



AGENDA
SPECIAL ENVIRONMENT COMMITTEE

Wednesday, June 3, 2020, 3:00 P.M. - 5:00 P.M.

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

Pages

1. CALL THE MEETING TO ORDER:

[Note: This meeting will be video recorded for the public]

2. INTRODUCTION OF LATE ITEMS:

3. ADOPTION OF AGENDA:

4. ADOPTION OF MINUTES:

a. Minutes

1 - 5

Minutes of the Environment Committee Meeting held in the Boardroom, Service and Resource Centre, Nanaimo, B.C. on Wednesday, 2020-MAR-11 at 5:00 p.m.

5. REPORTS:

a. Climate Action Integration Within The Reimagine Nanaimo Process

6 - 70

To be introduced by Rob Lawrance, Environmental Planner.

Purpose: To provide the Environment Committee with an overview of the Reimagine Nanaimo Coordinated Strategic Policy Review (2020-2021) process and proposed engagement plan for updating the City's Climate Action Plan as part of the process.

Presentation:

1. Rob Lawrance, Environmental Planner

Recommendation: That the Environment Committee receive the report titled "Climate Action Integration within the Reimagine Nanaimo Process" dated 2020-JUN-03.

b. Climate Resiliency Public Engagement Working Group

71 - 74

To be introduced by Rob Lawrance, Environmental Planner.

Purpose: To provide the Environment Committee with an update on the Climate Resiliency Strategy and establish a public engagement-working group on climate resiliency.

Recommendation: That the Environment Committee establish a working group in order to prepare a plan on how the City can communicate and engage with the public on the issue of climate resiliency.

c. BC Energy Step Code Rezoning Policy

75 - 80

To be introduced by Rob Lawrance, Environmental Planner.

Purpose: To present to the Environment Committee a draft copy of the BC Energy Step Code Rezoning Policy for review.

Recommendation: That the Environment Committee endorse the draft BC Energy Step Code Rezoning Policy.

d. Green Fleet Strategy

81 - 111

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

Purpose: To present Nanaimo's Green Fleet Strategy for the Environment Committee's information.

Presentation:

1. Bill Sims, General Manager, Engineering and Public Works

6. OTHER BUSINESS:

7. ADJOURNMENT:

MINUTES
ENVIRONMENT COMMITTEE MEETING
BOARD ROOM, SERVICE AND RESOURCE CENTRE
411 DUNSMUIR STREET, NANAIMO, BC
WEDNESDAY, 2020-MAR-11, AT 5:00 P.M.

Present: Councillor T. Brown, Chair
Councillor B. Geselbracht
D. Chen
H. DesRoches
J. Lesemann
L. McCunn

Absent: E. Boulanger
L. Frey
W. Wells

Staff: J. Rudolph, Chief Administrative Officer
R. J. Harding, General Manager, Parks, Recreation and Culture
D. Lindsay, General Manager, Development Services
B. Sims, General Manager, Engineering and Public Works
R. Lawrance, Environmental Planner
B. Zurek, Planner (arrived 5:05 p.m.)
S. Snelgrove, Recording Secretary

1. CALL THE ENVIRONMENT COMMITTEE MEETING TO ORDER:

The Environment Committee Meeting was called to order at 5:03 p.m.

2. ADOPTION OF AGENDA:

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

3. ADOPTION OF MINUTES:

It was moved and seconded that the Minutes of the Regular Meeting of the Environment Committee held in the HR Training Room, City Hall, 455 Wallace Street, Nanaimo, BC, on Wednesday, 2020-JAN-22 at 5:00 p.m. be adopted as circulated. The motion carried unanimously.

B. Zurek entered the Boardroom at 5:05 p.m.

4. DELEGATIONS:

- (a) Delegation from Phil Kent and Chantelle Carden, Cowichan Energy Alternatives, regarding options to create a local, low carbon economy:

- Cowichan Energy Alternatives produces and sells biodiesel fuel
- Vancouver Island based non-profit
- Goal is to create a low carbon economy
- Community Carbon Market Place is an online platform to buy and sell community carbon credits to offset carbon footprint locally
- Purpose is to empower people to adopt sustainable practices that support resilient communities and a healthy planet
- Works with private business to see what they can do to reduce green house gas emissions
- Worked with 10 local governments to create low carbon communities
- Biodiesel as an option for green house gas reduction

Committee discussion took place regarding:

- Prepay pump station opened in 2008
- Pay at the pump station opened in 2018
- Looking into implementing a charging station
- Communitycarbonmarketplace.org is the website to learn more information

5. REPORTS:

(a) 2020 Environment Committee Workplan

Introduced by Rob Lawrance, Environmental Planner.

Rob Lawrance, Environmental Planner, spoke regarding:

- Climate resiliency strategy added to workplan and work is being prepared to move it forward to Council
- There is an opportunity to discuss public engagement on resiliency and raise awareness
- Staff to return to the committee with policy alternatives for the Energy Step Code later in the year
- There may be ongoing opportunities to seek input from the committee on programs and opportunities to provide rebates and incentives for residential building retrofit initiatives
- The Committee will be kept up to date regarding the strategic planning review and Official Community Plan (OCP) update
- The Committee can provide input on the process and on the review once it begins

Committee discussion took place regarding:

- Community Sustainability Action Plan and working with the consultant to integrate the Climate Action Plan into the Official Community Plan (OCP) update
- There may be opportunities or issues Staff didn't foresee which may result in making adjustments to the targets

- Public consultation and input is needed regarding how the climate action plan is integrated into the Official Community Plan
- Advantage of having climate action target is that it will be a fundamental piece of the OCP
- Resiliency strategy already underway and almost complete
- OCP element is more about policy framework for community
- Plans constructed at different times and challenges with weaving them into a cohesive narrative
- Consultant for the OCP update will have a defined scope of work
- All plans being reviewed cohesively will make them link together to be clear, traceable and geared toward outcomes
- Staff are currently in the last steps of finalizing the consultant team
- Community engagement strategy is one of the first deliverables of the consultant team
- There will be opportunities at the early stage to share information and provide input
- Outcome of data analysis depends on what data is received and how it is interpreted
- One of the key pillars for the climate plan is that decisions will be informed by data and climate data will be used to set policies and methodologies to assess emissions
- Generate self assessment data about the process to see how the plan is working
- Evidence based decisions and political choices to be made
- Setting up the data gathering process so that the results can be compared 10-15 years from now
- Craft engagement in a way to communicate and receive key information from the public
- Workplan needs to be sent to Council for endorsement
- Potentially call a meeting in the next month for the consultants to speak about how they would engage the public on climate issues and have an opportunity for the committee to provide comments on survey design for the environmental part of OCP process
- Committee can provide input on how to engage the public regarding the Climate Resiliency Strategy

It was moved and seconded that the Environment Committee recommend that Council endorse the draft 2020 Environment Committee Workplan. The motion carried unanimously.

(b) City of Nanaimo Environmental Framework

Introduced by Rob Lawrance, Environmental Planner.

Presentation:

1. Rob Lawrance, Environmental Planner, advised:
 - Four core principles developed through staff discussion
 - Climate action
 - Protection and restoration of natural spaces

- Zero waste and energy management
 - Community health
- All principles contribute to community resiliency
- The City is becoming a community leader through energy facility upgrades and electric vehicle fleets
- Climate action plans and strategies include targets and initiatives to meet targets
- Potentially create a “green page” on the City’s website to have information available online with more detail for those interested to review
- Four core principles link to key policies and strategies

Committee and Staff discussion took place regarding:

- Developing an all encompassing statement for the City’s climate action plan and a framework to encapsulate all the principles (vision statement)
- Present weighted items so documents show which are being worked or have more value
- Committee to review categorization and identify gaps in environmental efforts
- Need to have a series of statements that frame actions in the report
- Have conversation with consultants regarding the vision
- Have discussion at some point regarding how plans are integrated, stand alone or if topics are infused in plans
- Potentially switch columns to “target” then “strategy” then “initiative”
- Building out targets and initiatives is a process of integration as plans have already been developed
- Important to go through plans to see targets and devise statement of objectives which reflects overarching framework
- Infographic layout would be beneficial for the public
- Targets listed are in existing documents and a new series of targets will be added as the OCP process is worked through
- Potentially have a state of the environment presentation to Council which would be based on a similar format to the state of economy presentation
- Food security is not included in the document as the City doesn’t have an existing plan but the topic may fit under community health
- Framework is evolving and may stretch out over more than three months as identified in the workplan
- Metrics will be reviewed and discussed as the City goes through the OCP process
- Its good to keep the current draft document in order to have a baseline framework as a historical record and build on it to show the evolution of the document
- Opportunity to have individual statement around what each plan is as it may not be obvious to the public
- Linking Council’s strategic plan to protect biological diversity and determining how that can be measured
- Area units used to calculate tree canopy cover over the boundaries of the City of Nanaimo
- City of Nanaimo’s GHG target’s in compliance with Provincial policy at the time they were created

- Creating policy based on province wide conditions
- Penalties if targets are not achieved
- Consideration if targets are practical and if they can be achieved

6. QUESTION PERIOD:

- Mr. Robert Fuller, re: Delegation time limits and allotting extra time for delegations to finish presenting.

7. ADJOURNMENT:

It was moved and seconded at 6:37 p.m. that the meeting terminate. The motion carried unanimously.

CHAIR

CERTIFIED CORRECT:

CORPORATE OFFICER

DATE OF MEETING JUNE 03, 2020

AUTHORED BY ROB LAWRENCE, ENVIRONMENTAL PLANNER

SUBJECT CLIMATE ACTION INTEGRATION WITHIN THE REIMAGINE NANAIMO PROCESS

OVERVIEW

Purpose of Report:

To provide the Environment Committee with an overview of the Reimagine Nanaimo Coordinated Strategic Policy Review (2020-2021) process and proposed engagement plan for updating the City's Climate Action Plan as part of the process.

Recommendation

That the Environment Committee receive the report titled "Climate Action Integration within the Reimagine Nanaimo Process" dated 2020-JUN-03.

BACKGROUND

At the Regular Council meeting held 2020-Feb-24, Staff provided a progress update on the Reimagine Nanaimo Coordinated Strategic Policy Review (2020-2021) process, including a draft Terms of Reference. 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." (Attachment A: Terms of Reference - Coordinated Strategic Policy Review).

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

Planning and engagement of 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 intends to maximize community participation, ensure consistency between the plans and efficient resource use, and prevent 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.

The proposed Public Engagement Strategy (Attachment B: Reimagine Nanaimo – 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. Assuming endorsement by Council on 2020-MAY-25, Staff will work with Lanarc to implement the strategy for public engagement over the course of the Reimagine Nanaimo process.

The Environment Committee's 2020 Workplan, which was adopted by Council 2020-APR-06, includes reviewing and providing input into public engagement on the update to the City's Climate Action Plan. At the Environment Committee meeting held 2020-MAR-11, the Committee requested a presentation by Lanarc on how they will engage the public on the City's Climate Emergency Declaration and Climate Action Plan. The Committee wanted to have an opportunity to provide comments and feedback on public engagement and survey design for the Climate Action Plan update, as well as, other relevant components in the Reimagine Nanaimo process.

DISCUSSION

To provide better context for the Environment Committee members, it is important to understand how the Climate Action Plan update will integrate into the overall Reimagine Nanaimo Coordinated Strategic Policy Review (2020-2021) process. Understanding the range of input and public consultation that the process will involve is important in understanding opportunities to better inform the public about the challenges and opportunities that will need to be considered in the updated City OCP, while trying to meet its GHG reduction targets.

It is also important to note that the current OCP does speak to Climate Change and moving forward the City will be building on this with the latest best practices, seeking an integrated approach as endorsed by Council in the project terms of reference, and recognizing that a strong community plan should have this embedded within it strategically.

To date, the City of Nanaimo efforts on Climate Action has been multi-faceted. Corporately, the City has focused on improving energy efficiency of its buildings, infrastructure and green fleet vehicles. On the community side, focus has been on requiring and incentivizing enhanced building energy efficiency, improvements to transportation through the "complete streets" program; and allowing for greater mobility choice throughout the City. Education and financial incentives have been available to encourage more home energy retrofits, since 2012.

