</li> <li><i>Nanaimo News Bulletin</i> (print and digital)</li> </ul>	<ul style="list-style-type: none"> <li>TBC</li> <li>Regularly to announce events</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Prepare draft content</li> <li><b>CON:</b> Provide content requirements and sizing, review, coordinate posting as per internal communications process</li> </ul>
<b>City Newsletters (online / print)</b>	<ul style="list-style-type: none"> <li>All Audiences</li> <li>Project duration</li> </ul>	<ul style="list-style-type: none"> <li>Content to feature project in newsletters</li> </ul>	<ul style="list-style-type: none"> <li>TBC</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Prepare draft content</li> <li><b>CON:</b> Provide content requirements, timing, sizing, review and finalize, coordinate placement</li> </ul>
<b>Project Cards</b>	<ul style="list-style-type: none"> <li>All Audiences</li> <li>Project duration</li> </ul>	<ul style="list-style-type: none"> <li>Business cards with project details</li> <li>Designed for use throughout Nanaimo City Spark process duration</li> <li>In near-term, for distribution by drop-offs or mail-outs</li> <li>When/if possible, distributed at events or given to ambassadors to hand out</li> </ul>	<ul style="list-style-type: none"> <li>June 2020</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Develop draft / final, purchase</li> <li><b>CON:</b> Review, approve, distribute to ambassadors</li> </ul>
<b>Large-scale Banners (Outdoor)</b>	<ul style="list-style-type: none"> <li>All Audiences</li> <li>Project duration</li> </ul>	<ul style="list-style-type: none"> <li>Large-scale banner for display in visible outdoor locations around City</li> <li>When/if possible, intended to use at tent during events (e.g. 10 feet wide or stand-alone)</li> <li>Designed for use throughout Nanaimo City Spark process duration</li> </ul>	<ul style="list-style-type: none"> <li>HOLD until in person engagement can commence</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Develop draft / final, coordinate printing, purchase</li> <li><b>CON:</b> Confirm preferred style, provide any relevant specs, review, approve, coordinate postings (key locations and events)</li> </ul>

Activity	Audience / Time	Description	Target Date	Responsibilities
<b>Event Signs / Retractable Banners (Indoors)</b>	<ul style="list-style-type: none"> <li>All Audiences</li> <li>Project duration</li> </ul>	<ul style="list-style-type: none"> <li>Large-scale signs posted during events and in temporary locations (e.g., municipal hall, library) between events for project duration</li> <li>Designed for use throughout Nanaimo City Spark process duration</li> </ul>	<ul style="list-style-type: none"> <li>HOLD until in person engagement can commence</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Develop draft / final, coordinate printing, purchase</li> <li><b>CON:</b> Confirm specs, review, approve, coordinate postings (key locations and events)</li> </ul>
<b>Printed Posters</b>	<ul style="list-style-type: none"> <li>All Audiences</li> <li>Project Launch and at key events</li> </ul>	<ul style="list-style-type: none"> <li>Community posters to introduce project, generate awareness, and advertise upcoming opportunities for participation</li> <li>Post or place in neighbourhood destinations / businesses / institutions (e.g., parks, grocery stores, pharmacies)</li> <li>Digital version to distribute to stakeholders and other key organizations for their posting</li> <li>Option for laminate or waterproof paper for outdoor longevity</li> </ul>	<ul style="list-style-type: none"> <li>June 2020</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Develop draft / final, coordinate printing, purchase</li> <li><b>CON:</b> Provide sizing details for CON locations (e.g., park kiosks, rec centres), review, approve, coordinate postings, printing in-house where possible</li> </ul>
<b>Vehicle Signage</b>	<ul style="list-style-type: none"> <li>All audiences</li> <li>Project duration</li> </ul>	<ul style="list-style-type: none"> <li>Magnetic signs for placement of CoN vehicles to raise awareness about project</li> <li>Sizing based on vehicle type</li> </ul>	<ul style="list-style-type: none"> <li>June 2020</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Develop draft / final, coordinate printing, purchase</li> <li><b>CON:</b> Confirm fleet options, providing sizing specs, review, approve, distribute to vehicle managers</li> </ul>
<b>Community-wide Postal Mail-out OPTIONAL SERVICE (additional cost)</b>	<ul style="list-style-type: none"> <li>All Audiences (targeted)</li> <li>Project event</li> </ul>	<ul style="list-style-type: none"> <li>Postcard announcing project and opportunities to be involved</li> <li>Distribute to all addresses through Canada Post</li> <li>Explore opportunities with existing city mail-outs (e.g. tax notice) to manage costs</li> </ul>	<ul style="list-style-type: none"> <li>TBD</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Develop draft / final content, obtain quotes, coordinate delivery</li> <li><b>CON:</b> Approve optional service, review, approve</li> </ul>
<b>PEOPLE / WORD OF MOUTH</b>				
<b>Community Influencers/ Leaders Toolkit</b>	<ul style="list-style-type: none"> <li>Targeted Audiences</li> <li>Project launch and ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Provide community leaders (Mayor and Council, neighbourhood associations, staff, leadership) with an “outreach toolkit” at start of project and updated at key points</li> <li>Toolkit would include key messages and FAQs</li> <li>If physical distancing measures shift, physical materials could also be included: project cards, hard copy questionnaires, and small give-aways</li> </ul>	<ul style="list-style-type: none"> <li>June 2020</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Develop draft / final kit materials</li> <li><b>CON:</b> Review, approve, assemble, distribute</li> </ul>

Activity	Audience / Time	Description	Target Date	Responsibilities
<b>City Staff</b>	<ul style="list-style-type: none"> <li>Targeted Audiences</li> <li>Project duration</li> </ul>	<ul style="list-style-type: none"> <li>Notify staff about upcoming engagement and encourage them to promote the process through their networks</li> <li>Supply with key messaging and resources</li> </ul>	<ul style="list-style-type: none"> <li>Start May 2020</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Provide draft / final materials</li> <li><b>CON:</b> Review / approve messaging, coordinate with City staff</li> </ul>
<b>Front-Line Staff</b>	<ul style="list-style-type: none"> <li>All Audiences</li> <li>Project duration</li> </ul>	<ul style="list-style-type: none"> <li>Provide front-line and customer service staff with briefing and materials on project and project cards, encourage promotion of process, provide resources to answer questions</li> </ul>	<ul style="list-style-type: none"> <li>Start June</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Provide draft / final materials</li> <li><b>CON:</b> Review / approve materials, coordinate with Front-Line staff</li> </ul>
<b>Recreation Activity Leadership Staff</b>	<ul style="list-style-type: none"> <li>Targeted Audiences</li> <li>When events occur</li> </ul>	<ul style="list-style-type: none"> <li><i>Hold</i> at present, reassess according to changes in COVID-19 recommendations</li> <li>Provide rec leaders with an information briefing and a handout and/or activities to share with participants</li> </ul>	<ul style="list-style-type: none"> <li>HOLD until rec programming resumes</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Provide draft / final materials</li> <li><b>CON:</b> Review / approve materials, coordinate with Rec staff</li> </ul>
<b>Other Event Organizers</b>	<ul style="list-style-type: none"> <li>Targeted Audiences</li> <li>When events occur</li> </ul>	<ul style="list-style-type: none"> <li><i>Hold</i> at present, reassess according to changes in COVID-19 recommendations</li> <li>Provide event organizers (e.g., culture groups, clubs, sports groups, etc.) an information briefing and a handout and/or activities to share with participants</li> </ul>	<ul style="list-style-type: none"> <li>HOLD until events resume</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Provide draft / final materials</li> <li><b>CON:</b> Review / approve materials, coordinate with event organizers</li> </ul>
<b>School District 68 Staff</b>	<ul style="list-style-type: none"> <li>Targeted Audiences</li> <li>During school year</li> </ul>	<ul style="list-style-type: none"> <li>Work with staff to coordinate participation of youth through classroom learning materials</li> <li>Work with staff to coordinate a school or class project on the Nanaimo City Spark community planning process</li> <li>Encourage an assignment (e.g., students conduct their own engagement for visioning to obtain input from a broad range of youth – suitable for junior high / high school)</li> <li>Develop children's activities (e.g., write or draw your vision for the future) to be referred through elementary schools</li> <li>Consider prizes</li> </ul>	<ul style="list-style-type: none"> <li>Start May 2020</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Coordinate with SD contacts to identify classroom teaching materials and project opportunities, develop draft / final messaging and materials</li> <li><b>CON:</b> Identify SD contact, review / approve messaging and materials</li> </ul>
<b>School District Administration</b>	<ul style="list-style-type: none"> <li>Targeted Audiences</li> <li>During school year</li> </ul>	<ul style="list-style-type: none"> <li>Ask administration to include outreach within school newsletters / info sent to parents</li> <li>Confirm process / timing for incorporating project information into school information</li> </ul>	<ul style="list-style-type: none"> <li>Start May 2020</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Draft / finalize information</li> <li><b>CON:</b> Provide SD contact, review and approve information</li> </ul>

Activity	Audience / Time	Description	Target Date	Responsibilities
<b>Community Event Presence</b>	<ul style="list-style-type: none"> <li>All Audiences</li> <li>Project duration</li> </ul>	<ul style="list-style-type: none"> <li><i>Hold</i> at present, reassess according to changes in COVID-19 recommendations</li> <li>Any festivals or upcoming community events where the City will have a booth or ambassadors to “piggyback” on existing event</li> <li>Requires staff manning the booth (ambassador who is able to answer key questions, hand out information)</li> </ul>	<ul style="list-style-type: none"> <li>HOLD until events resume</li> <li>Based on current activities list</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Help identify potential events, prepare necessary materials</li> <li><b>CON:</b> Identify other City events, coordinate with staff running event to request participation, facilitate booth</li> </ul>
<b>OTHER</b>				
<b>Interactive Identity Pieces</b>	<ul style="list-style-type: none"> <li>All Audiences</li> <li>Project duration</li> </ul>	<ul style="list-style-type: none"> <li><i>Hold</i> at present, reassess according to changes in COVID-19 recommendations</li> <li>Elements with the project identity for people to interact or “play” with at engagements</li> <li>Taken to engagement locations to provide inviting and interactive opportunities, use as photo ops</li> <li>For use throughout Nanaimo City Spark process</li> <li>Example: Cube sitting blocks</li> </ul>	<ul style="list-style-type: none"> <li>HOLD until events resume</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Recommend element option, design draft / final pieces, coordinate development, purchase</li> <li><b>CON:</b> Confirm option, house elements and distribute for use during engagements</li> </ul>
<b>Project T-Shirts</b>	<ul style="list-style-type: none"> <li>All Audiences</li> <li>Project duration</li> </ul>	<ul style="list-style-type: none"> <li><i>Start slowly</i>, reassess according to changes in COVID-19 recommendations</li> <li>Project t-shirts for staff / Council / ambassadors who will be facilitating public activities to identify representatives and promote project at events</li> <li>Extras could be used for giveaways</li> <li>Includes project logo and a possible phrase (e.g., Let’s talk about #NanaimoCitySpark)</li> </ul>	<ul style="list-style-type: none"> <li>June 2020 and re-assess when events resume</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Provide quotes for production; design draft and final shirt; coordinate production</li> <li><b>CON:</b> Review, approve, distribute to representatives, identify approximate numbers / sizing</li> </ul>
<b>Small Give-Aways</b>	<ul style="list-style-type: none"> <li>All Audiences</li> <li>Project duration</li> </ul>	<ul style="list-style-type: none"> <li><i>Hold</i> at present, reassess according to changes in COVID-19 recommendations</li> <li>Small give-aways with project identity to be handed out at events</li> <li>To be low-waste items</li> <li>Examples: stickers, temporary tattoos</li> <li>Day bus passes</li> </ul>	<ul style="list-style-type: none"> <li>HOLD until events resume</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Design draft / final, coordinate production, purchase</li> <li><b>CON:</b> Approve, support distribution</li> </ul>