The presentation by Lanarc intends to provide a high-level overview of the Reimagine Nanaimo public engagement process and how the Climate Action Plan will be integrated into the public engagement and policy development of the OCP and other strategic documents. An understanding of how the Climate Action Plan update is proposed to fit in the overall Reimagine Nanaimo Coordinated Strategic Policy Review process will assist the committee in providing input into public engagement on the update to the City's Climate Action Plan.

SUMMARY POINTS

- Declaring a climate emergency will challenge the City to do more to support the community to lower GHG emissions and prepare for a changing climate.
- The Committee requested that Lanarc, the consultants hired to design, and implement the Reimagine Nanaimo process, present to the Committee on how they will engage the public on climate issues.
- Understanding the range of input and public consultation that the Reimagine Nanaimo process will involve is important in understanding opportunities to better inform the public about the challenges and opportunities that will need to be considered in updating the City's OCP, while trying to meet its GHG reduction targets.

Submitted by:

Rob Lawrance
Environmental Planner

Concurrence by:

Jeremy Holm
Director, Development Approvals

Dale Lindsay
General Manager, Development Services



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 km² (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.

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

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



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

INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
<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"> • City's website • Staff reports and presentations • Online digital platforms • Print and digital ads 	<ul style="list-style-type: none"> • Stakeholder roundtables • Surveys • Pop-up conversations 	<ul style="list-style-type: none"> • Interactive displays • Focus groups • Online discussions • Workshops 	<ul style="list-style-type: none"> • Committees • Task Forces • Design charrettes • Deliberate quick polls 	<ul style="list-style-type: none"> • Alternate Approval Process • Referendum • Election
EXAMPLES	PROMISE	GOAL		

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

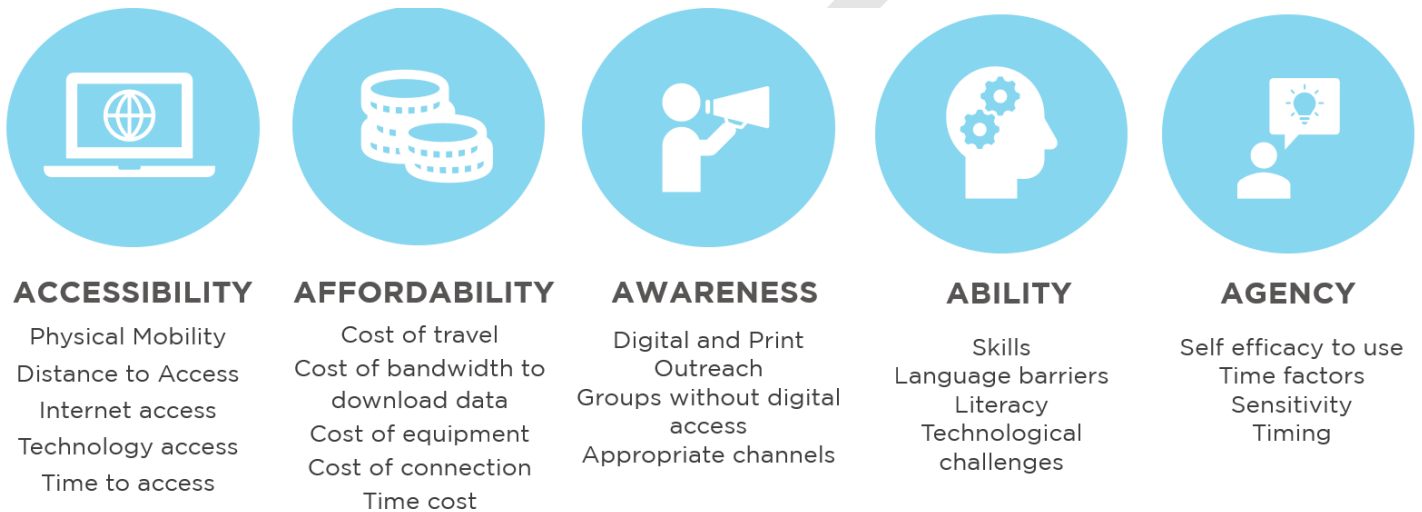
Individual	Organization	Key Role(s)	Engagement Activities
SUPPORT TEAM			
Richard Harding, GM, Parks, Recreation & Culture Dale Lindsay, GM, Development Services Bill Simms, GM, Engineering & Public Works	City of Nanaimo	<ul style="list-style-type: none"> Project Oversight Spokesperson 	<ul style="list-style-type: none"> Project direction and oversight Support engagement programs
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"> Project Oversight Spokesperson Support 	<ul style="list-style-type: none"> Respond to City-related questions in topic areas Coordinate volunteers / ambassadors Coordinate sports user groups meetings Support engagement programs/outreach activities and communications
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"> Project Oversight Spokesperson 	<ul style="list-style-type: none"> Respond to City-related questions in topic areas Support engagement programs/outreach activities and communications
Farnaz Farrokhi, Manager of Communications	City of Nanaimo	<ul style="list-style-type: none"> Communications Guidance 	<ul style="list-style-type: none"> Provide guidance to communications Review key messaging / external communications Facilitate communications and outreach posting through City channels Media relations support
Other City Staff	City of Nanaimo	<ul style="list-style-type: none"> Build Awareness 	<ul style="list-style-type: none"> Support outreach activities and communications
COMMUNITY INFLUENCERS/LEADERS			
Mayor & Council	City of Nanaimo	<ul style="list-style-type: none"> Project Reviews Spokespersons 	<ul style="list-style-type: none"> Review and provide comment at key points in the process Act as a project spokesperson, carrying the message throughout the community
Community Leaders, Ambassadors, & Volunteers	Varies	<ul style="list-style-type: none"> Outreach and Engagement support 	<ul style="list-style-type: none"> Provide information out (as required) Raise awareness in the community and encourage participation

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

Members	Communication Tools / Formats
LOCAL INDIGENOUS GROUPS	
<ul style="list-style-type: none"> Mid Island Métis Nation Tillicum Lelum Nanaimo Aboriginal Centre 	<ul style="list-style-type: none"> Early updates / request for participation Co-designed engagement opportunities to support Urban Indigenous participation Seek opportunities to link with Health and Housing Task Force Design Labs Regular project updates
EDUCATION ORGANIZATIONS	
<ul style="list-style-type: none"> Vancouver Island University (VIU) School District 68 (SD68) <ul style="list-style-type: none"> Secondary Schools Middle Schools Elementary Schools Private Schools (e.g. Aspengrove, Nanaimo Christian School, Discover Montessori School) 	<ul style="list-style-type: none"> Early updates / request for participation Provide educational teaching materials for teachers and students Regular project updates
INTEREST GROUPS / ORGANIZATIONS (continued next page) *this list is not exhaustive and intended to provide examples of the types of organizations to be engaged	
<ul style="list-style-type: none"> Neighbourhood Associations (22) Local Educational Institutions: School District 68, secondary schools, middle schools, elementary schools, private schools Organized Sport Groups: baseball, soccer, rugby, softball, hockey, ringette, swimming, figure skating, yacht club, pickleball, volleyball, ultimate frisbee, etc. Community Centres: 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 Community Organizations: Nanaimo Legion, Nanaimo Rotary Club, Lions Club, Bowen (Island Roots) Farmers Market, Thursday Night Market, Downtown Farmers Market Non-profit Organizations: 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) Cultural Groups: 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. 	<ul style="list-style-type: none"> Wide-spread initial outreach Direct invitation to participate Request support for outreach Seek opportunities to link with Health and Housing Task Force Design Labs Regular project updates via web/email

Members	Communication Tools / Formats
<ul style="list-style-type: none"> ▪ Service Groups: 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 ▪ Business & Economic Organizations: 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) ▪ Local Environmental Groups: Nanaimo Area Land Trust, Departure Bay Streamkeepers, Nature Nanaimo, Nature Trust of British Columbia, Morrell Nature Sanctuary, Western Canada Wilderness Committee ▪ Seniors' Groups: Nanaimo Bowen Park Seniors, Age Friendly Nanaimo, Nanaimo Harbour City Seniors, Paradise Isle Seniors Society, seniors living various residences ▪ Youth Groups: Nanaimo Youth Services Association, Boys and Girls Club of Central Vancouver Island, Youth Employment Services, School Groups ▪ Public Health & Safety Services: RCMP, St. John Ambulance, Nanaimo Fire Department, Island Health ▪ Mobility Groups: 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) ▪ Others as identified 	<ul style="list-style-type: none"> ▪ Wide-spread initial outreach ▪ Direct invitation to participate ▪ Request support for outreach ▪ Regular project updates via web/email
PUBLIC	
<ul style="list-style-type: none"> ▪ City of Nanaimo residents 	<ul style="list-style-type: none"> ▪ Wide-spread initial outreach ▪ Invitation to participate in engagement activities ▪ Regular project updates via web

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)

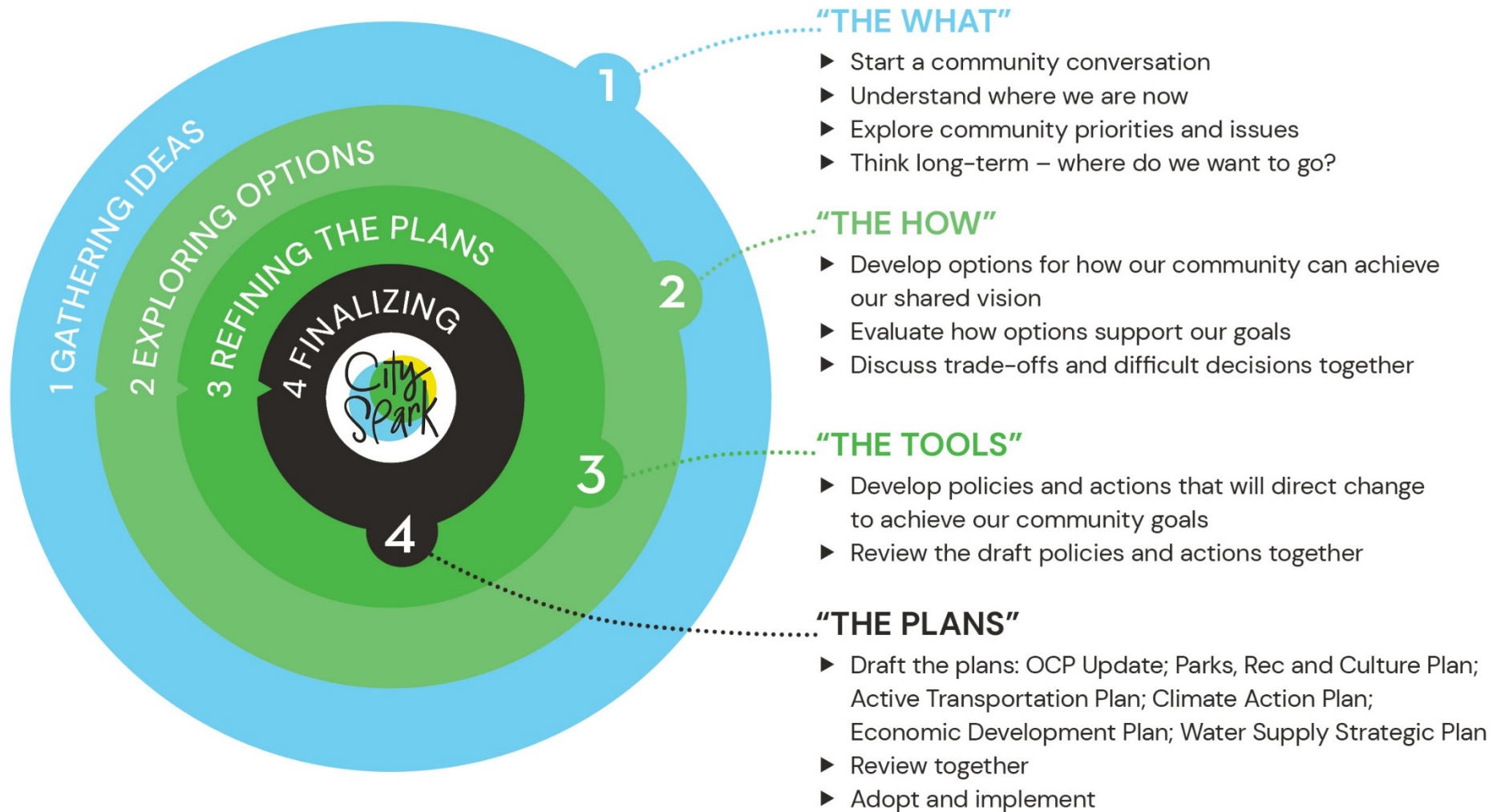
This final phase focuses on reviewing and refining the plans. A key part of this phase will be to report back to the community to confirm “What we Heard” to date, bringing forward draft plans, and working with our community to refine them. Phase 3 is also an opportunity to “close the loop” with community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