Activity	Audience / Time	Description	Target Date	Responsibilities
<b>Medium Give-Aways</b>	<ul style="list-style-type: none"> <li>All Audiences</li> <li>Project duration</li> </ul>	<ul style="list-style-type: none"> <li>Medium give-aways of local wares and vouchers (e.g. cafes, restaurants, activity centres)</li> </ul>	<ul style="list-style-type: none"> <li>June 2020</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Identify give-away ideas</li> <li><b>CON:</b> Identify existing prize options, support reaching out to organizations</li> </ul>
<b>Large Give-Away</b>	<ul style="list-style-type: none"> <li>All Audiences</li> <li>End of questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>Large give-away related to Phase 1 and Phase 2 surveys to motivate people to submit</li> <li>Examples: Grocery store gift card, Bike, iPad or other tech, local recreational pass (e.g., pass to NAC / golf course / etc.)</li> <li>Need to set up clear contest rules, timing, and process for winning e.g. entry upon completion of a questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>June 2020</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Suggest prize options and costs</li> <li><b>CON:</b> Select preferred option, purchase</li> </ul>
<b>Video Interviews</b>	<ul style="list-style-type: none"> <li>All Audiences</li> <li>Project duration</li> </ul>	<ul style="list-style-type: none"> <li>Low tech option using mobile device (device should be on a tripod for stability)</li> <li>Short interviews with targeted questions: (e.g., what do you think is the very BEST thing about Nanaimo? What one trend do you think is most impacting the way Nanaimo residents live?)</li> <li>Participants need to sign a release form</li> <li>Typically by ambassadors (e.g. VIU students)</li> <li>Footage could be used as part of promotions</li> </ul>	<ul style="list-style-type: none"> <li>TBD based on physical distancing requirements</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Develop questions, review / incorporate video into promotional information</li> <li><b>CON:</b> Review questions, support filming, obtain releases</li> </ul>



## PHASE 1: GATHERING IDEAS

Activity	Audience / Time	Description	Target Date	Responsibilities
<b>ENGAGEMENT ACTIVITIES</b>				
<b>Public Questionnaire #1 (Mail-out and 'Get Involved Nanaimo')</b>	<ul style="list-style-type: none"> <li>All audiences</li> </ul>	<ul style="list-style-type: none"> <li>Community questionnaire to explore values, issues, opportunities, and priorities</li> <li>Mail-out format for statistically valid input</li> <li>'Get Involved Nanaimo' format for online / voluntary input</li> <li>Hard copy option for distribution to people without online access</li> </ul>	<ul style="list-style-type: none"> <li>Mid June 2020</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Prepare draft / final content</li> <li><b>CON:</b> Review, approve, coordinate posting of link on City project webpage</li> </ul>
<b>Interactive Online Series</b>	<ul style="list-style-type: none"> <li>All Audiences</li> <li>Project launch</li> </ul>	<ul style="list-style-type: none"> <li><b>Format:</b> Online platforms for interactive activities for public to learn and share ideas.</li> <li><b>Intent:</b> Provide means of two-way interaction, not just feedback/input</li> <li><b>Activities / Materials:</b> <ul style="list-style-type: none"> <li>→ (TBD based on City capacity) community speakers by video to inspire (pecha kucha-style, or "short" speeches)</li> <li>→ Mapping activities</li> <li>→ Ask and Answer Series</li> <li>→ Building Blocks to the future activity that focuses on vision and targets / goals</li> <li>→ Coffee calls / chats that encourage people to share their ideas with one another</li> <li>→ Sharing input from youth and children (i.e., posting outcomes of "play" activities)</li> <li>→ Brief input actions – e.g., interactive website posts, quick question/polling series</li> <li>→ Weekly blogs or backgrounder posts</li> <li>→ Add activities based on community feedback</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Starting June 2020</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Prepare plans, develop materials</li> <li><b>CON:</b> Provide input to development, coordinate logistics, support recruitment of speakers, support moderation, support recording feedback</li> <li><b>VIU Students:</b> Support facilitation and recording feedback</li> </ul>

Activity	Audience / Time	Description	Target Date	Responsibilities
<b>Drop Boxes &amp; Outreach Packages</b>	<ul style="list-style-type: none"> <li>All Audiences</li> </ul>	<ul style="list-style-type: none"> <li>Bringing information to where people are</li> <li>Static information at key community locations (e.g. parks, grocery stores, drug stores)</li> </ul> <p><b>Format / Materials Options:</b></p> <ul style="list-style-type: none"> <li>→ <b>Parks Sign Series:</b> Outdoor weatherproof signage with engaging questions, and links, QR codes to online platforms and info</li> <li>→ <b>Sign-Post or Sealed Comment Box:</b> Allow people to provide comments on location, designed to align with physical distancing requirements</li> <li>→ <b>Drops to Locations:</b> Drop physical materials to locations where participants may have reduced online access (e.g., retirement residences, supportive facilities, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>May through July 2020</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Coordinate posting locations, prepare materials</li> <li><b>CON:</b> Coordinate posting locations, review / approve materials, print-in house (as available), drop to locations</li> </ul>
<b>Stakeholder Series</b>	<ul style="list-style-type: none"> <li>Community Leaders</li> <li>Sports User Groups</li> <li>Neighbourhood Associations</li> </ul>	<ul style="list-style-type: none"> <li>Facilitated digital meetings / interviews with stakeholder groups</li> <li>Gather input on key areas</li> <li>Equip representatives to be ambassadors</li> <li>Opportunity to provide input in discussion, as well as written/submitted responses</li> </ul>	<ul style="list-style-type: none"> <li>June through July 2020</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Collaborate to review list of contacts. Coordinate template meeting materials support package</li> <li><b>CON:</b> Coordinate meeting scheduling, distribution of materials, gathering of input, recording and packaging feedback</li> </ul>

## PHASE 2: EXPLORING OPTIONS

Activity	Audience	Description	Target Date	Responsibilities
<b>FOUNDATIONAL ELEMENTS</b>				
<b>Engagement Plan Updates</b>	<ul style="list-style-type: none"> <li>Project Team</li> </ul>	<ul style="list-style-type: none"> <li>Reflect on Phase 1 and update the engagement plan for Phase 2 accordingly</li> </ul>	<ul style="list-style-type: none"> <li>August 2020</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Update plan for CON review</li> <li><b>CON:</b> Review, approve</li> </ul>
<b>PUBLIC OUTREACH &amp; MATERIALS</b>				
<b>Public Posting of Phase 1 Documents</b>	<ul style="list-style-type: none"> <li>All audiences</li> </ul>	<ul style="list-style-type: none"> <li>Share the 'What we Heard' and outcomes of the Phase 1 and outline next steps for phase 2</li> </ul>	<ul style="list-style-type: none"> <li>September 2020</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Prepare draft / final</li> <li><b>CON:</b> Review, approve, distribute</li> </ul>
<b>Outreach Package Updates</b>	<ul style="list-style-type: none"> <li>All audiences</li> </ul>	<ul style="list-style-type: none"> <li>Review Phase 1 outreach outcomes and update outreach accordingly</li> </ul>	<ul style="list-style-type: none"> <li>December 2020</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Prepare draft / final outreach materials</li> <li><b>CON:</b> Review, approve, support distribution</li> </ul>
<b>Stakeholder Referrals</b>	<ul style="list-style-type: none"> <li>Community Leaders</li> <li>Sports User Groups</li> <li>Neighbourhood Associations</li> </ul>	<ul style="list-style-type: none"> <li>Refer project status and feedback opportunities to stakeholder contacts engaged in phase 1</li> </ul>	<ul style="list-style-type: none"> <li>December 2020 through January 2021</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Prepare draft messaging</li> <li><b>CON:</b> Review, approve, support distribution</li> </ul>
<b>ENGAGEMENT ACTIVITIES</b>				
<b>Public Questionnaire #2 (Mail-out and 'Get Involved Nanaimo')</b>	<ul style="list-style-type: none"> <li>All audiences</li> </ul>	<ul style="list-style-type: none"> <li>Community questionnaire to explore options scenarios</li> <li>Mail-out format for statistically valid input</li> <li>'Get Involved Nanaimo' format and print copies</li> <li>Hard copy option for distribution to people without online access</li> </ul>	<ul style="list-style-type: none"> <li>Mid Jan – Mid Feb 2021</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Prepare draft / final content for 'Get Involved Nanaimo'</li> <li><b>CON:</b> Review, approve, coordinate posting of link on City project webpage</li> </ul>

Activity	Audience	Description	Target Date	Responsibilities
<b>Community Circles</b>	<ul style="list-style-type: none"> <li>All audiences</li> </ul>	<ul style="list-style-type: none"> <li><b>Format:</b> Resident-led small-group discussions within interest groups or neighbourhoods (volunteer participants)</li> <li><b>Topics:</b> Review Phase 1 input, comment on draft options, discuss next steps</li> <li><b>Materials:</b> Instruction handouts and guides with key questions</li> <li><b>Other Support:</b> Potential incentive for those who host events (e.g., food voucher)</li> </ul>	<ul style="list-style-type: none"> <li>Mid-Jan – Mid-Feb 2021</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Coordinate draft / final materials including instructions and key questions, coordinate with City for pick-up / drop-off by participants</li> <li><b>CON:</b> Review / approve materials, coordinate printing, assemble packages, arrange pick-up for event hosts, confirm incentive for hosting</li> </ul>
<b>Community Workshop Events</b>	<ul style="list-style-type: none"> <li>All audiences</li> </ul>	<ul style="list-style-type: none"> <li><b>Format:</b> Public workshops focused on specific emerging priority topics (open, or sign-up to attend sessions, TBD)</li> <li><b>Materials:</b> Agenda, presentation, discussion guide / questions, electronic polling, interactive activities and instructions</li> </ul>	<ul style="list-style-type: none"> <li>Mid-Jan – Mid-Feb 2021</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Coordinate meetings and logistics, prepare draft / final materials, facilitate workshops, document summary notes</li> <li><b>CON:</b> Review / approve materials, coordinate venue and staff support, support facilitation, document summary notes</li> </ul>

## PHASE 3: REFINING THE PLAN

Spring 2021

Activity	Audience	Description	Target Date	Responsibilities
<b>FOUNDATIONAL ELEMENTS</b>				
<b>Engagement Plan Updates</b>	<ul style="list-style-type: none"> <li>Project Team</li> </ul>	<ul style="list-style-type: none"> <li>Reflect on Phase 2 and update the engagement plan for Phase 3 accordingly</li> </ul>	<ul style="list-style-type: none"> <li>April 2021</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Update plan for CON review</li> <li><b>CON:</b> Review, approve</li> </ul>
<b>PUBLIC OUTREACH &amp; MATERIALS</b>				
<b>Public Posting of Phase 2 Documents</b>	<ul style="list-style-type: none"> <li>All audiences</li> </ul>	<ul style="list-style-type: none"> <li>Share the 'What we Heard' and outcomes of the Phase 2 and outline next steps phase 3</li> </ul>	<ul style="list-style-type: none"> <li>April 2021</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Prepare draft / final</li> <li><b>CON:</b> Review, approve, distribute</li> </ul>
<b>Outreach Package Updates</b>	<ul style="list-style-type: none"> <li>All audiences</li> </ul>	<ul style="list-style-type: none"> <li>Review Phase 2 outreach outcomes and update outreach accordingly</li> </ul>	<ul style="list-style-type: none"> <li>May 2021</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Prepare draft / final outreach materials</li> <li><b>CON:</b> Review, approve, support distribution</li> </ul>
<b>Stakeholder Referrals</b>	<ul style="list-style-type: none"> <li>Community Leaders</li> <li>Sports User Groups</li> <li>Neighbourhood Associations</li> </ul>	<ul style="list-style-type: none"> <li>Refer project status and feedback opportunities to stakeholder contacts engaged in phase 1 and 2</li> </ul>	<ul style="list-style-type: none"> <li>May 2021</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Prepare draft messaging</li> <li><b>CON:</b> Review, approve, support distribution</li> </ul>
<b>ENGAGEMENT ACTIVITIES</b>				
<b>Public Questionnaire #3 ('Get Involved Nanaimo')</b>	<ul style="list-style-type: none"> <li>All audiences</li> </ul>	<ul style="list-style-type: none"> <li>Community questionnaire on the proposed plan directions</li> <li>'Get Involved Nanaimo' format and print copies at events, consider iPads for onsite digital entry</li> <li>Manage updates required to 'Get Involved Nanaimo'</li> </ul>	<ul style="list-style-type: none"> <li>June 2021</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Prepare draft / final content for 'Get Involved Nanaimo'</li> <li><b>CON:</b> Review, approve, coordinate posting of link on City project webpage</li> </ul>

Activity	Audience	Description	Target Date	Responsibilities
<b>Community Events</b>	<ul style="list-style-type: none"> <li>All audiences</li> </ul>	<ul style="list-style-type: none"> <li><b>Format:</b> Public presentation to report back and close the loop. Focused on highlights, or remaining areas for clarification.</li> <li><b>Materials:</b> Agenda, presentation, discussion guide / questions, electronic polling, interactive activities and instructions</li> </ul>	<ul style="list-style-type: none"> <li>June 2021</li> </ul>	<ul style="list-style-type: none"> <li><b>Lanarc:</b> Coordinate meetings and logistics, prepare draft / final materials, facilitate workshops, document summary notes</li> <li><b>CON:</b> Review / approve materials, coordinate venue and staff support, support facilitation, document summary notes</li> </ul>

## 5 COMMUNICATIONS

### 5.1 PRINCIPLES OF ENGAGEMENT

Project engagement and communications should align with the following principles:

- ▶ **Accessible:** Create public engagement processes, locations, and communications materials that appeal to a wide range of audiences.
- ▶ **Inclusive:** Promote an inclusive process that fosters a respectful environment for participants so that they are comfortable providing input and asking questions. Use varied methods, formats, and activities.
- ▶ **Consistent:** Ensure that communications are clear, concise, and consistent through all materials so that the process is recognizable.
- ▶ **Transparent:** Undertake a process that is open and transparent so that public trust may be built, issues are informed, and long-term objectives are ultimately supported.
- ▶ **Collaborative:** Promote cooperation amongst community members to develop a shared vision that respects all voices.
- ▶ **Ongoing:** Engage the public early and often, documenting all input received and reporting back so people can see how their input has influenced the process.
- ▶ **Responsive:** Show participants that the City is listening by being responsive to queries and questions.

## 5.2 PRELIMINARY KEY MESSAGES (TO BE REFINED)

Key messages are targeted messages that we want audiences to understand and remember. The messages are designed to communicate the most relevant information about the process including the “why” and the “how.” Initial key messages have been developed and will be refined as project materials are developed:

### Calls to Action

- ▶ Our City, Our Voices. Help shape Nanaimo's vision for 2040!
- ▶ Spark community conversation!
- ▶ We are planning the future for our City. What do you imagine?
- ▶ What needs to change? What should stay the same? Join our community conversation to imagine our ideal future for Nanaimo's next 20+ years.
- ▶ Nanaimo has changed over the past decade – with many positive transformations and some emerging challenges. Let's talk about where we go next!
- ▶ We want to understand what matters to you. Help shape our City. #NanaimoCitySpark

### Aims of Nanaimo City Spark

- ▶ We plan for our people today, and also for those who are yet to come. Planning is for the young who will grow up in our community. It is for babies yet to be born. It is for people who will live their golden years here. It is for all the people who make up this place we call home.
- ▶ Nanaimo City Spark is about planning our community's vision for the future and setting directions on how to get there.
- ▶ Through this process we will reflect on current community conditions, think about how we've gotten here, and consider where we want to go next.
- ▶ The outcomes of Nanaimo City Spark will guide Nanaimo's growth and evolution over the next 20+ years.
- ▶ Land use, environment, climate change resiliency, business and innovation, transportation, parks, culture, and housing are all part of Nanaimo City Spark. With so much to consider, how do we balance priorities?
- ▶ Our residents love Nanaimo's neighbourhood areas, lovely waterfront, scenic forests, and accessible services. Nanaimo City Spark is an opportunity for our community to clarify what we want to protect, and what we want to build upon towards the future we imagine.
- ▶ Change happens. Community planning brings fresh thinking and offers new perspectives about how a community manages change so it takes us in the direction we want to go.
- ▶ How can the City of Nanaimo move sustainably and successfully into the future? Sustainable growth will be at the heart of the community's future so that the valued elements that define Nanaimo today are maintained for future generations – even as the City evolves.



## Background

- ▶ The City's current Official Community Plan Bylaw (OCP), *planNanaimo*, was adopted in September 2008. The *planNanaimo* process began in 2006, as a 10-year review of the 1996 OCP 'Plan Nanaimo'.
- ▶ Although the OCP has undergone several minor amendments, it has not been formally reviewed since 2008.
- ▶ Nanaimo City Spark is an integrated planning process that looks beyond a traditional OCP in order to integrate parallel city plans for parks, recreation, culture, mobility, climate, economic development, and water supply. It recognizes that all these pieces of our community must be in harmony.
- ▶ With our City declaring climate emergency, integrated vision and planning approaches are needed to reach our targets.
- ▶ A strong community plan is essential to ensuring our City remains a great place to live as we change, grow, and adapt to opportunities and challenges facing our community.

## Community Participation

- ▶ Nanaimo today is not the Nanaimo of 2008 when *planNanaimo* was completed. Change is happening. Faster, bigger, more diverse, more plugged in. Our new generations are learning, working, and living differently. Our climate is changing. Our resources are evolving. The time has come to bring together all the voices – long-time residents, new arrivals, and emerging generations – into a community conversation on the future of this incredible place we call home.
- ▶ Learning from community residents is vital to building a shared vision for the future. Include your voice.
- ▶ Learn more about #NanaimoCitySpark [hashtag to be confirmed] by:
  - Visiting the project webpage
  - Subscribing to the City email distribution list
  - Joining us at events around the community
  - Emailing us with questions
  - Staying tuned on Nanaimo social media
  - Talking with others in our community – start a conversation about our shared future!
- ▶ We're working on a collective vision that reflects all the voices of our community. Learn more at: [NanaimoCitySpark.ca](#) [url to be confirmed]

## 5.3 PROJECT IDENTITY

A unique project name and graphic should be used consistently through the process to help build recognition and encourage participation. This identity will be used across all materials to help build awareness that the project is happening. It is intended that the identity would continue to be used throughout all phases of strategic planning (OCP Update, PRCP Update, etc.).

### **TITLE: NANAIMO CITY SPARK**

- ▶ The title is simple and energetic.
- ▶ It encourages Nanaimo's residents to take hold of the potential in their city and help plan for its future.
- ▶ The theme demonstrates an abstract but uplifting image of overlapping circles.
- ▶ The imagery of a circle resonates in many layers – integrating layers of city planning, integrating layers of our community, integrating layers of past, present, and future.

### **TAG LINE: Our City, Our Voices.**

- ▶ The tag line is short and catchy.
- ▶ Using the term “our” emphasizes the collective nature of the integrated planning process and illustrates that it will be a collaboration of many voices. It encourages the community to speak their truth and help shape their city.
- ▶ It is inclusive and captures an attitude Nanaimo residents can identify with.
- ▶ It is thought-provoking and intended to stir up emotions and make the target audience stop and think.
- ▶ This tagline uses double O's, which correlates in harmony with the two overlapping circles of the graphic icon.
- ▶ The tagline speaks directly to residents and allows them to take ownership over what changes are possible and what impact they can make both as individuals, and as a united community.

### **HASHTAG: #NanaimoCitySpark (to be confirmed)**

- ▶ Linking the project title to the city of Nanaimo.

### **COLOURS**

- ▶ Light Blue, Bright Yellow, Fresh Green, Black
- ▶ A combination of contemplative, dependable, crisp, and energetic.
- ▶ Each of the four colours have a distinct role for establishing the mood and conveying the emotion of the City Spark brand.

## ICON AND GRAPHIC CHARACTER

The following provides the primary project identity developed by the City and graphic consultants. Further details are available in the City Spark Brand Identity Guidelines document.



## CONTACT INFORMATION

**Website:** To be confirmed [NanaimoCitySpark.ca]

**Email:** To be confirmed [CitySpark@nanaimo.ca]

### 5.3.1 Materials Review

Any communications distributed during the Integrated Planning Process should be considered public information, as the project team cannot fully control further distribution of these materials. It is important that all materials prepared are reviewed and approved by the City's project team to adhere to communications protocols. To meet timelines for integrating engagement materials and for reporting deadlines it is recommended that review processes follow the approach outlined in the table below. However, it should be recognized that there will be periods that timelines will need to be adjusted to meet project deadlines.

Table 1: Suggested Review Process

Engagement Activity	Process	Responsibility (TBC)	Timing
<b>Draft Materials</b>	Lanarc	<ul style="list-style-type: none"> <li>Submission of draft materials to City</li> </ul>	1.5 weeks min. prior to release of public materials
<b>Review of Draft Materials</b>	City of Nanaimo	<ul style="list-style-type: none"> <li>Internal reviews coordinated by City</li> <li>One round of consolidated feedback to Lanarc</li> </ul>	0.5 week min. prior to release of public materials
<b>Final Materials</b>	Lanarc	<ul style="list-style-type: none"> <li>Submission of final materials to City</li> </ul>	2 days min. prior to release of public materials

## 6 ANTICIPATED CHALLENGES

During any engagement process challenges will arise. Advance planning and response strategies can help manage these challenges. The following potential engagement challenges and preliminary response plans have been identified based on previous similar work.