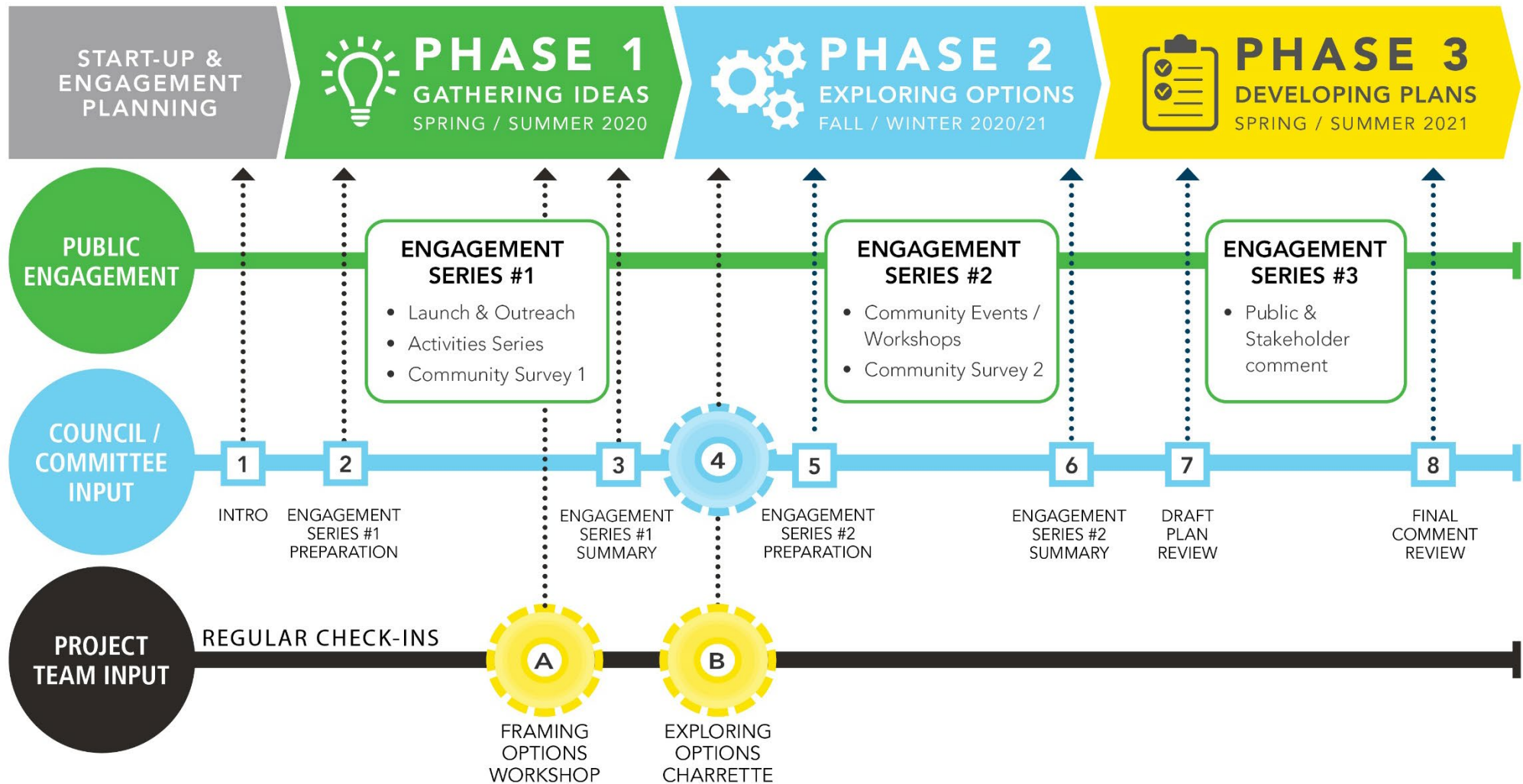
THE PROCESS

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

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

GENERAL OUTREACH & PROJECT AWARENESS

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

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

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

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

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

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

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

PHASE 1: GATHERING IDEAS

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

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

PHASE 2: EXPLORING OPTIONS

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

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

PHASE 3: REFINING THE PLAN

Spring 2021

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

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

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
Draft Materials	Lanarc	<ul style="list-style-type: none"> Submission of draft materials to City 	1.5 weeks min. prior to release of public materials
Review of Draft Materials	City of Nanaimo	<ul style="list-style-type: none"> Internal reviews coordinated by City One round of consolidated feedback to Lanarc 	0.5 week min. prior to release of public materials
Final Materials	Lanarc	<ul style="list-style-type: none"> Submission of final materials to City 	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
Broad concern and distraction due to COVID-19 Pandemic	<ul style="list-style-type: none"> ▪ Acknowledge this in early communications ▪ Provide a bridge or link to within engagement dialogue and community conversations ▪ Recognize that COVID-19 will affect how we plan and link this into the process ▪ Undertake research on current trends to build understanding about how COVID-19 may be affecting community planning
Differing values, priorities, and directions	<ul style="list-style-type: none"> ▪ Clearly outline the purpose and anticipated outcomes of the project ▪ Emphasize the complex, multi-interest nature of community needs ▪ Identify early that compromises are part of the process ▪ Use issue-based discussions and questions for engagement ▪ Frame an approach that recognizes and fairly considers values underlying different positions and consider if there is common ground ▪ Facilitate in a way that makes people feel included and that their opinions and feelings matter ▪ Work on building understanding that a City includes a wide range of people, all who are important in its planning
Sensitive issues such as community growth and development, density, impacts to property, social issues, etc.	<ul style="list-style-type: none"> ▪ Maintain consistent, open communications providing as much information as possible about the process including what is currently known and not yet known ▪ Develop key messaging and an internal response guide to prepare consistent messaging for all those communicating on behalf of the project ▪ Be prepared to explain why (or why not) particular information is being provided ▪ Enlist the support of City staff, policy makers, or specialists to provide facts ▪ Recognize that some topics are difficult or emotional ones to people
Communicating complex information across topics (and parallel plans) so that it is easily understood	<ul style="list-style-type: none"> ▪ Before developing engagement materials, confirm desired engagement outcomes / feedback for each contact ▪ Focus communications on graphics and maps to the extent possible and use plain language where text is required ▪ 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 ▪ 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 ▪ Work with the project team to distill information to the key points, recognizing “less can be more” when working on long-term processes ▪ Provide background documents that help facilitate understanding of the overall integrated planning process and anticipated outcomes

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

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

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

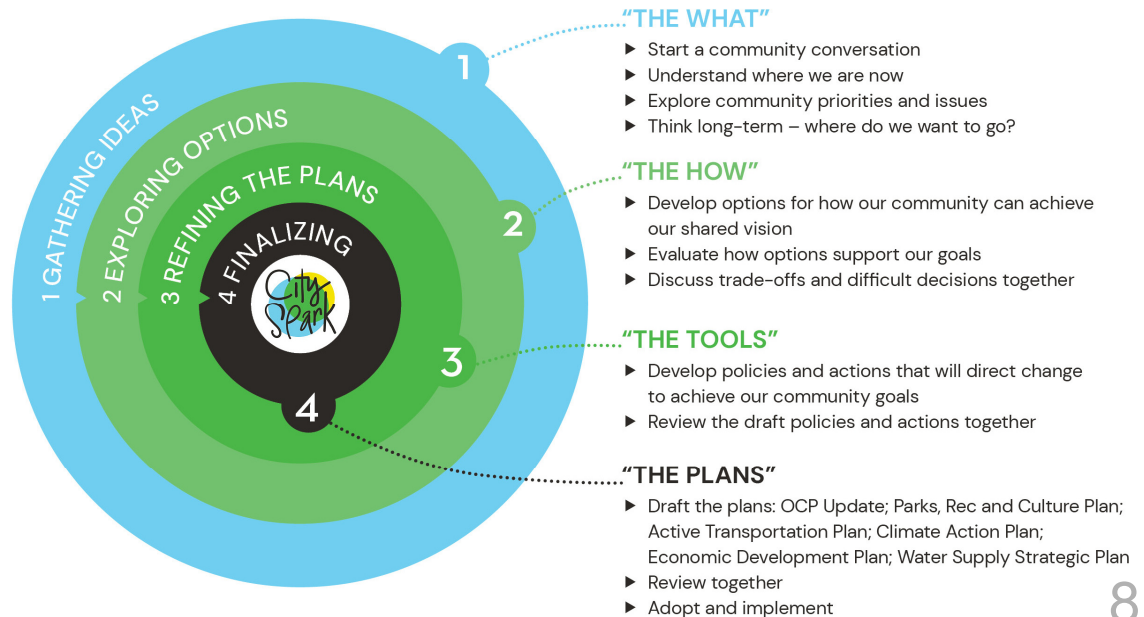
“Community engagement is more than a town hall meeting or an open house: it is a culture fostered within an entire organization and a community. It is a culture where communication is meaningful and authentic; and asking questions makes a resident feel heard and respected at all levels.”

- Community Engagement Task Force
Final Report



THE PROCESS

A JOURNEY FROM BIG IDEAS TO FOCUSED DIRECTION

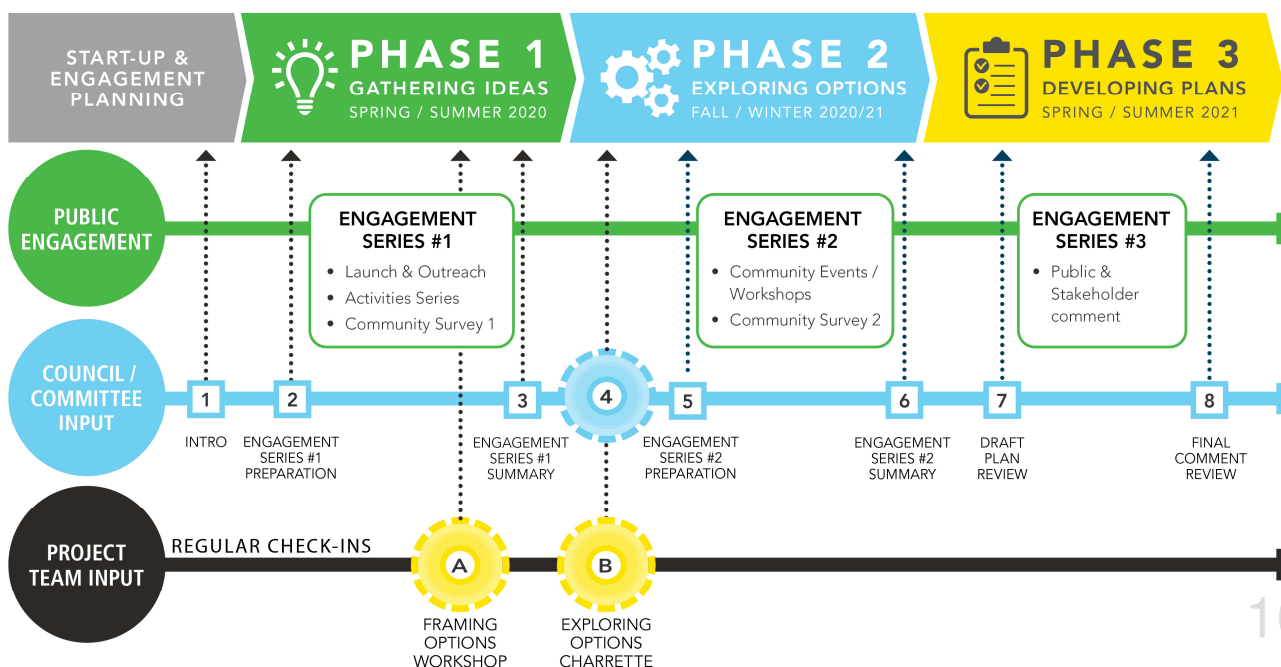


THE NANAIMO CITY SPARK ENGAGEMENT JOURNEY






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"> City's website Staff reports and presentations Online digital platforms Print and digital ads 	<ul style="list-style-type: none"> Stakeholder roundtables Surveys Pop-up conversations 	<ul style="list-style-type: none"> Interactive displays Focus groups Online discussions Workshops 	<ul style="list-style-type: none"> Committees Task Forces Design charrettes Deliberate quick polls 	<ul style="list-style-type: none"> Alternate Approval Process Referendum Election

ADAPTATION OF IAP2 PUBLIC PARTICIPATION SPECTRUM

11



12

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

13

How can we engage while respecting physical distancing measures?

14

ENGAGEMENT AIMS

WHAT ARE THE OBJECTIVES OF THIS INTEGRATED PROCESS?



15

ENGAGEMENT AUDIENCES

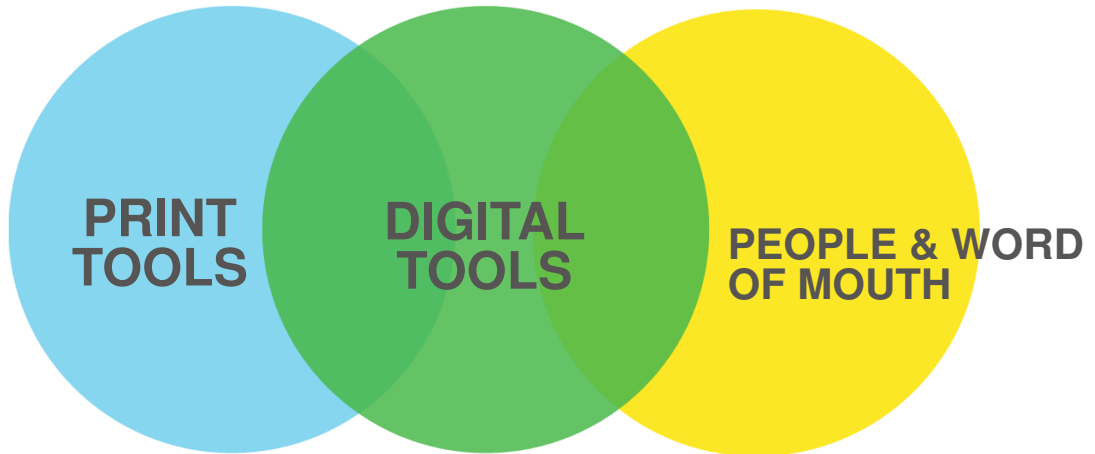
WHO WILL PROJECT COMMUNICATIONS BE DIRECTED TO?



16

ENGAGEMENT TOOLS

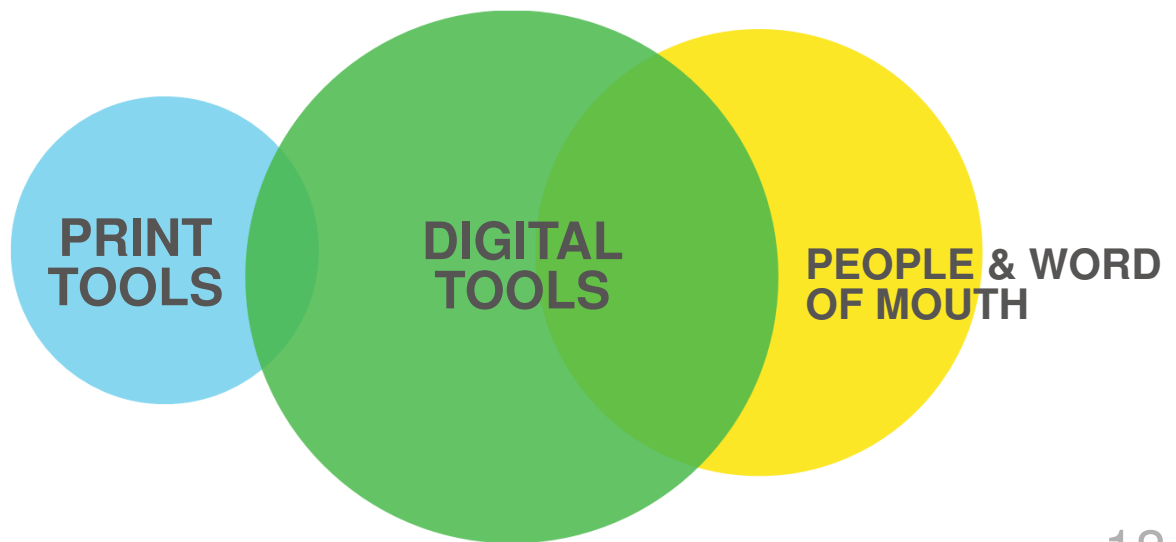
ACROSS PLATFORMS



17

ENGAGEMENT TOOLS

ACROSS PLATFORMS



18

OUTREACH

A woman with long dark hair and sunglasses on her head is shouting into a large megaphone. She is wearing a light-colored jacket. The background is a blurred outdoor setting with other people. Overlaid on the left side of the image is a graphic consisting of two overlapping circles, one yellow and one green, with the text 'RAISE AWARENESS' in white.

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

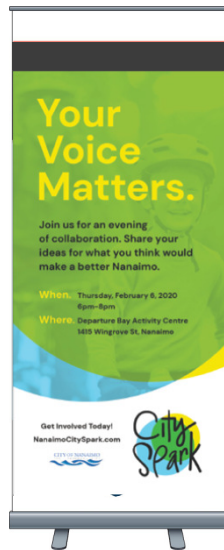
E-notifications

Community Calendars

Digital Advertising

21

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

23

ENGAGEMENT ACTIVITIES FOR PHASE 1: GATHERING INPUT



24

ENGAGEMENT SERIES #1 FORMATS

- A. Digital Engagement Platform (GetInvolvedNanaimo.ca)
- B. Social Media Campaign & Video Shorts
- C. Survey (statistically valid mail-out + online)

MAINTAIN /
ENHANCE

- D. Community 'Pop-up' Series
- E. Community Events

SHIFT

- F. Community Stations (static)
- G. Stakeholder Meetings / Interviews
- H. Community Ambassador Program / Kits

TWEAK

25

A | DIGITAL ENGAGEMENT PLATFORM

MAINTAIN /
ENHANCE

INTENT: A SAFE PLACE TO ENGAGE ONLINE



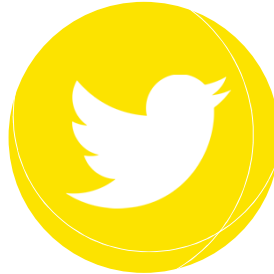
- Posting current information
- Polls
- Storytelling
- Online survey
- Forums
- Community mapping
- Q&A
- Moderation

26

B | SOCIAL MEDIA & VIDEO

INTENT: MAKING INFORMATION ACCESSIBLE & INTERESTING

MAINTAIN /
ENHANCE



27

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

30

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

31

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

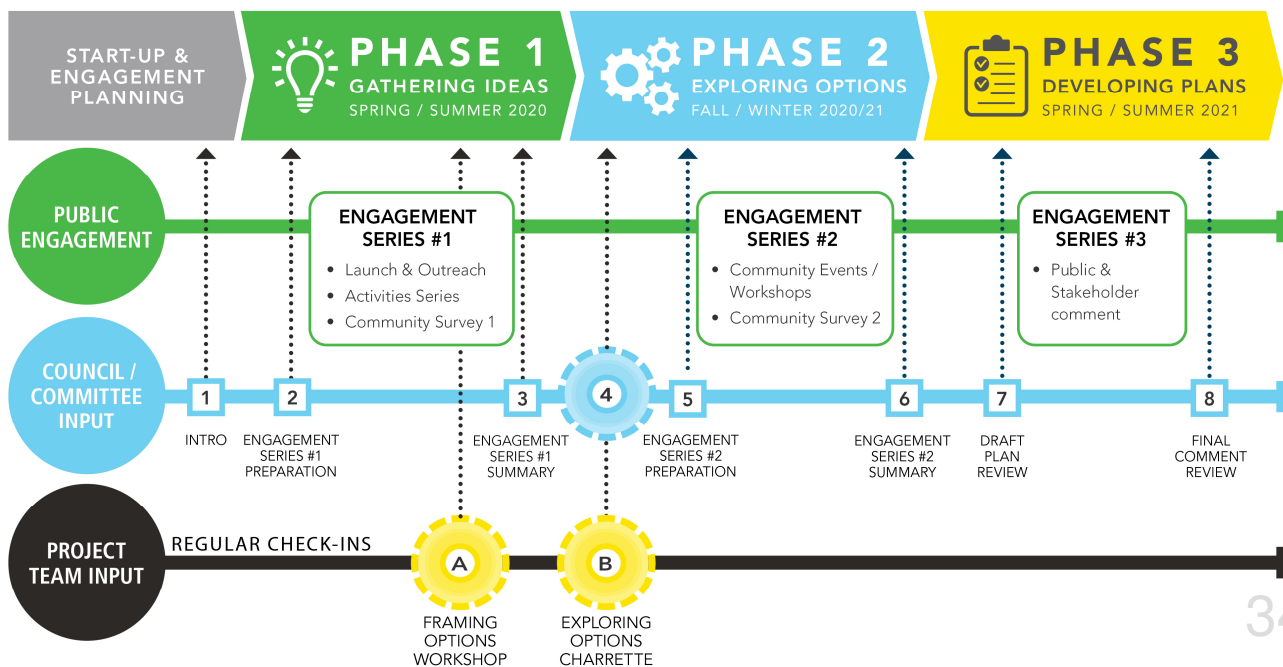


TWEAK: DIGITAL TOOLBOX

Digital sharing materials
FAQ responses
Calls and support

33

GENERAL TIMELINE SUMMARY



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DATE OF MEETING JUNE 3, 2020

AUTHORED BY ROB LAWRENCE, ENVIRONMENTAL PLANNER

SUBJECT CLIMATE RESILIENCY PUBLIC ENGAGEMENT WORKING GROUP

OVERVIEW

Purpose of Report

To provide the Environment Committee with an update on the Climate Resiliency Strategy and establish a public engagement-working group on climate resiliency.

Recommendation

That the Environment Committee establish a working group in order to prepare a plan on how the City can communicate and engage with the public on the issue of climate resiliency.

BACKGROUND

Council adopted the Environment Committee Workplan on 2020-APR-06. The workplan includes action to provide input into how the public can be engaged in Climate Resiliency and promote the implementation of the City's Climate Resiliency Strategy.

Staff has recently completed a two-year process to complete a draft City Climate Resiliency Strategy that provides direction on improving Nanaimo's climate resiliency. The strategy focuses on actions to improve City infrastructure and developing policy to improve the City's ability to respond to extreme weather events and prepare for sea-level rise.

The strategy's overarching objective is to identify all climate related vulnerabilities within the City of Nanaimo, identify actions that are currently contributing to building community resiliency and recommend best practices to address or avoid any climate related risks identified that are not currently being addressed.