Table 2: Potential Engagement Challenges and Proposed Response Plan

Potential Challenge	Proposed Response Plan
<b>Broad concern and distraction due to COVID-19 Pandemic</b>	<ul style="list-style-type: none"> <li>▪ Acknowledge this in early communications</li> <li>▪ Provide a bridge or link to within engagement dialogue and community conversations</li> <li>▪ Recognize that COVID-19 will affect how we plan and link this into the process</li> <li>▪ Undertake research on current trends to build understanding about how COVID-19 may be affecting community planning</li> </ul>
<b>Differing values, priorities, and directions</b>	<ul style="list-style-type: none"> <li>▪ Clearly outline the purpose and anticipated outcomes of the project</li> <li>▪ Emphasize the complex, multi-interest nature of community needs</li> <li>▪ Identify early that compromises are part of the process</li> <li>▪ Use issue-based discussions and questions for engagement</li> <li>▪ Frame an approach that recognizes and fairly considers values underlying different positions and consider if there is common ground</li> <li>▪ Facilitate in a way that makes people feel included and that their opinions and feelings matter</li> <li>▪ Work on building understanding that a City includes a wide range of people, all who are important in its planning</li> </ul>
<b>Sensitive issues such as community growth and development, density, impacts to property, social issues, etc.</b>	<ul style="list-style-type: none"> <li>▪ Maintain consistent, open communications providing as much information as possible about the process including what is currently known and not yet known</li> <li>▪ Develop key messaging and an internal response guide to prepare consistent messaging for all those communicating on behalf of the project</li> <li>▪ Be prepared to explain why (or why not) particular information is being provided</li> <li>▪ Enlist the support of City staff, policy makers, or specialists to provide facts</li> <li>▪ Recognize that some topics are difficult or emotional ones to people</li> </ul>
<b>Communicating complex information across topics (and parallel plans) so that it is easily understood</b>	<ul style="list-style-type: none"> <li>▪ Before developing engagement materials, confirm desired engagement outcomes / feedback for each contact</li> <li>▪ Focus communications on graphics and maps to the extent possible and use plain language where text is required</li> <li>▪ Use layered materials that provide easy-to-digest messages that can be taken in quickly, along with more detailed information for those wishing to delve further</li> <li>▪ Structure engagement activities so that key individuals that can address municipal and/or policy questions, as well as technical questions across the consulting team disciplines</li> <li>▪ Work with the project team to distill information to the key points, recognizing “less can be more” when working on long-term processes</li> <li>▪ Provide background documents that help facilitate understanding of the overall integrated planning process and anticipated outcomes</li> </ul>

<i>Potential Challenge</i>	<i>Proposed Response Plan</i>
<b>Limited public participation</b>	<ul style="list-style-type: none"> <li>▪ Promote the engagement principles of inclusivity and transparency</li> <li>▪ Encourage participation from a broad range of voices providing opportunities for engagement both online, and (when available) in-person</li> <li>▪ Attract attention where people are (e.g., outdoor locations) and make it easy for them to provide input</li> <li>▪ Keep communications clear and concise to inform and engage</li> <li>▪ Limit the time commitments required to provide meaningful input</li> <li>▪ Provide sufficient timelines for participation and robust outreach that supports participants' awareness of the process and opportunities for input</li> <li>▪ Coordinate engagement activities to avoid conflicts with other community events or seasonal activities, or to align with related initiatives or events</li> <li>▪ Develop engagement activities that including fun and interactive components</li> <li>▪ Consider offering incentives (e.g., local prizes) to provide feedback (e.g. complete a questionnaire)</li> <li>▪ Utilize community partners to "spread the word" as well as engage during self-facilitated events with friends and neighbours</li> <li>▪ Use bright, fun project communications and materials to spark interest and promote understanding</li> <li>▪ Adapt outreach strategies to connect with under-represented audiences</li> </ul>
<b>Maintaining a Consistent Voice</b>	<ul style="list-style-type: none"> <li>▪ Summarize the findings of past projects, and how they're being used in this project</li> <li>▪ Ensure all facilitators are up to speed on communications</li> <li>▪ Take questions from the public and develop an overview of key information</li> </ul>
<b>Building Continuity in the Process</b>	<ul style="list-style-type: none"> <li>▪ Ensure comments are recorded and shared back to the community</li> <li>▪ Remind the public there will be further engagement as the process unfolds</li> <li>▪ Enlist the support of city staff and Council to communicate, inspire, and continue the conversation with the public</li> </ul>
<b>Public concern and/or frustrations that identified issues are not being addressed immediately (as OCP and the parallel plans are long-term)</b>	<ul style="list-style-type: none"> <li>▪ Help people understand that this is a long-term and ongoing process that includes changes over time</li> <li>▪ Provide context about how the project outcomes will be used to prioritize and undertake future steps in order to help people see a clear path forward to change</li> <li>▪ Look for "quick wins" that could be implemented in the short-term to demonstrate visible change and help build momentum</li> </ul>
<b>Engaging hard-to-reach communities (e.g. seniors, youth, recent immigrants, Indigenous groups, people with disabilities, etc.)</b>	<ul style="list-style-type: none"> <li>▪ Use a combined platform for outreach that includes print outreach (e.g., posters, news media), along with digital engagement, social media, and schools</li> <li>▪ Develop questionnaires and feedback forms that are brief, easy to complete, use plain language, and work well on mobile devices</li> <li>▪ Utilize graphics and illustrations to promote understanding</li> <li>▪ Include go-to outreach, where project ambassadors go to demographic-specific activities and locations, e.g. senior centre, youth centre, food bank, resource centre, etc.</li> <li>▪ Co-design engagement opportunities directly with these groups</li> <li>▪ Partnering with existing service organizations that have established relationships with marginalized groups or hard-to-reach members of our community</li> </ul>

<i>Potential Challenge</i>	<i>Proposed Response Plan</i>
<b>Limitations to engagement resources / expenses</b>	<ul style="list-style-type: none"><li>▪ Confirm early what engagement resources are available to maximize public outreach and participation (e.g., volunteers, staff availability, students, etc.)</li><li>▪ Capitalize on other concurrent activities that may align with the project</li></ul>

DRAFT



**NANAIMO**

Our City, Our Voices.

May 25, 2020 | Update to Council

What is  
Nanaimo City  
Spark?



OCP Update



Parks, Rec & Culture  
Plan Update



Active Transportation  
Plan



Climate Action Plan



Economic  
Development Plan



Water Supply  
Strategic Plan



We are changing  
faster than ever  
before

City  
Spark

3

The Plans



Actions & Steps



Desired Future State  
(or where we want to go)



**HISTORICAL PLANNING**

4



Everyone has a voice in planning our city.

6

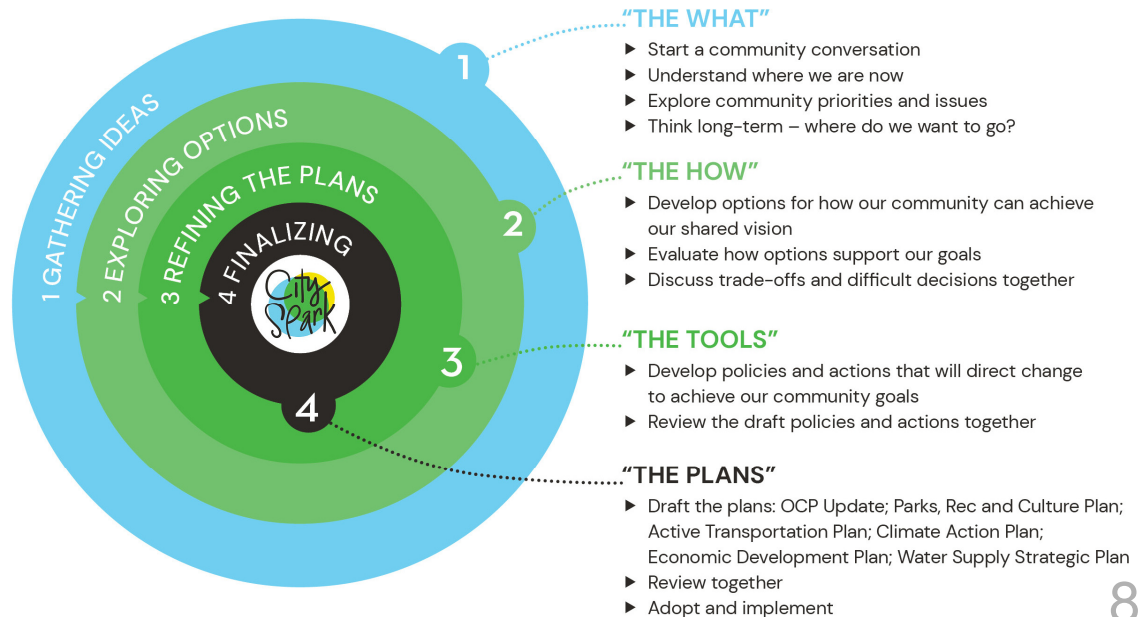
“Community engagement is more than a town hall meeting or an open house: it is a culture fostered within an entire organization and a community. It is a culture where communication is meaningful and authentic; and asking questions makes a resident feel heard and respected at all levels.”

- Community Engagement Task Force  
Final Report



## THE PROCESS

A JOURNEY FROM BIG IDEAS TO FOCUSED DIRECTION

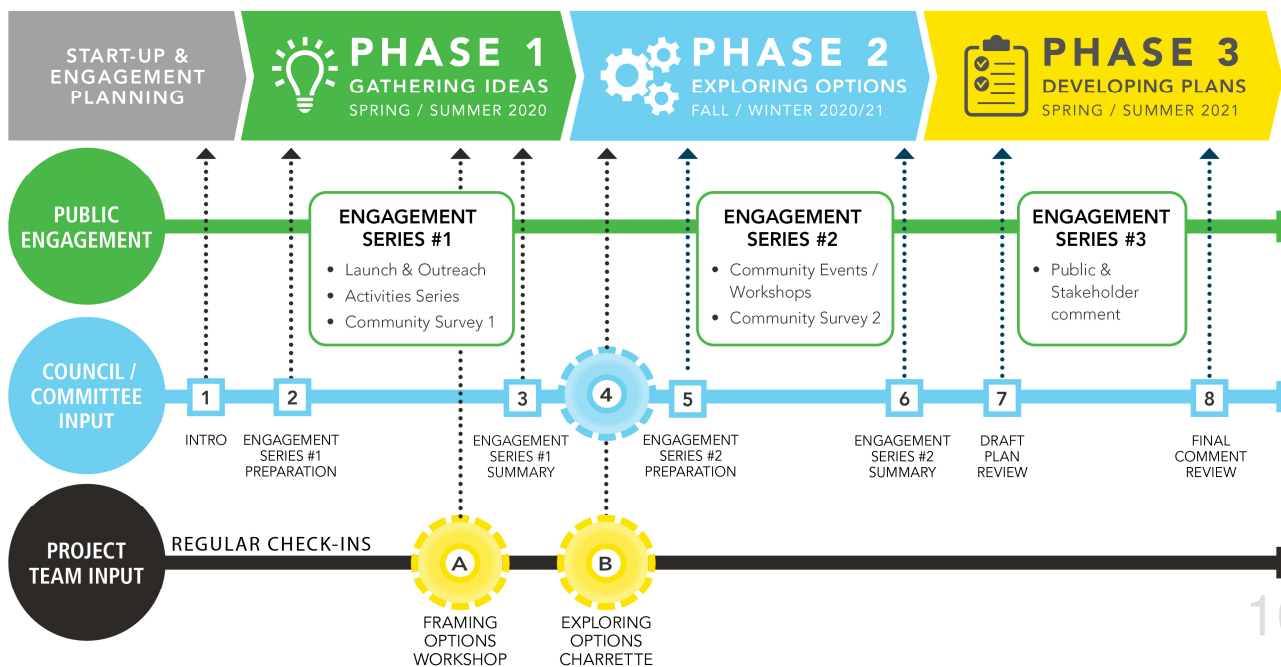


# THE NANAIMO CITY SPARK ENGAGEMENT JOURNEY

Nanaimo City Spark is a community journey. It starts with a planned process that evolves as we proceed. We continue to check-in and allow conversation to flow. In planning, the process is part of the product – it's a commitment to engaging the community.








## CHECK-IN POINTS





## ENGAGEMENT LEVELS FOR NANAIMO CITY SPARK

					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE	"The City of Nanaimo will keep you informed."	"The City of Nanaimo will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision."	"The City of Nanaimo will work with participants to ensure that their concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decisions."	"The City of Nanaimo will look to participants for advice and innovation in formulating solutions and incorporate their advice and recommendations into the decisions to the maximum extent possible."	"The City of Nanaimo will implement what the public decides."
EXAMPLES	<ul style="list-style-type: none"> <li>• City's website</li> <li>• Staff reports and presentations</li> <li>• Online digital platforms</li> <li>• Print and digital ads</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder roundtables</li> <li>• Surveys</li> <li>• Pop-up conversations</li> </ul>	<ul style="list-style-type: none"> <li>• Interactive displays</li> <li>• Focus groups</li> <li>• Online discussions</li> <li>• Workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Committees</li> <li>• Task Forces</li> <li>• Design charrettes</li> <li>• Deliberate quick polls</li> </ul>	<ul style="list-style-type: none"> <li>• Alternate Approval Process</li> <li>• Referendum</li> <li>• Election</li> </ul>

ADAPTATION OF IAP2 PUBLIC PARTICIPATION SPECTRUM

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# MOVE FORWARD OR WAIT?