Developing the Strategy:

The strategy was developed using the Province's *BC Climate Risk Assessment Framework* adapted for local government adaptation planning. The methodology followed four general steps outlined below.

Step 1: Understanding the Context: Review the City's current policy, operating standards and practices that relate to climate adaptation. Identify potential gaps and opportunities to enhance resilience throughout the City.

Step 2: Identify the Risk: Impact statements were prioritized through a risk assessment completed by staff and community stakeholders.

Step 3: Analyze the Risk: Review climate science projections and generate impact statements on how climate change might affect Nanaimo.

Step 4: Identify Actions: Recommended actions were then developed to address the prioritized impacts. The final list of actions were categorized into themes (Water Supply, Flooding and Drainage, Environment and Parks, Well Being and Preparedness, Corporate Governance) with key objectives under each theme.

City Staff were primarily engaged in developing the strategy, while key community partners and stakeholders were invited to participate and provide their insight and help in crafting the recommendations. The partners and stakeholder represented various community interests that play a key role in the community's resiliency and included; Vancouver Island Health Authority, Nanaimo Port Authority, Regional District of Nanaimo, BC Ferries, Harmac Pacific Pulp Operations, and BC Hydro. Both School District No. 68 and Vancouver Island University were unable to participate at the time. Snuneymuxw First Nation was also unable to participate but their staff have been kept informed as the strategy was developed and on the recommended actions.

DISCUSSION

While the City of Nanaimo is primarily responsible for implementing the Climate Resiliency Strategy, the longer-term success of the City's resiliency will depend on the participation of all Nanaimo residents. A key objective of the Climate Resiliency Strategy is to improve community awareness of future climate impacts and build awareness and capacity among residents, especially the most vulnerable, on how to be more resilient to the expected impacts of climate change. The role of community organizations and local business as sponsors and promoters of any climate resiliency actions that focus on neighbourhoods will be important to any long-term success.

In order to best move forward, the City will need to develop a public communication and engagement plan on climate resiliency. The objectives for this plan are:

- To introduce climate resiliency to the broader community and how the City will be responding to expected climate change impacts.
- Identifying any major community stakeholder projects or initiatives that help build community resiliency.
- Identify resiliency capacity building opportunities among community groups and community stakeholders.
- Identify how residents can support climate resilience in their own daily lives and around Nanaimo.

With the upcoming OCP-plus update (Re-Imagine Nanaimo) initiative in 2020, public participation and input will need to be carefully coordinated to avoid engagement fatigue. Stand-alone engagements on climate resilience may need to be blended with other ongoing engagement programs that tie back to the OCP-plus update.

A focused working group would provide an efficient forum for input into the development of a public communication and engagement plan for the Climate Resiliency Strategy. The purpose of the working group, which should be made up of committee member(s) and staff, would be to

coordinate with the Re-imagine Nanaimo consulting team on short-term foundational public communication and engagement on climate resiliency, while considering recommendations on a long-term and ongoing communication and engagement plan to support implementation of the City's Climate Resiliency Strategy.

OPTIONS

1. That the Environment Committee establish a working group in order to prepare a plan on how the City can communicate with and engage the public on the issue of climate resiliency.
 - The advantages of this option: The climate resiliency engagement-working group will provide direction on how to raise community awareness around climate resiliency and how the public can help improve the City's capacity to limit the impacts of climate change.
 - The disadvantages of this option: The COVID 19 pandemic will limit the options available on how the City could best engage the public.
 - Financial Implications: There are no significant financial obligations to the creation of the working group. Any meetings and hosting requirements will be met within existing budgets. There may be recommendations from the working group that will have additional cost implications. Cost implications of any recommended community engagement on climate resiliency will be considered by Council at a later date.
2. That the Environment Committee **not** establish a working group in order to prepare a plan on how the City can communicate with and engage the public on the issue of climate resiliency.
 - The advantages of this option: Short-term cost saving by not engaging the community on implementation of the Climate Resiliency Strategy.
 - The disadvantages of this option: Input from the public, community and business groups will be overlooked, limiting the overall impact and implementation of the Climate Resiliency Strategy. Loss of opportunity to build community capacity and partnerships around climate resiliency.
 - Financial Implications: There are likely to be significant costs in the medium to long-term by avoiding engaging the community on the implementation of the Climate Resiliency Strategy.

SUMMARY POINTS

- The Climate Resiliency Strategy's overarching objective is to identify all climate related vulnerabilities within the City of Nanaimo, identify actions that are currently contributing to building community resiliency and recommend best practices to address or avoid any climate related risks identified that are not being addressed.
- While the City of Nanaimo is primarily responsible for implementing the climate resiliency strategy, the longer-term success of the City's resiliency will depend on participation of all Nanaimo residents.
- Public communication and engagement on Climate Resiliency will be key to successful implementation of the Strategy. A focused working group will provide an

efficient forum for input into the development of a public communication and engagement plan for the City's Climate Resiliency Strategy.

Submitted by:

Rob Lawrance
Environmental Planner

Concurrence by:

Jeremy Holm
Director, Development Approvals

Dale Lindsay
General Manager, Development Services

DATE OF MEETING JUNE 3, 2020

AUTHORED BY CALEB HORN, PLANNER
ROB LAWRENCE, ENVIRONMENTAL PLANNER

SUBJECT BC ENERGY STEP CODE REZONING POLICY

OVERVIEW

Purpose of Report

To present to the Environment Committee a draft copy of the BC Energy Step Code Rezoning Policy for review.

Recommendation

That the Environment Committee endorse the draft BC Energy Step Code Rezoning Policy.

BACKGROUND

On 2018-JUL-09, Nanaimo City Council received and endorsed the “BC Energy Step Code Implementation Strategy” (Attachment A). The strategy included a number of recommendations including the incorporation of BC Energy Step Code standards into the City of Nanaimo Building Bylaw 2016 No. 7224 (the “Building Bylaw”). The introduction of bonus density points towards additional density in the City of Nanaimo Zoning Bylaw 2011 No.4500 (the “Zoning Bylaw”) for projects that exceed the Step Code requirements, and a Step Code rezoning policy. Council adopted the Building Bylaw and Zoning Bylaw amendments in October and November 2019, respectively. On 2019-SEP-16, Council directed Staff to develop a building energy efficiency rezoning policy as previously identified in the BC Energy Step Code Implementation Strategy (Attachment A). This report provides a draft building energy efficiency rezoning policy for the Committee’s consideration.

Council also directed staff to refer the Step Code Implementation Strategy to the Environment Committee for review, including consideration of an expedited implementation plan. Review of the Step Code Implementation Strategy has been included on the Environment Committee’s workplan for 2020 and will be addressed in a subsequent report on a future Committee meeting agenda.

BC Energy Step Code Implementation

The Province has set a long-term goal of all new buildings being net-zero-energy-ready by 2032 through implementation of the BC Energy Step Code. The Step Code, which applies to new construction in buildings under Part 9 (houses and small buildings) and Part 3 (large and complex buildings) of the BC Building Code (BCBC), was created to help local governments incentivize or require a level of building energy efficiency that goes above and beyond the base requirements of the BCBC. Incorporating the lower steps of the BC Energy Step Code into the

City's Building Bylaw was an important first step in the process to allow for incremental improvements in building energy efficiency that are achievable with minimal impact on the development industry, while building capacity for implementation of higher steps in the future.

The City now requires builders to meet the lower steps (Steps 1 – 3) of the BC Energy Step Code as an alternative to the BCBC minimum prescriptive requirements. The City's Step Code requirements are set out in the Building Bylaw and increase over time as shown in the table below.

	PART 9 Buildings	PART 3 Buildings
Step 1: (Enhanced Compliance) Perform EnerGuide or Energy Modeling to current BCBC requirements	2020-APR-21	2020-APR-21
Step 2: 20% greater than current BCBC requirements	2021-JAN-01	2022-JAN-01
Step 3: 40% greater than current BCBC requirements	2022-JAN-01	TBD

Schedule D of the Zoning Bylaw was also amended by Council to provide density bonusing opportunities that incentivize developers to exceed the minimum Building Bylaw Step Code requirements. The available Zoning Bylaw density bonusing points for meeting each of the Step Code standards are outlined in the two tables below.

For Part 9 Buildings (houses and small buildings)

Step	As of 2020-Apr-21	As of 2021-Jan-01	As of 2022-Jan-01
1	0 points*	0 points*	0 points*
2	10 points	0 points*	0 points*
3	15 points	15 points	0 points*
4	30 points	30 points	30 points
5	30 points	30 points	30 points

*Required by Building Bylaw

For Part 3 Buildings (large and complex buildings)

Step	As of 2020-Apr-21	As of 2021-Jan-01	As of 2022-Jan-01
1	0 points**	0 points**	0 points**
2	10 points	10 points	0 points**
3	15 points	15 points	10 points
4	30 points	30 points	30 points

** Required by Building Bylaw

Depending on the zoning and the type of project, an applicant can take advantage of density bonusing if allotted points to meet the minimum thresholds set out in Zoning Bylaw Schedule D (achieved by meeting a point threshold in up to 5 categories of Schedule D).

DISCUSSION

Local governments have the opportunity to encourage or incentivize more energy efficient buildings under the Energy Step Code framework in advance of Provincial regulation. The City's Building Bylaw outlines the minimum Step Code requirements for new buildings. The Zoning Bylaw provides incentives for developers to achieve higher densities through meeting higher steps in the Step Code along with meeting other desirable amenity features as outlined in Schedule D of the Bylaw.

The draft BC Energy Step Code Rezoning Policy (Attachment B) has been prepared in response to Council's 2019-SEP-16 direction to develop a building energy efficiency rezoning policy. The draft policy is intended to provide policy support for Staff to work with developers to secure building energy efficiency commitments through rezoning that exceed the minimum Step Code requirements of the Building Bylaw.

If adopted by Council, the draft policy will establish enhanced building energy efficiency requirements for developments that require rezoning. The draft policy proposes to secure a commitment of one-step above the Step Code requirements of the Building Bylaw for developments that require rezoning.

Requiring higher Step Code standards through rezoning applications will help address Council's Climate Emergency Declaration. Tying the policy to Step Code allows industry to use conventional materials and approaches they are familiar with, while building partnerships and capacity in terms of the number of energy advisors available to assess the work, and providing a clear and defined timeline so that the development industry is informed and ready to meet higher steps. Additionally, the policy will help the City meet the energy efficiency target timelines laid out in the Provincial Clean BC Plan.

OPTIONS

1. That the Environment Committee endorse the BC Energy Step Code Rezoning Policy. The Policy would be forward to Council for endorsement.
2. That the Environment Committee provide recommendations on revisions to the draft BC Energy Step Code Rezoning Policy. Suggestions or edits as recommended from the Environment Committee could be incorporated into the draft policy prior to consideration by Council.

Submitted by:

Caleb Horn
Planner

Rob Lawrance
Environmental Planner

Concurrence by:

Jeremy Holm
Director, Development Approvals

Dale Lindsay
General Manager, Development Services

ATTACHMENT B



Section:	Land Administration	8
Subsection:	Zoning and Rezoning	3360
Title:	BC Energy Step Code Rezoning Policy	01

POLICY

Rezoning applications that lead to an increase in density or a change of use will require minimum building energy efficiency standards to be secured through the application process. The minimum building energy standard will be one step above the required BC Energy Step Code standard.

REASON FOR POLICY

The Province of British Columbia has set a long-term goal for all new buildings to be net-zero energy-ready by 2032. The Energy Step Code was enacted by the Province in 2017 to provide a consistent set of energy efficiency standards across BC. In July 2018, Nanaimo City Council endorsed the BC Energy Step Code Implementation Strategy which included a recommendation for a Step Code rezoning policy. Additionally, Nanaimo City Council declared a climate emergency on 2019-APR-29. BC Energy Step Code requirements were adopted and incorporated into the City of Nanaimo Building Bylaw 2016 No. 7224 on 2019-OCT-21.

AUTHORITY TO ACT

Retained by Council.