WEIGHING THE BENEFITS  
AND RISKS

## Potential Benefits of Moving Forward

- Maintain schedule
- New engagement techniques
- Fewer public distractions (e.g., travel)
- Social connection
- Family participation
- Integration of COVID-19 impacts

## Potential Risks of Moving Forward

- Inattention / focus on other issues
- Second / third wave impacts
- Challenges seeing beyond current state to look to the future
- Little / no opportunity for in-person engagement
- Staff capacity

## Potential Benefits of Waiting

- Future opportunities to engage in-person
- Potential for improved focus if crisis has passed

## Potential Risks of Waiting

- Unknown timeline for the crisis to pass
- Cascading project delays
- Influx of engagement post-crisis
- Lack of attention when restrictions ease
- Potential for future waves continuing to disrupt life as we know it

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How can we engage while respecting  
physical distancing measures?

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## ENGAGEMENT AIMS

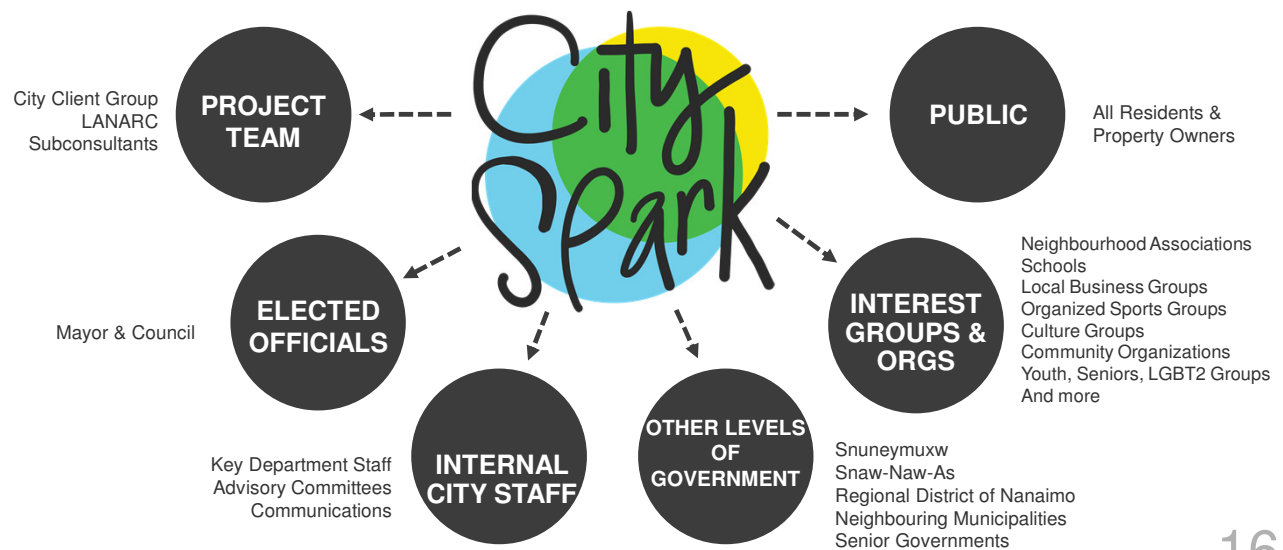
WHAT ARE THE OBJECTIVES OF THIS INTEGRATED PROCESS?



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## ENGAGEMENT AUDIENCES

WHO WILL PROJECT COMMUNICATIONS BE DIRECTED TO?

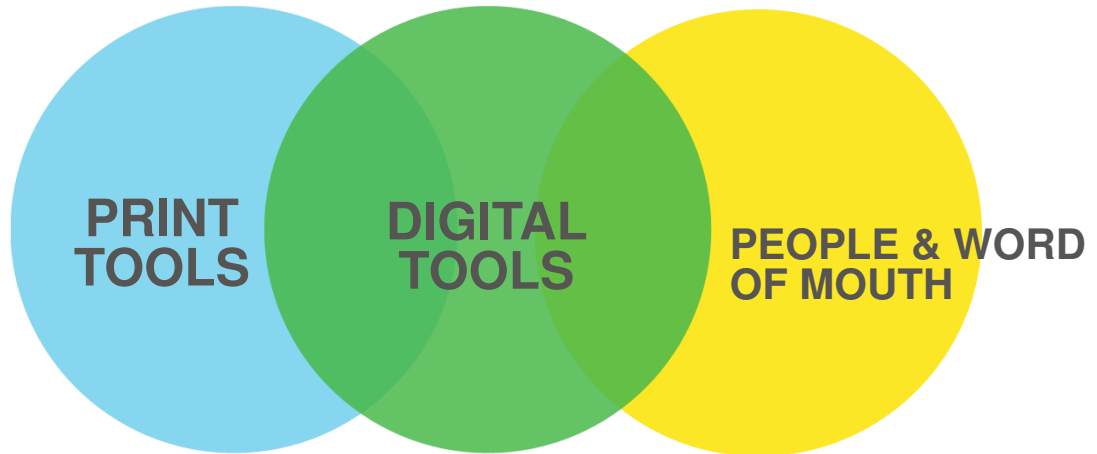


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## ENGAGEMENT TOOLS

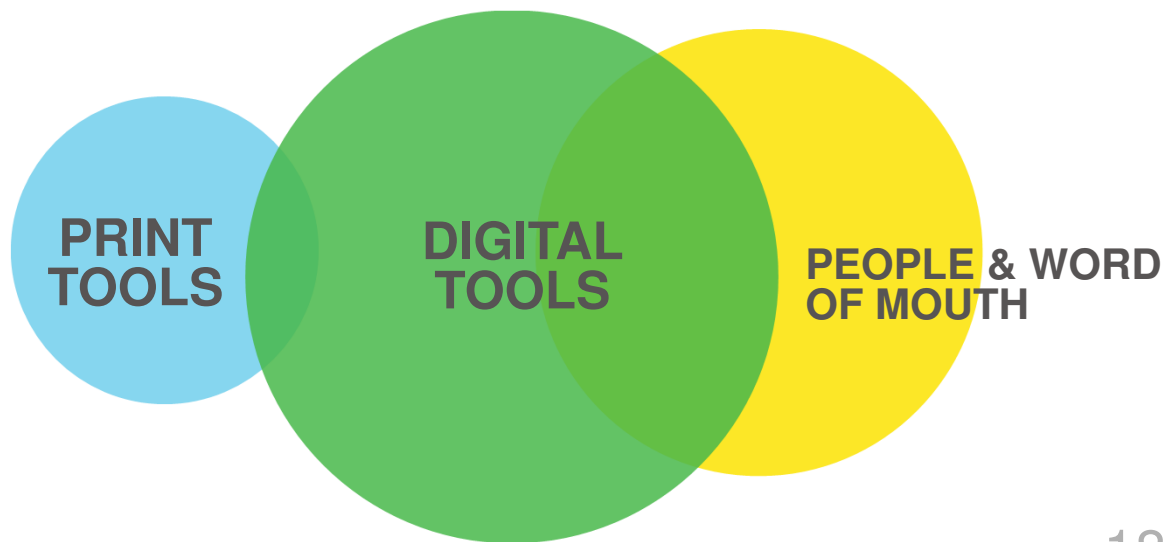
ACROSS PLATFORMS



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## ENGAGEMENT TOOLS

ACROSS PLATFORMS



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## OUTREACH



**RAISE**  
AWARENESS

19

How will people recognize this initiative?



**NANAIMO**  
Our City, Our Voices.

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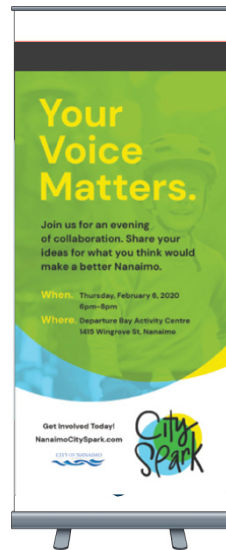


## DIGITAL TOOLS

Project Webpage  
 Get Involved Nanaimo  
 Social Media (FB, Twitter, Instagram)  
 Video Shorts  
 Media Release  
 Photo Contest  
 E-notifications  
 Community Calendars  
 Digital Advertising

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## PRINT TOOLS



Large Signs & Banners  
 Static Input Displays  
 Nanaimo Newsletters / Leisure Guide  
 City Vehicle Magnets  
 Mail-outs / Drop-offs  
 Small Posters  
 Give-Aways / Prizes  
 Bulletin Newspaper Ads

22



## PEOPLE & WORD OF MOUTH

Mayor & Council  
CON Staff & Activity Leaders  
Community Leaders  
Neighbourhood Associations  
Organizations  
School Leadership & Teachers  
VIU Ambassadors  
Youth Ambassadors

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## ENGAGEMENT ACTIVITIES FOR PHASE 1: GATHERING INPUT



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## ENGAGEMENT SERIES #1 FORMATS

- A. Digital Engagement Platform (GetInvolvedNanaimo.ca)
- B. Social Media Campaign & Video Shorts
- C. Survey (statistically valid mail-out + online)
- D. Community 'Pop-up' Series
- E. Community Events
- F. Community Stations (static)
- G. Stakeholder Meetings / Interviews
- H. Community Ambassador Program / Kits

MAINTAIN /  
ENHANCE

SHIFT

TWEAK

25

## A | DIGITAL ENGAGEMENT PLATFORM

MAINTAIN /  
ENHANCE

INTENT: A SAFE PLACE TO ENGAGE ONLINE



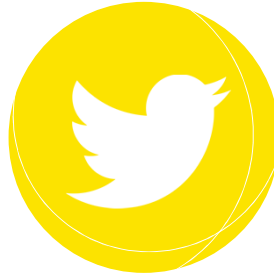
- Posting current information
- Polls
- Storytelling
- Online survey
- Forums
- Community mapping
- Q&A
- Moderation

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## B | SOCIAL MEDIA & VIDEO

INTENT: MAKING INFORMATION ACCESSIBLE & INTERESTING

MAINTAIN /  
ENHANCE



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## D | COMMUNITY 'POP-UP' SERIES

INTENT: MEETING PEOPLE WHERE THEY ARE

SHIFT

### ORIGINAL IDEAS

#### Community Event Pop-ups

##### Around Town Pop-ups

e.g.: grocery stores,  
rec centres,  
waterfront,  
transit exchange

##### Around School Pop-ups

e.g.: youth forum,  
children's activities,  
youth-led events

##### Around Home Pop-ups

e.g.: retirement residences,  
assisted living,  
transitional housing

SHIFT

### CURRENT WORKING IDEAS

#### At Home Activity Series

e.g.: citizen challenges,  
contests,  
video submissions,  
children's activity pack

#### Info drops / input pick-ups

e.g.: retirement residences,  
assisted living,  
transitional housing  
(coordinated through staff)

#### Weekly Idea Series

e.g.: weekly question / challenge,  
educational topic posts

#### Guideline-appropriate Pop-ups

e.g.: following current guidelines

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## C | MAILOUT SURVEY & COMMUNITY QUESTIONNAIRE

CAPTURING IDEAS & OPINIONS

MAINTAIN /  
ENHANCE



### MAIL-OUT SURVEY

Statistically Valid  
Representative sample across:  
Neighbourhood Areas  
Age groups



### COMMUNITY QUESTIONNAIRE

Open to all participants  
Online  
Hard copy available

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## E | COMMUNITY EVENTS

INTENT: INTERACTIVE ACTIVITIES & DISCUSSIONS

SHIFT

### ORIGINAL IDEA

#### Community Event Series

- Events at different city locations (e.g., north, central, south)
- Inspirational speakers
- Opportunities to interact with project team
- Learn about Nanaimo
- Share ideas with others in the community

SHIFT

### CURRENT WORKING IDEA

#### Interactive Online Series

- Ask & Answer series
- Coffee calls / chats
- Video speakers
- Interactive website content and posts

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## F | STATIC STATIONS

INTENT: POST INFO & ACTIVITIES WHERE PEOPLE ARE

TWEAK



### ORIGINAL IDEA

Static input stations at key  
community facilities  
Sending out materials through  
existing organizations  
Leveraging public computers



### TWEAK

Safe static stations at open  
locations (e.g., outdoors)  
Sending out materials through  
existing organizations  
Public drop boxes

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## G | STAKEHOLDER MEETINGS & INTERVIEWS

INTENT: TARGETED INPUT FROM KEY GROUPS

TWEAK



### ORIGINAL IDEA

Small Group Meetings & Interviews



### TWEAK

Phone Calls  
Email Correspondence  
Small Group Online Meetings

32



## H | COMMUNITY AMBASSADOR PROGRAM & KITS

TWEAK

INTENT: PROVIDE LEADERS WITH THE INFO THE NEED TO TALK ABOUT THE PROJECT



### ORIGINAL IDEA: MATERIALS TOOLBOX

Print materials  
Small give-aways (e.g., stickers)  
Hard copy questionnaires

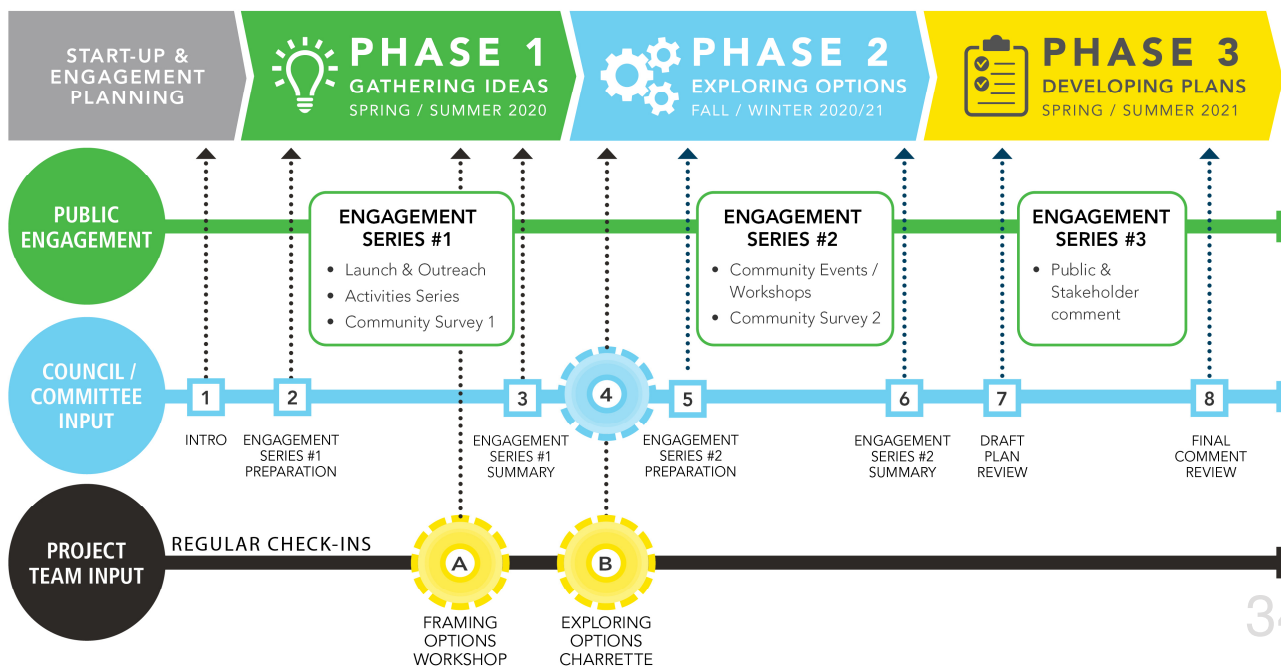


### TWEAK: DIGITAL TOOLBOX

Digital sharing materials  
FAQ responses  
Calls and support

33

## GENERAL TIMELINE SUMMARY



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DATE OF MEETING MAY 25, 2020

AUTHORED BY CHARLOTTE DAVIS, MANAGER, RECREATION FACILITIES AND CUSTODIAL SERVICES  
DAVID LABERGE, MANAGER OF COMMUNITY SAFETY  
TAAJ DALIRAN, MANAGER, SANITATION, RECYCLING, AND CEMETERIES

**SUBJECT SHORT-TERM SOLUTIONS FOR CLEANLINESS IN PUBLIC SPACES**

## **OVERVIEW**

### **Purpose of Report**

To update Council regarding the impacts of social disorder on orderliness and cleanliness in public spaces, the City's response to these impacts, and to propose some short-term solutions for 2020.

### **Recommendation**

That Council fund up to \$187,000 for the provision of the City of Nanaimo "Social Disorder Response Team", from the Special Initiatives Reserve to run five days a week until 2020-DEC-31.

## **BACKGROUND**

For decades, the City of Nanaimo, like other communities of its size, has dealt with issues stemming from social disorder. Historically, costs of addressing these issues (vandalism, graffiti, illegal dumping, garbage in public spaces) were budgeted for in annual operating budgets.

Since 2016, the number of people recorded as experiencing homelessness has continued to increase dramatically. In February 2016 - 174 people, in April 2018 - 335 people, and in March 2020 - 445 people in the City were recorded as experiencing homelessness.

As public space impacts cross departments and involve multiple stakeholders, Staff have been increasingly collaborating to maximize efficiencies.

In 2017 and 2018, the City undertook additional efforts as follows:

1. Enhanced daytime security downtown;
2. Implementation of an Urban Clean-Up program with the Nanaimo Region John Howard Society;
3. Additions to daytime security services for the downtown, to bring coverage levels to 24/7;
4. The Urban Clean-Up program was expanded;
5. The addition of three portable toilets;
6. Additional needle disposal boxes and garbage cans in the downtown;

7. Addition of nighttime security in a cost-sharing agreement with School District 68 (Nanaimo-Ladysmith);
8. Funding for temporary seasonal workers to conduct park sweeps, needle pick up, and graffiti removal, until October 2018.

The funding provided for these initiatives ended on 2018-DEC-31. While the additional security measures and public washrooms were not continued beyond the end of 2018, the needle boxes remain and the Urban Clean-Up program continued.

On 2019-MAR-04, Staff presented the municipal response, at that time, to social issues in our community. The following impacts relating to cleanliness and security were identified.

1. Ongoing damage to public infrastructure, parks and private property;
2. The associated impacts of a reduction of public safety (real or perceived);
3. Disposal of used harm reduction supplies; and,
4. Accumulations of waste, shopping carts and graffiti.

Notwithstanding the complex causes and 'ownership' of social disorder in the community, the City is primarily responsible for maintaining orderliness and cleanliness of public spaces and providing municipal services.

The year 2019 saw continued pressure on City crews in the downtown core and throughout City parks, including:

1. Increased incidence of temporary campsites and large encampments;
2. Increased waste and stolen shopping carts on streets and in parks;
3. Changing the Wesley Street to an "urban dead zone;"
4. Presence of open-air drug market on the 400 block of Wesley Street;
5. Ongoing improper disposal of used harm reduction supplies including needles;
6. Vandalism;
7. Misuse of public washroom facilities; and,
8. Break-ins.

In 2019, a variety of internal and contracted resources were utilized in tackling the above listed issues, as detailed in Attachment A.

So far, 2020 has seen an exacerbation of the above issues. Attending to these issues is placing continuing strain on City resources. Coupled with the COVID-19 Pandemic it has never been more important for public spaces to be maintained in a sanitary fashion. To this end, staff are working with the resources they have to manage social disorder. There has been some success on Wesley Street, although maintaining the pressure on those taking part in social disorder in this area is a daily requirement. A recent pattern of increased washroom misuse has seen temporary closures of washrooms in Bowen and Maffeo Sutton Parks. Washrooms are currently operating on a reduced schedule, due to COVID-19, and custodial services to these amenities have been increased.

## **DISCUSSION**

The proposed City of Nanaimo Social Disorder Response Team (SDRT), is a collaborative approach to effectively and efficiently maintaining the orderliness and cleanliness of the City's public spaces that has been underway since November 2019. The team was initially set-up to relieve the strain of waste removal from the Bylaw Services section, and to distribute those tasks more appropriately. More recently, RCMP, Nanaimo Bylaw, Public Works and Parks have tightened collaboration, so cleaning of known hot spots occurs daily. This work places an additional burden on City resources. RCMP have refocussed the bike squad from Bar Watch activities; Bylaw Services continues to spend the majority of their time on the issue, but the SDRT frees some of their time and provides a deeper clean. Resources from Public Works (two staff and vehicle) are not currently funded in the 2020 Budget. To date, funds have been diverted from the sanitation budget, but this is an unsustainable condition.

The SDRT consists of two members of staff who report to the Sanitation section, utilizing service vehicles to remove and haul the materials to the disposal facilities. The SDRT has worked Monday to Friday from 8:00am to 4:30pm. On a daily basis, the SDRT proactively services the known trouble spots to remove waste and abandoned materials. They also frequently assist in the removal of waste from active illegal encampments. Other duties include graffiti removal, litter picking, and needle collection and disposal. The team has worked closely with Bylaw services to address the most pressing encampments that are the largest and most visible and having impacts on neighbourhoods, parks and riparian areas, as in Attachment B.

Since March 2020, and as a result of pandemic prevention measures, many downtown businesses are closed and boarded-up, leaving streets and parking lots empty and vulnerable to an increasingly ostensible presence of homeless and transient individuals. This situation has created significant demand for Police and Bylaw Services presence to protect private property and public infrastructure around downtown and more waste and abandoned items collection and cleaning activities by SDRT. In order to properly address the cleaning needs, SDRT has expanded its support by starting its operations at 7:00am, also mechanically sweeping the downtown area from 7:00am to 9:00am, Monday to Friday.

Bylaw Services still spend most of their day on these issues (In 2019 Bylaw Officers' collected 404 shopping carts off the streets, the number has increased to 225 shopping carts in the first four months of 2020). Increased collaborative SDRT activities have considerably reduced Bylaw Officers' time spent on collecting and disposing of waste. It has also increased the level of cleanliness of the downtown area.