PROCEDURE

Applications to amend the City of Nanaimo Zoning Bylaw 2011 No.4500 or any bylaw enacted in its place (a “rezoning application”) will follow proceed as follows:

1. During preliminary review of a potential rezoning application, Staff will direct the prospective applicant to review the Policy and ensure the prospective applicant is aware of its implications.
2. For any rezoning application received, Staff will assess whether the proposed rezoning will lead to an increase in density or change of use. Should either of these criteria be met, Staff will recommend that a minimum building energy standard be secured for any future development on the subject property, for example through a development agreement or a Section 219 covenant.
3. If the rezoning application is approved by Council, the applicant will be required to submit Letters of Assurance as part of a Building Permit application for any future development on the subject property prior to building occupancy assuring that the project substantially complies with the Policy.

Date:

2020-XXX-XX

Approved by:

Council / In Camera Council

1. Amendment Date:

Approved by:

ATTACHMENT A

BC ENERGY STEP CODE IMPLEMENTATION STRATEGY

The proposed implementation strategy is as follows:

2018

- Inform Council and seek direction to pursue step code implementation strategy.
- Continue working with regional partners to coordinate a regional approach to step code implementation and support industry/public engagement.
- Continue supporting the Real Estate Energy Efficiency Program (REEP) program and consider expanding the program to include home builders for 2019.
- Provide support for regional step code workshops and seminars with the Regional District of Nanaimo.
- Implement a home energy rebate program. The program will promote energy efficiency within new and existing buildings and support the implementation of the BC Energy Step Code. The program is to provide homeowners with a \$150 rebate for an initial home energy assessment conducted by a certified energy advisor. Homeowners who achieve Step Two or higher will be offered an additional rebate.
- Amend Schedule D (Amenity Requirements for Additional Density) of the Zoning Bylaw to reward additional amenity points to projects that meet or exceed Step Three.
- Draft a Building Bylaw that requires Step One compliance to become effective one year from adoption.

2019

- Support continuing education to support step code implementation.
- Create rezoning policy within the Official Community Plan that requires all rezoning applications for multiple-family, mixed-use, or commercial buildings to enter into a restrictive covenant that requires Step Two compliance at the time of development and building permit.
- Implement Step One code compliance. All new construction (Parts 9 and 3) will require a home energy assessment conducted by a certified energy advisor (Step One).
- Subject to funding approval, restrict energy rebate incentive to existing homes.
- Continue to work with the realtor community and support the REEP program.

2020

- Subject to funding approval, support continuing education to support step code implementation.
- Subject to funding approval, restrict energy rebate incentive to existing homes.
- Continue to work with the realtor community and support the REEP Program.
- Monitor rezoning policy and report to Council one year after implementation date.

DATE OF MEETING JUNE 3, 2020

AUTHORED BY BILL SIMS, GENERAL MANAGER, ENGINEERING AND PUBLIC WORKS

SUBJECT GREEN FLEET STRATEGY

OVERVIEW

Purpose of Report:

To present Nanaimo's Green Fleet Strategy for the Environment Committee's information.

BACKGROUND

Under the theme of Environmental Responsibility in Council's 2019 – 2020 Strategic Plan, Council is taking a leadership role, focusing on our environmental impact and climate change contributions in our decision making.

At the June 26, 2019 Finance and Audit Committee meeting, the Committee heard a report of the City's green fleet initiatives, and recommended Council direct Staff join the E3 Fleet Program and complete the Green Fleet Performance Review.

The E3 ('Energy, Environment, Excellence') Green Fleet Program is an initiative of the Fraser Basin Council. E3 Fleet conducted an extensive review and provided a number of recommendations for improvements to the City's Fleet Program. (See Attachment A – E3 Fleet Review Summary Letter).

In addition, E3 Fleet rated the City's Fleet Program and conferred a Silver Award for the City. This award was presented to Mayor Krog on February 27, 2020. The City of Nanaimo is the first Vancouver Island municipality to be rated.

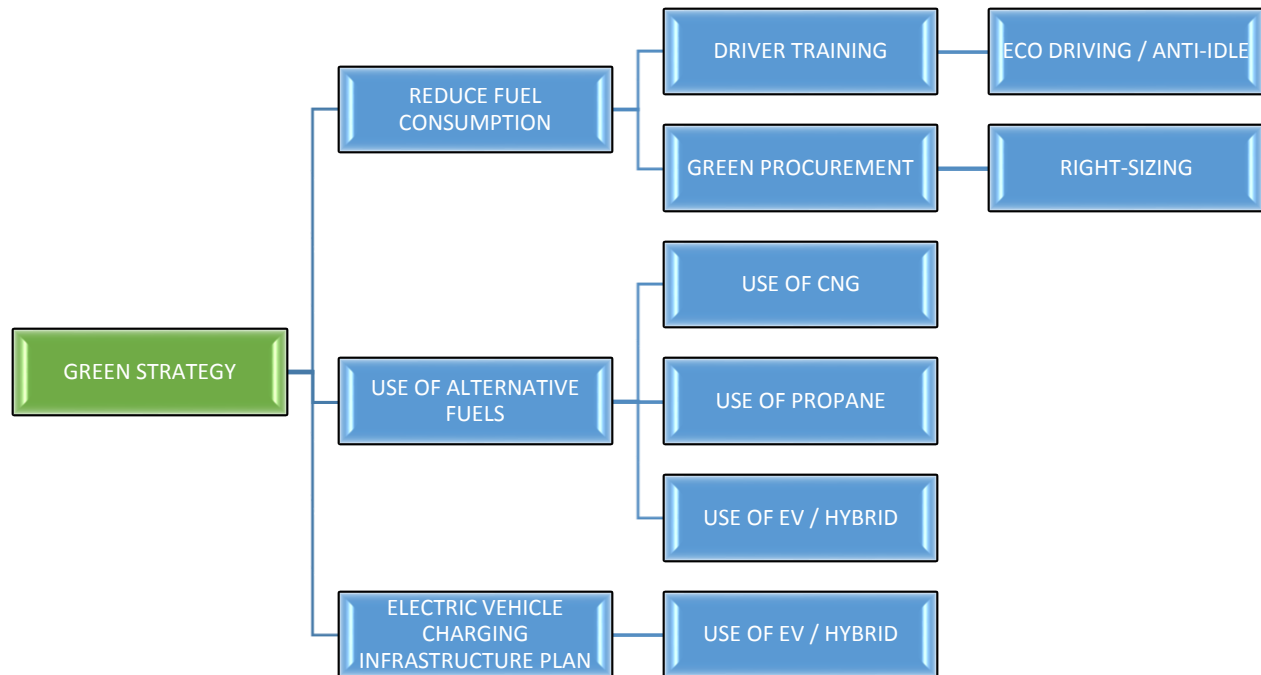
DISCUSSION

Using the E3 Review, Staff developed the City's Green Fleet Strategy to maintain momentum and continuously improve the fleet over time. (See Attachment B – City of Nanaimo Green Fleet Strategy 2020).

The Green Fleet Strategy has three guiding principles to further improve environmental performance.

1. Reduce Fuel Consumption
2. Increase Use of Alternative Fuels
3. Develop an Electric Vehicle Charging Plan

Guiding Principles Chart



Staff will progressively work on the recommendations on the E3 Review. It is anticipated that the next E3 Rating will result in a Gold Award.

CONCLUSION

Implementing the Green Fleet Strategy will continue to improve the City's performance in greenhouse gas reduction and cost reduction.

SUMMARY POINTS

- The City continues to play a leadership role in the community in greening its fleet in a prudent and cost effective way.
- Receiving the E3 Fleet Silver Award – a first for Vancouver Island – lends credence and prestige to the Green Fleet Initiative.
- The City's Green Fleet Strategy will guide the Fleet's direction in continuous improvement to improve performance, cost and lower greenhouse gases.

ATTACHMENTS

ATTACHMENT A – Green Fleet Presentation

ATTACHMENT B – City of Nanaimo Green Fleet Strategy 2020 |

Submitted by:

Bill Sims
General Manager
Engineering and Public Works |

Concurrence by:

Jeremy Holm
Director
Development Approvals |

ATTACHMENT A



City of Nanaimo Green Fleet Strategy

May 11, 2020

Context for a Green Fleet Strategy

- Transportation accounts for a large majority of GHG
- City is demonstrating leadership by 'greening' its fleet.
- Green Fleet Strategy designed to reduce emissions through improved efficiency, and development of standards
- Supports Council's Strategic Plan
- Dovetails with Energy Conservation and Management Policy

Fleet Review

- In June 2019, Council directed the City join E3* Fleet and participate in a review
- Cost-effective, independent review of fleet performance
- In fall 2019, the City worked with E3 Fleet to conduct a Level I Review (Operational Profile)
- Level I examines KPI's such as fuel use, efficiency, distance, GHG and use.
- Provides recommendations for continuous improvement

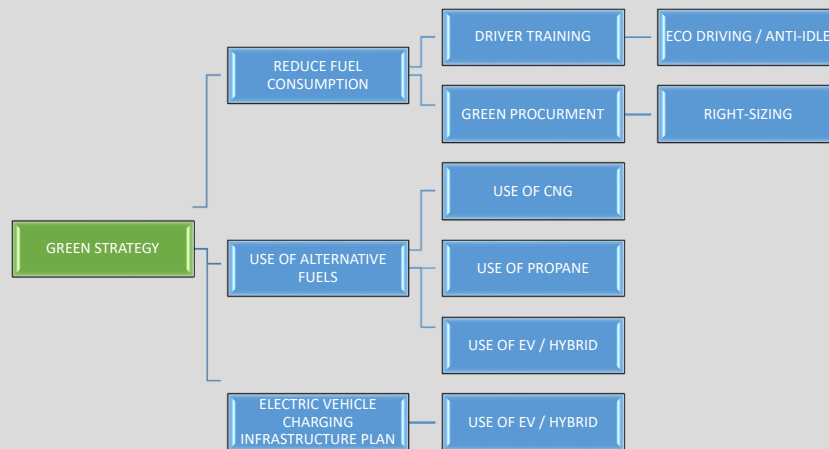
*E3 = "Energy, Environment, Excellence"

Fleet Rating

- Based on the Level 1 review, E3 provides a rating as a means of benchmarking the City's fleet
- E3 Fleet Rating:
 - Gives a target to work towards
 - Promotes lower fuel, emissions and downtime
 - Demonstrates progress towards organizational goals
 - Broadcasts the City's care for its environment



Green Fleet Strategy



Previous Initiatives

- Installed automated fuel management system
- Implemented a preventive maintenance system
- Adopted a corporate anti-idling policy in 2007
- Implemented a pool car program in 2008
- Adopted bio-diesel 5 blend in 2009



Previous Initiatives

- Partnering with neighbouring municipalities to share best practices
- Right-sizing vehicles at time of purchase
- Annually evaluating the preventative maintenance program
- Provide fuel consumption reports to departments
- Assessing 10 year purchase of vehicles for potential alternative fuel vehicles
- Currently developing a Corporate Green Fleet Strategy

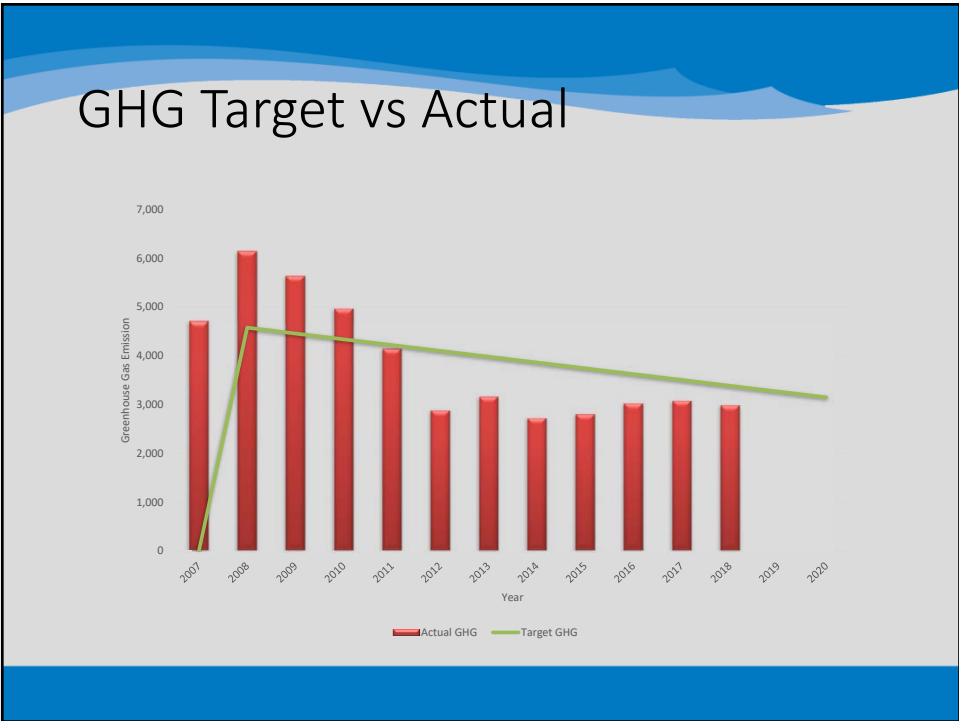
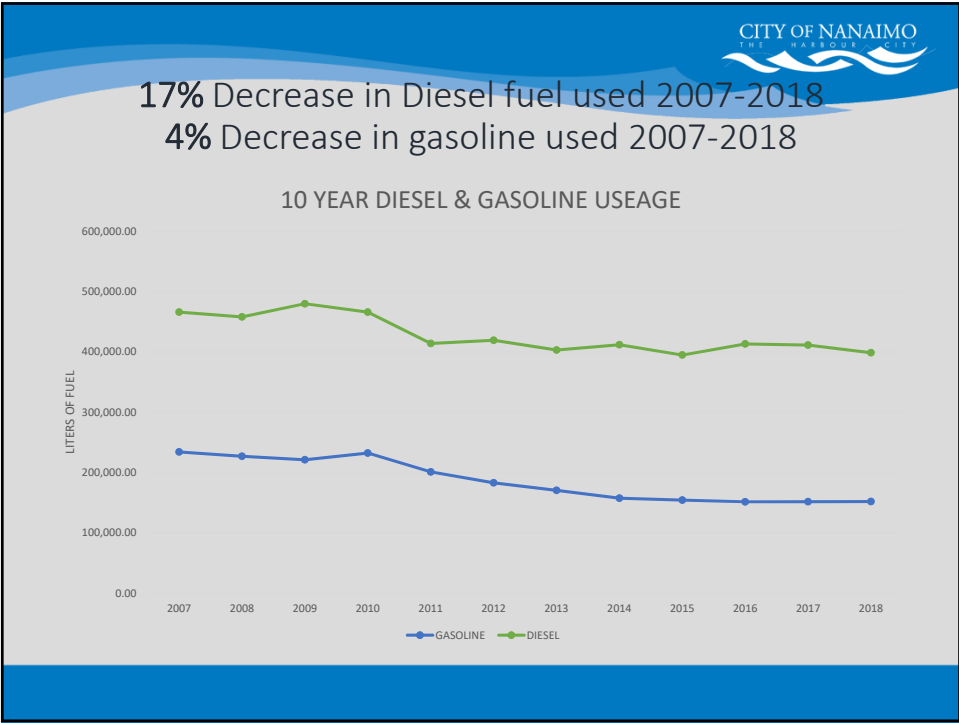


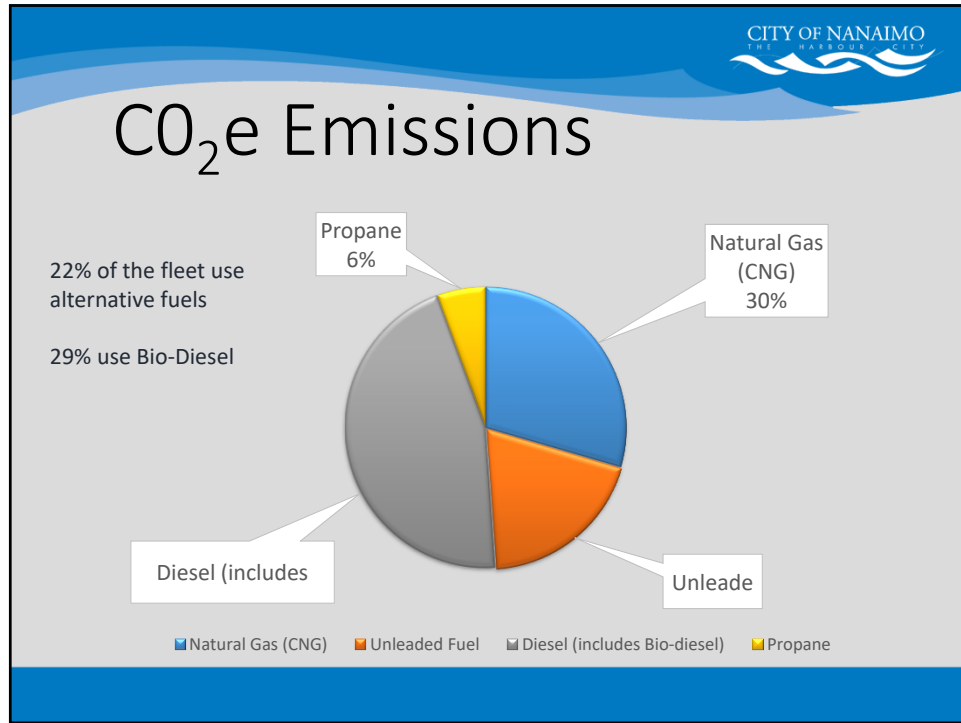
Initiatives to Date

Alternative fuel vehicles

- 4 Hybrid
- 21 Propane / CNG pickup trucks
- 9 CNG garbage truck fleet
- 5 fully electric cars
- 5 fully electric ice resurfacing machines









CITY OF NANAIMO GREEN FLEET STRATEGY 2020

Jason Evans
City of Nanaimo
2/21/2020



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Fleet Administration	Name
City of Nanaimo	Fleet Services
Fleet Manager	Jason Evans
Regarding	Green Fleet Strategy

Executive Summary

The Green Fleet Strategy (GFS) summarizes research and data collected to identify actions undertaken by all departments in order to reduce GHG emissions and improve fuel efficiency of the City's Fleet. The purpose is to reduce GHG emissions and improve fuel efficiency. This can be achieved through operational practices such as, alternative fuel usage, implementation of effective driver training and responsible purchasing of fleet vehicles. To be successful, the strategy must allow departments to operate in the most economical and environmentally responsible fashion, while meeting the needs of the City's operation. The GFS allows the City to make an organized and directed approach to improve efficiency within the City's Fleet by reducing fuel usage, maintenance costs, improving the resiliency of the fleet, and promoting environmentally responsible actions to the community.

In the Province of BC, transportation accounts for over 60 percent of the GHG emissions; therefore, the City has taken action to reduce emissions from the City Fleet, in support of the Climate Action Plan. Fleet services has made significant efforts to "green the fleet" over the last 10 years and has taken steps to reduce GHG emissions. These efforts, combined with corporate policies, have clearly articulated two simple and measurable goals:

- **Reduce GHG emissions by 33% percent of 2007 levels by 2020.**
- **Reduce GHG emissions by 80% percent of 2007 levels by 2050.**

In order to effectively achieve these goals, the GFS has three guiding principles. These principles will help shape the actions, the City's Fleet will pursue to have the most effect on reducing GHG emissions:

- **REDUCE FUEL CONSUMPTION** - Implement policies and training to increase operational efficiencies, reduce idle time, and improve driver behavior, ultimately reducing fuel consumption.
- **USE OF ALTERNATIVE FUELS** - Continuously investigate and implement all cost effective alternative fuel sources where operational needs allow.
- **ELECTRIC VEHICLE CHARGING INFRASTRUCTURE PLAN** - Corporately collaborate with senior management to develop a City of Nanaimo charging infrastructure plan/strategy.

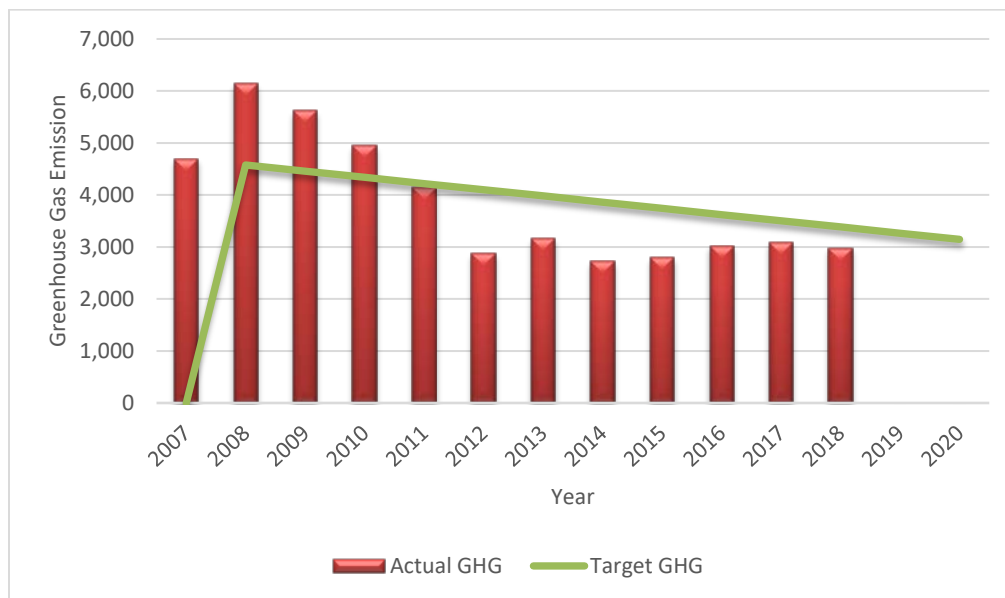
As per any solution to a problem, each guiding principle comes with its own implementation challenges: Departments must cooperate in finding new and innovative methods to deliver services.

- Challenge internal policies that result in additional vehicle miles traveled and invest in communication technology to reduce travel.
- Equipment manufacturers must get new electric vehicles to market (half-ton trucks).
- The City must allocate funds for increased acquisition costs of vehicles and charging infrastructure.
- The cost of implementing green fleet initiatives.
- The lack of knowledge on green fleet programs and their benefits among key stakeholders, and departments "resistance to change" such as Rightsizing.
- Staff "buy in" and training to change culture and driver habits.
- Shortage of staff to meet the demand of a climate emergency



The City has been working hard to be environmentally responsible, but we still have a long way to go. The GFS update provides the necessary actions to overcome these challenges and achieve success. The goal chart below shows as a corporation, with the assistance of Organic Waste Diversion credits, we have reached our target for 2020 and are working towards our target for 2050.