For this service to continue, Staff propose to formalize the funding required to account the cost that occurs to continue SDRT services, (except for budgeted Street Sweeping), in the 2020 Budget (Option 1). |

## **Financial Implications**

### **Services and Activities Diverted to Social Disorder Response**

<b>Operational Activities</b>	<b>2020 Budgeted Service Time</b>	<b>Estimated Service Time Diverted to Social Disorder Response</b>	<b>2020 Social Disorder Response Cost Estimate</b>	<b>Notes</b>
Scheduled street, sidewalk sweeping	80 Hrs/week	10 Hrs/week	\$40,000	
Public Land Cleanup (Illegal Dumping)	As needed	As needed	\$13,000	Estimate 50% of budget to be used for Social Disorder Response.
Vandalism/Graffiti removal by Parks/Public Works	As needed and contract	70%	\$115,000	Estimated 50% of Public Works budget and 70% of Parks budget.
Bylaw Enforcement Officers	160 Hrs/week	80 Hrs/week	\$193,500	Wages only. Estimate 50% of 4 officers' time for Social Disorder. Typical last 4 years. BEO work 40 hr. weeks effective 2020 from 35 hrs.
Parking Enforcement Officers	240 Hrs/week	168 Hrs/week	\$389,500	Wages only. Estimate 70% of 6 officers' time to Social Disorder. Typical last 4 years. BEO work 40 hr. weeks effective 2020 from 35 hrs.
RCMP Bike Squad	N/A	Part of mandate	\$168,000	RCMP Bike Squad responds to Social Disorder as part of mandate. 2019 and 2020 Social Disorder Response cost is an estimate for this service. Estimate 4 members spend 2 hours a day.
<b>Public Land Social Disorder Response Team Cleaning Activities</b>	<b>Currently not budgeted</b>	<b>80 Hrs/week effective March 15th</b>	<b>\$187,000</b>	<b>Estimated cost for 2020 provided by SDRT Cost Analysis totals \$187,000. Cost incurred in 2019 during November and December were on an as needed basis and estimated to be \$30,000.</b>

Funding for the Social Disorder Response Team (SDRT) is currently not included in the 2020 – 2024 Financial Plan.

If Council chooses to fund the SDRT, possible funding sources are:

### **Special Initiatives Reserve**

From the 2019 surplus, \$2,955,073 was put into the Special Initiatives Reserve. The SDRT could be funded from this source. However, this would leave less money to fund the any shortfall resulting from the COVID-19 Pandemic. Staff suggest that with the uncertain financial picture in 2020, that Council earmark up to \$187,000 from the Special Initiatives Reserve. Pending reconciliation of labour charges as a result of Staff redeployments, the amount may be less. \$187,000 represents the full cost of the service.

### **Strategic Initiatives Reserve**

Currently, there are sufficient funds in the reserve in 2020 to cover the costs of the SDRT. The funding sources of this reserve are Casino and Fortis revenues. Due to the COVID-19 Pandemic, the City will likely see a shortfall of funding from Casino revenues as casino's have been ordered to close as a result of the Province of BC Health Emergency Order. At this time, we are uncertain as to what amount of revenue will flow into the reserve in 2020 and 2021. This could result in less funding for Council initiatives in the future.

### **OPTIONS**

1. That Council fund up to \$187,000 for the provision of the City of Nanaimo "Social Disorder Response Team", from the Special Initiatives Reserve, to run five days a week until 2020-DEC-31.
  - The advantages of this option are:  
A dedicated Social Disorder Response Team is able to tackle the waste in streets and parks on a consistent and proactive basis.  
This service increases the cleanliness of our public spaces in downtown and parks and prevents accumulations of waste and the growth of major encampments.  
The SDRT takes the strain of waste removal away from Bylaw Officer's allowing them to concentrate on more appropriate tasks.
  - The disadvantages of this option are:  
The cost of this service is not currently incorporated into the 2020 operational budget.  
Reduced two hours per day street sweeping activities will have an impact on the level of cleanliness on other areas around the City.
  - Financial Implications:  
The total budget for the SDRT program from 2020-MAR-15 to 2020-DEC-31 is \$187,000.
2. That Council provide alternative direction to Staff.



### **SUMMARY POINTS**

- Social disorder continues to have a negative impact on orderliness and cleanliness in public spaces in Nanaimo.
- The creation of a City of Nanaimo Social Disorder Response Team has proved effective in cleaning up encampments and waste from public areas.
- A more comprehensive plan and budget will be set forth in 2021.

### **ATTACHMENTS:**

Attachment A - Overview of Council Support to Date Relating to Social Disorder and Public Area Cleanliness

Attachment B - 2019 Approach to Social Disorder

Attachment C - Social Disorder Response Team Hot Spot List |

#### **Submitted by:**

Charlotte Davis  
Manager, Recreation Facilities and Custodial Services

David LaBerge  
Manager of Community Safety

Taaj Daliran  
Manager, Sanitation, Recycling, Cemeteries & Public Works Administration |

#### **Concurrence by:**

Bill Sims  
General Manager, Engineering and Public Works

Richard Harding  
General Manager, Parks Recreation and Culture

Dale Lindsay  
General Manager, Development Services

Laura Mercer  
Director, Finance |

## ATTACHMENT A

### Overview of Council support to date relating to Social Disorder and public area cleanliness

Date	Details
2017-DEC-18	<p>At a regular Council meeting, Council endorsed the Special Finance and Audit Committee motion to approve up to \$60,000 for the provision of security and clean up in the downtown.</p> <p>Funds were allocated in the following relevant areas:</p> <ol style="list-style-type: none"> <li>1. Enhanced daytime security downtown (\$34,000);</li> <li>2. Implementation of an Urban clean up program with the Nanaimo Region John Howard Society (\$26,000);</li> </ol>
2018-MAR-19	<p>Council approved the Finance and Audit Committee recommendation to continue of the above initiatives and added some additional services which included:</p> <ol style="list-style-type: none"> <li>1. Additions to daytime security services for the downtown to bring coverage levels to 24/7 (\$74,700);</li> <li>2. The Urban Clean-Up program was expanded (\$45,000);</li> <li>3. The addition of three portable toilets (\$8,265); and,</li> <li>4. Additional needle disposal boxes and garbage cans in the downtown (\$10,000).</li> </ol> <p>Council also approved the following expenditures for security and clean up at Comox Park:</p> <ol style="list-style-type: none"> <li>1. Addition of nighttime security in a cost sharing agreement with SD68 (\$24,000);</li> <li>2. Funding for temporary seasonal workers to conduct park sweeps, needle pick up, graffiti removal until October 2018 (\$45,000).</li> </ol> <p>The funding provided for these initiatives ended on 2018-DEC-31. The needle boxes remain and the Urban Clean-up program continues; however, the additional security measures and public washrooms were not continued beyond the end of 2018.</p>
2019-MAR-04	<p>At a regular Council meeting Staff presented the municipal response at that time to social issues in our community. The following impacts relating to cleanliness and security were identified:</p> <ol style="list-style-type: none"> <li>1. Ongoing damage to public infrastructure, parks and private property;</li> <li>2. The associated impacts of a reduction of public safety (real or perceived);</li> <li>3. Disposal of used harm reduction supplies; and,</li> <li>4. Accumulations of waste, shopping carts and graffiti.</li> </ol>



## ATTACHMENT B

The 2019 approach to the impacts of social disorder on public area cleanliness and security in Nanaimo

Issue	Response and timeline	Impact
<p><b>Minor campsites</b>  Minor campsites are typically found in parks and on vacant land. Temporary campsites are permitted in some areas of some City parks between the hours of 7pm and 9am. A person camping must move on and leave no materials behind by 9am.</p>	<p>The approach taken to illegal small campsites is to remove them as early as possible before they become more established. Small campsites are eligible to be removed if they are in “amenity areas”, in named restricted parks or in any park after 9am.</p> <p>Removal of inhabited minor campsites is led by the bylaw section and sometimes the RCMP. Any materials not taken away by the camper are removed. In these instances it is important to act quickly to prevent the establishment of a larger encampment. For this reason it is most effective for staff on the scene to remove the materials as opposed to waiting for a contractor who typically are not able to respond immediately. For most of 2019 Bylaw services were removing the waste and hauling it to landfill or the Public Works yard for disposal. This was time consuming and not the most appropriate use of officer’s time.</p> <p>In November 2019 the staff trialed a “City of Nanaimo Social Disorder Response Team” (SDRT) designed to take the strain of waste removal away from the bylaw department. Since the inception of the dedicated rapid response team the bylaw section has been more able to focus on bylaw and enforcement work as they are now less focused on removal of waste.</p>	<p>Staff estimate that during 2019 70% of the Bylaw sections’ resources were taken up by dealing with the impacts of Nanaimo’s social issues.</p> <p>The result has been that less staff time has been available for typical bylaw duties.</p> <p>The SDRT is designed to alleviate the strain of from the bylaw section so they can focus on enforcement matters. The SDRT is an unbudgeted expense that costs approximately \$22,000 per month to fund. In 2019 the costs were partially covered by an underspend in the Sanitation budget. There are no funds allocated to this work in 2020.</p>
<p><b>Major encampments</b>  Sometimes encampments are not noticed when they are first formed. When they go unnoticed for a number of days they can become quite large and require a major clean-up effort.</p>	<p>Major encampments are typically removed by City contractors within two days of reporting. These clean ups generally require lots of resources to remove large amounts of waste from areas that are typically difficult to access.</p>	<p>Approximately \$25,000 was spent on major encampment clean-up in City of Nanaimo Parks in 2019.</p>

## ATTACHMENT B

<p><b>Abandoned stolen shopping carts and detritus on streets</b></p>	<p>The bylaw, sanitation, and parks operation sections have been removing abandoned materials from streets and “amenity areas”. Waste and soiled items are landfilled. Stolen shopping carts in working condition are taken to the Public Works yard where they are eventually collected and returned to their location of origin. All efforts to return items of value and importance to their owner are taken. By the spring of 2019 the sanitation section was unable to meet the demand of the required streets clean-up work. As a result the bylaw section began removing the waste items from streets themselves.</p>	<p>The rapid response of the bylaw section prevents the accumulation of waste and prevents encampments from forming however it does mean that bylaw resources are less available for their more typical duties.</p> <p>The SDRT is designed to alleviate the strain of from the bylaw section so they can focus on enforcement matters.</p>
<p><b>Wesley Street</b> Wesley street is described as an “Urban Dead zone”. It is a problem, high traffic area frequented by individuals who are using the services of the nearby Overdose Prevention Site and Harris House Health Clinic.</p>	<p>Bylaw officers conduct multiple daily sweeps of Wesley Street to maintain order, clear abandoned goods and to prevent the establishment of an encampment. In 2019 the City installed a lockable fence at the rear of the Service and Resource Centre to prevent access to the property at night. In 2019 Custodial staff resources were reallocated to allow for a daytime custodian at City Hall and SARC. It is estimated that 25% of the work undertaken by the daytime custodian relates to the high traffic nature of Wesley street and includes moving on of overnight rough sleepers in doorways and removal of waste, human waste and used harm reduction supplies.</p>	<p>The addition of a daytime custodian has been achieved through a reallocation of human resources. No additional staff are required. Custodial services in the evenings have been readjusted.</p>
<p><b>Harm reduction supplies</b> Discarded harm reduction supplies include used needles.</p>	<p>Many City operations crews are trained and equipped to remove any used harm reduction supplies encountered during their working day. In 2019, the urban clean-up program operated by John Howard Society on behalf of the City cleared trails and downtown streets of improperly discarded harm reduction supplies. Funding for this program ended in December 2019. As of December 2019 there are a total of 19 needle boxes in City Parks and amenity areas. Depending on their location, these boxes are serviced by the sanitation crew or a City contractor on a</p>	<p>The budget for the Urban clean-up program for 2019 was \$44,856 and has a provisional budget of \$45,000 for 2020. This contract was renewed in 2020.</p>

## ATTACHMENT B

	monthly or as needed basis. In 2020 staff will evaluate the needle box program and the potential for its expansion into new parks and civic facilities.	
<b>Vandalism and Graffiti</b> Vandalism experienced includes damage to parks infrastructure including trails, irrigation systems, flower beds and playgrounds. Graffiti is a particular issue in parks washrooms and on the exterior of civic and recreation facilities.	Repairs and over painting are undertaken by Parks operations staff, typically within one to three days of the vandalism or graffiti taking place. Bigger acts of vandalism can require the use of contractors, for example the theft of wire from the NDSS and Merle Logan fields in 2019 required a contractor to replace the wire.	The impact is that Parks operations staff are diverted away from their typical duties. Work is reprioritized leaving some tasks delayed as a result. In 2019 \$122,265 of parks department staff time was attributed to issues resulting from vandalism. \$25,195 was expended on electrical repairs.
<b>Misuse of washrooms</b> Washrooms in City facilities have been misused for the purposes of camping and drug abuse.	As of October 2019 Washrooms at Beban Social Centre are now only accessible with a key accessed at the front counter. The Public Washroom in Diana Krall Plaza now has reduced hours to assist in limiting its misuse; hours are now 7 am till midnight Sunday-Thursday and 7am to 3am Friday and Saturday. There is consideration of a similar measure for the public washrooms in the lobby of the SARC building.	Staff have dealt with some difficult situations in public washrooms.
<b>Break ins and security issues</b>	Security issues at Beban park were persistent in 2019, thefts and incidences of patrons causing a disturbance meant that security patrols were used extensively over the summer. Additionally, there were numerous break ins at the Public Works yard in 2019. The alarmed fence was compromised and rendered irreparable in some sections. A security guard performing foot patrols was utilized increasingly from June 2019 eventually becoming a nightly service in August.  In October staff agreed a security services sharing arrangement with Pacifica Housing, the operator of the supportive housing development on Labieux Road. This entails foot patrols originating at the Pacifica Housing site crossing over into Public Works and Beban park several times at night.	In 2019 \$85,402 was expended on security services in Parks facilities and spaces. The majority of this was time spent at Beban Park but it also includes foot patrols at other problem locations including Deverill Square, May Bennet Park and the NDSS turf field. This expenditure was unbudgeted.  The \$45,499 in Public Works Security measures were unbudgeted in 2019. \$64,064 has been budgeted for Public Works security in 2020.

**ATTACHMENT B**

	<p>This is known as the joint security plan and is developed through the Nikao Community Advisory Committee (CAC).</p>	
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# ATTACHMENT C

## Social Disorder Response Team

### Hot spot areas- to be attended proactively

1. Bowen Park-Upper and lower picnic shelters
2. Maffeo/ Newcastle promenade / Georgia promenade
3. Anchor way
4. Diana Krall plaza
5. Military museum
6. Italian fountain
7. Esplanade st by Robins gardens
8. Knob Hill Park
9. City hall bluffs
10. Pioneer square Park
11. Bastion bridge
12. Comox park

Public Works, Bylaw, Facility and Parks Operations

## Social Disorder Response Team



CITY OF NANAIMO  
2019

Public Works, Bylaw, Facility and Parks Operations

### Why and what

Response to social disorder- Hoarding

Relieve Bylaw Services

Collaborative

Trial Since November 2019

Minor campsites and abandoned materials

~ 10 sites cleared a day

~ 3 loads of material

Swift action



CITY OF NANAIMO  
2019

## Public Works, Bylaw, Facility and Parks Operations



CITY OF NANAIMO  
CREATING A BETTER PLACE

## Public Works, Bylaw, Facility and Parks Operations



CITY OF NANAIMO  
CREATING A BETTER PLACE



## Public Works, Bylaw, Facility and Parks Operations



CITY OF NANAIMO  
THE QUALITY OF LIFE

## Public Works, Bylaw, Facility and Parks Operations



CITY OF NANAIMO  
THE QUALITY OF LIFE



Public Works, Bylaw, Facility and Parks Operations

## Recommendation

Funds for the provision of the City of Nanaimo Social Disorder response team to run five days a week through December 2020.

Financial Implications - \$ 187,000



418 Fitzwilliam Street  
Nanaimo, BC V9R 3A1

May 19, 2020

City of Nanaimo  
455 Wallace Street  
Nanaimo, BC V9R 5J6

**Attention: Mayor and Council**

Dear Sirs, Mesdames;

**RE: Urgent Request to Appear As Delegation  
Plan to Restore Old City Quarter Security and Pride of Place**

We are writing to request to appear before Council to identify concerns, and solutions related to a recent sharp increase in the presence and impact of homelessness within the Old City Quarter. Since the middle of March, as part of the changes brought about by COVID 19, there have been very few residents, and no business activity, on downtown streets. At the same time, the homeless population has continued to grow in this neighbourhood resulting in a rapidly deteriorating environment for residents and commercial tenants of the Old City Quarter. We are now hearing from these residents and tenants that they no longer feel safe in and nor do they enjoy the changing character of the neighbourhood. Directly related to these impacts, we are seeing that both new and longer term community members are choosing to leave. We feel that this represents the undoing of many years of determined community effort to revitalize the Old City Quarter and all of downtown Nanaimo.

As representatives of the property owners in the Old City Quarter, we are not prepared to allow this negative trend to continue and have developed an action plan intended to reverse these impacts. Recognizing that safety, security and pride of place are responsibilities that requires collaborative action we are asking for the City's support and assistance. As a coalition of property owners working together with the existing OCQA BIA, we are prepared to step forward to administer program and to shoulder our fair share of the costs. But the need is urgent and we desperately need to implement at least some portions of this initiative by early June

Given this urgency, we ask that you please accommodate us as a delegation at your Council meeting on May 25, 2020 where we will outline the action plan and how the City and property owners can work together to make a difference.

Understanding Council's policy on late delegation requests, we have attached a draft Terms of Reference for the program we are proposing. We prefer to be present in person to address any questions that may come up, however, if our request to appear as a delegation is not approved, we request that Council consider making a motion to direct staff to work with us to further develop the framework and funding strategy for the program we have outlined and report back to Council for the June 15<sup>th</sup> Council meeting. Below are a few questions, and our thoughts on these questions, that may come up as you review the program:

**1) How will this fit into the overall homeless strategy the City began working on earlier this year:**

Recognizing that this program can only be a piece of the overall strategy, it is intended to provide residents, tenants and downtown users a consistent point of contact where they can be heard, supported and see results to improve their downtown experience and pride of place. The program will lighten the load on RCMP and Bylaw officers so they can focus on the more extreme cases as a partner

to the program. Through consistently logging of calls and case resolutions, the data gathered will further inform the larger strategy the City is working towards.

**2) Why only the OCQ and not all of downtown?:**

While we would agree a more cohesive approach throughout the downtown would be beneficial, we have limited the pilot version of this program to the OCQ for 3 reasons:

- The OCQ is currently the only BIA that has the ability to collect a special levy from property owners to participate in the cost of the program with the City;
- As a volunteer led initiative, we only have capacity to take on a portion of the downtown at this time;
- Before growing the program, we feel it is important to pilot it at a smaller scale so it can be quickly adjusted to suit feedback as it is received. Once stabilized, the model could be scaled to take on other portions of the downtown.

Thank you for your time in considering our requests. Please feel free to contact any one of us should you wish to discuss in advance of May 25.

Yours truly

*Monica Briggs*

Monica Briggs

KGZ Development Corp.



Doug Backhouse

Wesley Square Properties

Digitally signed by  
Doug Backhouse  
DN: cn=Doug  
Backhouse, o, ou,  
email=douglas.bac  
khhouse@gmail.com  
, c=CA  
Date: 2020.05.19  
21:03:15 -07'00'



Darren Moss

Cardea Residences



Bob Moss

Cardea Residences

## **Appendix A: Draft Terms of Reference**

## Restoring security and pride of place for residents and businesses

(Second draft – May 12, 2020)

### 1. Situation and Objectives:

- Many residents and businesses have located in the Old City area of Nanaimo because they have appreciated the central location and the vibe that creates a unique neighbourhood
- During the last year, and particularly since February, 2020, the population of homeless citizens in the neighbourhood has appears to have steadily increased
- Particularly since February 2020, the homeless citizens have become increasingly determined to stake their ground on both private and public property
- The residents, business owners and business clients are increasingly uncomfortable with the increasing presence of the homeless together with the lack of respect shown to those residents, business owners, employees and business clients.
- Property owners are now receiving increasing concerns from their tenants about their safety some noting that they intend to leave the neighbourhood if the situation does not change quickly.
- Some businesses and government departments have chosen to relocate to out of the Downtown for security reasons with TD Auto Finance and BC Assessment being recent examples
- It has taken many years and a determined effort to build the appeal of this neighbourhood and it will be quick decline unless we act expeditiously
- While City bylaw enforcement and RCMP presence is evident, the results have not been satisfactory to our tenants.
- The property owners have decided to take the following action to protect their tenants and the reputation of the neighbourhood.

### 2. Night Security:

- Implement a neighbourhood wide night security patrol which will react quickly to observed security concerns and to messages of concern from tenants and property owners.
- This will be implemented prior to the end of May 2020 using a qualified security company selected by the property owners.
- The initial patrol hours will be 11:00 pm to 7:00am each night.
- The patrol will include not less than two qualified members and preferably three
- While the members of the patrol will respect the rights of homeless citizens and other citizens who create a security threat, they will be instructed to take a firm approach moving them off private property and away from threatening positions on public property while recording the incidents digitally.
- Members of the patrol will be uniformed and equipped with communication devices allowing real time communication with tenants and property owners who have security concerns.
- The messaging to and from the patrol members will be managed by a call centre which will log each message together with the action taken so that we will have a clear record of daily activities
- the members of the patrol will be provided with a base location to use as an office within the neighbourhood.

- the activity of this night security patrol will be reviewed and coordinated with the RCMP so as to make efficient use of the combined resources

### **3. Day Patrols and Clean-Up:**

- Homeless citizen activity on private property and at threatening positions on public property is still a concern for tenants and visitors during daytime hours.
- We will endeavor to engage members of the John Howard workforce to patrol the neighbourhood, primarily to provide clean up services but also to respond to concerns raised by tenants and owners, and to record those behaviors of concern.
- The members of the day patrol will coordinate with City Bylaw Officers and the RCMP to help resolve concerns
- Day patrol members will have uniforms identifying them and will be supplied with communication devices allowing immediate messaging with the call centre and real time communication with tenants and property owners who have security concerns.

### **4. Ambassadors:**

- as businesses open up following the COVID 19 pandemic, we will introduce neighbourhood ambassadors to help reestablish street activity and of pride of place for tenants and businesses alike
- This will be a short term program using summer students working in pairs
- They will have uniforms identifying them and their primary role will be to engage with customers and business owners to share information
- These ambassadors will not be responsible for security but will report any concerns to the call centre.

### **5. Tracking and Record Keeping:**

- Recording and compiling information relating to incidents of concern will be a key objective of our program.
- While there have been many casual reports of concerning incidents from different sources, we will compile a specific list of reported activity, times and resolutions in order to obtain a more complete picture of the challenge we are facing.
- We will encourage all tenants and property owners to report incidents of concern
- These reports will be made available to the property owners and the City

### **6. Next Steps:**

- The property owners recognize that this program is a necessary form of triage and not a permanent solution.
- The need to commence this program is urgent but we recognize that the specific actions will need to be amended 'on the fly' as we observe results.
- The property owners will work with the City and Provincial Government to help expedite a more permanent solution with will involve providing alternate living locations for the homeless citizens.

### **7. Budget and Finance:**

- the property owners are obtaining proposals from security companies and input from various sources to develop a budget

- it is likely the initial budget will be in the range of \$25,000 to \$30,000 per month for the initial 6 month period
- Neighbourhood safety and security is primarily the responsibility of the City of Nanaimo and we expect the City to partner in this initiative sharing at least 50% of the cost.
- in the interest of implementing the program expeditiously and effecting a quick change for our tenants, the property owners are prepared to share up to 50% of the cost
- We propose that the portion attributable to the property owners be shared by all property owners in the neighbourhood except single family residences and based on the assessed value of their property
- We ask that the City implement an interim special levy as part of the property tax process with proportionate share of property owner cost to be based on assessed value