Goal Chart

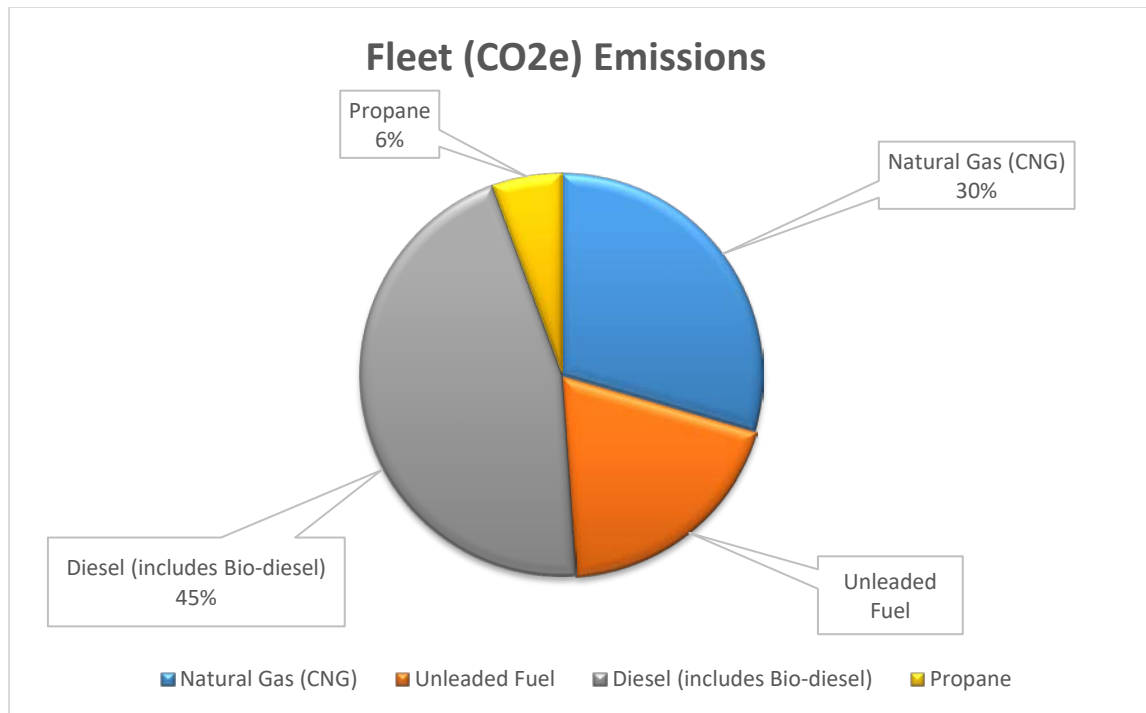


Introduction

Nanaimo relies on its fleet of vehicles to provide many essential services in the community; however, the City recognizes that fleet vehicles are a major source of air pollutants that contribute to GHG emissions. With growing concerns over climate change, and Council declaring a climate emergency, the City of Nanaimo is taking a leadership role in energy conservation and reduction in GHG emissions. This can be measured in terms of social, economic, and environmental benefits, such as improved energy efficiency, cleaner air that contributes to a better quality of life, and a reduction in health care costs. The GFS promotes affordable, reliable and renewable solutions that are sustainable.

The City of Nanaimo currently operates 466 vehicles and pieces of equipment with the Public Works Operations and 36 Fire Department related units. Fuel and gas represents about .58% of the City's overall Operating Budget, with a cost of \$737,802.33 in 2019, excluding Fire and Emergency Services (Appendix A).

Over the past 10 years, Fleet Services has been dedicated to reducing fuel consumption and fleet vehicle emissions. With the introduction of internal policy, procedures and innovative solutions, fleet has shown great progress. In 2007, Fleet was the largest contributor of all departments for CO₂ emissions, responsible for 2,119 tonnes of CO₂ or 45% of the city's total emissions. In 2018, Fleet was responsible for 1,839 tonnes of CO₂ or 35% of the City's total emissions, a reduction of 10%. This accomplishment is a testament to what we can achieve with dedicated resources and committed leadership.



2007 – 2018 GREEN VENTURES

- Installed automated fuel management system
- Implemented a preventive maintenance system
- Adopted bio-diesel 5 blend
- Adopted a Corporate anti-idling policy
- Developed a Bicycle Share Program
- Implemented a Pool Car Program
- Purchased alternative fuel vehicles
- Converted existing gas vehicles to alternative fuel vehicles

2019-2020 GREEN VENTURES

- Completed an E3 Fleet review
- Increased the use of alternative fuel vehicles in the Fleet (propane & CNG)
- Introduced the City's first, fully electric, bicycle
- Completed multi-year tender for the purchases of fully electric cars
- Increased number of electric vehicle charging stations for Fleet vehicles
- Working with facilities to develop a Corporate EV Charging Station Strategy
- Develop greener servicing intervals to avoid over servicing
- Adopted the use of synthetic oils to increase service intervals
- Implementing the use of bio-diesel blend B20 April to October
- Right-sizing of department vehicles and equipment before purchasing
- Implementing in 2020, Fleet management software upgrade (Assetworks), allowing for increased level of reporting on fuel and equipment usage
- Provide monthly fuel utilization reports to Managers
- E3 Fleet rating
- Completing E3 Fleet rating

KEY FINDINGS

E3 Fleet Review

In 2019, with the support of Council, Fleet Services collaborated with the E3 Fleet Program (supported by the Fraser Basin Council), to conduct a review of the City's Fleet. This review assisted with developing the framework that, if supported, will help the Fleet reduce GHG emissions and lower fuel consumption.

E3 Fleet analyzed the City's 2018 operational Fleet data, selected Key Performance Indicators (KPIs) that provide a snapshot summary of operating parameters. These KPIs reflect operating costs, emissions and service levels. E3 Fleet review has provided recommendations to the City to assist in lowering fuel consumption, operating costs, and GHG emissions, to help us meet our targets.

E3 RECOMMENDATIONS

1. *E3 recommendations: Our recommended actions are to (1) regularly monitor fleet median fuel efficiency and (2) set a target for ongoing improvement.*

Median Fuel Efficiency indicates the Fleet's overall performance, and therefore, it is a critical success factor to watch closely. Past E3 Fleet Reviews have shown continuous improvements to our median fuel efficiency from 2009 to 2013. This indicates the Fleet is on a healthy trend, and the strategies undertaken to improve our Fleet performance, are working.

Median Fuel Efficiency is calculated using two data points (fuel use & kilometers - travelled).

2018-19 E3 Fleet Review, input data included kilometers-driven and fuel-used by Sanitation vehicles – data points which were not part of previous reviews. For this expanded data set, Median Fuel Efficiency calculated for 2018-19 to be 23.7-l/100 km.

Actions:

Software update: Fleet management software upgrade (Assetworks), for 2020. This update will allow Fleet precise and in-depth reporting, to share with departments and reported to Council, yearly.

Approved in the 2020 budget.

- \$67,350.00 software upgrade
- \$12,000.00 6 tablets



2. *E3 recommendation: Consider adding more hybrid, plug-in hybrids and battery-electric vehicles to your fleet and ongoing investment in EV charging systems.*

Rapid fleet electrification – build the Electric Vehicle (EV) Charging infrastructure; deploy market ready EVs, and pilot emerging EV technology in medium and heavy-duty vehicles.

Actions:

Work corporately to develop an EV Charging Station Strategy for the City of Nanaimo, to identify the City's needs moving forward. Collaborate with other municipalities; take full advantage of Provincial buyer's groups and grants offered to GHG emission reduction.

In 2020, Fleet issued a multi-year tender for five EV vehicles with the intent to increase EV vehicles every year. Fleet has budgeted for 2020 for the updating of existing charging stations and the addition of four charging ports (Fleet dedicated) in SARC. Charging stations will be purchased using the BC Government CSA for Electric Vehicle Charging Stations.

Approved for 2020 budget:

- \$178,200 four fully electric Building Inspector cars
- \$ 40,000.00 fully electric car replacement (gas to electric)
- \$ 20,000.00 updating of existing charging stations and the addition of four charging ports

3. *E3 recommendation: For further GHG reductions, consider higher blends of ethanol (up to E10 and up to E85 for your flex-fuel enabled vehicles) if practical and if a supply source is available. Consider the use of higher blends of biodiesel (B20 seasonally adjusted).*

E3 supports the use of B5 biodiesel and recommends that we continue to use renewable, low carbon fuels that are available, wherever operationally practical.

Biodiesel can be used in higher blends, without issues. Biodiesel in higher blends than B5 will reduce emissions further, and contribute to the increased use of renewable fuels.

Actions:

During the months of April – October, Fleet is working to introduce the use of B20 diesel fuel and will continue to investigate lower carbon fuels in the future.



4. *E3 recommendations: Systematic reviews of all exception units in your fleet that are driving up your fuel bill (and emissions) and remedial actions, case-by-case.*

E3 Fleet Review has identified 30 units in our Fleet with higher than average fuel consumption to similar vehicles within our Fleet. These 30 vehicles burned fuel at a rate of at least 50% higher than our Fleet average.

Actions:

Continual use of GPS/AVL to monitor vehicle utilization and excessive idle times. Introduction of a full time Driver Trainer /Green Fleet Advisor to support Staff with monitoring and reporting idle times, driver behavior and utilization of equipment. Develop and implement training, for Staff, such as “Eco Driver Training”.

5. *E3 recommendations: (1) Ongoing vigilance with regard to excessive engine idling and (2) fuel-efficient, eco-driver training.*

The City currently has an anti-idle policy, (Appendix B), but lacks the Staff to enforce this policy. All drivers would benefit from Eco Driver Training which covers the negative effects (i.e., fuel costs, emissions, health impacts) of engine idling. Fuel-efficient driver training and monitoring driver’s behaviors, can lower fuel consumption by as much as 10%.

Actions:

Fleet to complete a Business Case for a Full Time Driver Trainer/Green Fleet Advisor. This new position will develop driver training programs, such as Eco-Driver, as well as monitor, and report on driver behaviors.

6. *E3 recommendation: Consider management actions toward reducing the number of low utilization units on an ongoing basis. Reducing the number of low utilization units may free up capital that could be applied to increased fleet modernization. E3 suggests a top-down directive / policy requiring user departments to regularly review their assigned units and reduce their under-utilized vehicles.*

Overall, Fleet utilization rate is 11,294 km/yr. Utilization measured by kilometers-driven is not necessarily a good measure of vehicle productivity for the City of Nanaimo Fleet. However, in the absence of more relevant measures, it is worthwhile monitoring as an indicator of Fleet productivity. E3 Fleet Review has identified 27 units within the Fleet that have utilization of at least 50% less than similar vehicles in the Fleet. If vehicles are under-utilized and redundant, then they maybe an unnecessary financial drain to the organization.

Actions:

Fleet Services and the Departments need to evaluate the vehicles considered take-home vehicles, identify which vehicles to be eliminated and substituted with pool vehicles. Evaluate and eliminate vehicles that travel less than 300kms per month by expanding the use of pool vehicles. Departments will need to forecast third-party rental options to offset vehicle and equipment reduction. Development of a Corporate Policy on vehicle utilization, including a low utilization yearly review with minimum standards on kms driven monthly. Fleet will need to expand our vehicle pool program to eliminate low utilization vehicles.



7. *E3 recommendation: Continue to invest capital in renewing your fleet to reap the benefits and head off the negative issues associated with fleet aging.*

Aged fleets will usually have poor reliability, and high levels of costly downtime, high repair costs, decreased safety, poor fuel economy, and resultant increased costs of fuel due to old technology vehicles. There are additional benefits of a newer, more fuel-efficient fleet, and these include increased vehicle uptime, a lower risk level, and quite possibly, improved employee morale.

Actions:

Software update: Fleet management software upgrade (Assetworks), for 2020. This update will allow Fleet to collect data to improve the life cycle analysis, ensuring a more precise forecast for the future. Encouraging departments to not retain older units at end of life.

8. *E3 recommendation: Invest in green vehicle technologies, which have been tested, proven and verified to reduce fuel consumption.*

Driver Behaviors: Green vehicle technologies, such as idle shutdown devices, battery backup systems for DC loads and auxiliary cab heaters, will deliver fuel-efficiency increases. **Actions:**

All vehicle or equipment purchases are to be equipped at time of purchase with some form of idle shutdown device; this will ensure a reduction in excessive idling. Introduction of a full time Driver Trainer/Green Fleet Advisor could support Staff to monitor and report idle times, driver behavior and utilization of equipment. As well, develop and implement training for Staff such as eco-driver training.

9. *E3 recommendation: Consider expanding the use of natural gas in the Nanaimo fleet, possibly in light-duty units such as pickup trucks.*

Natural gas, a fossil fuel composed of mostly methane, is one of the cleanest burning alternative fuels. It can be used in the form of compressed natural gas (CNG) or liquefied natural gas (LNG) to fuel cars and trucks. Ten units in the fleet are currently powered by natural gas to support the use of this low carbon fuel.

Actions:

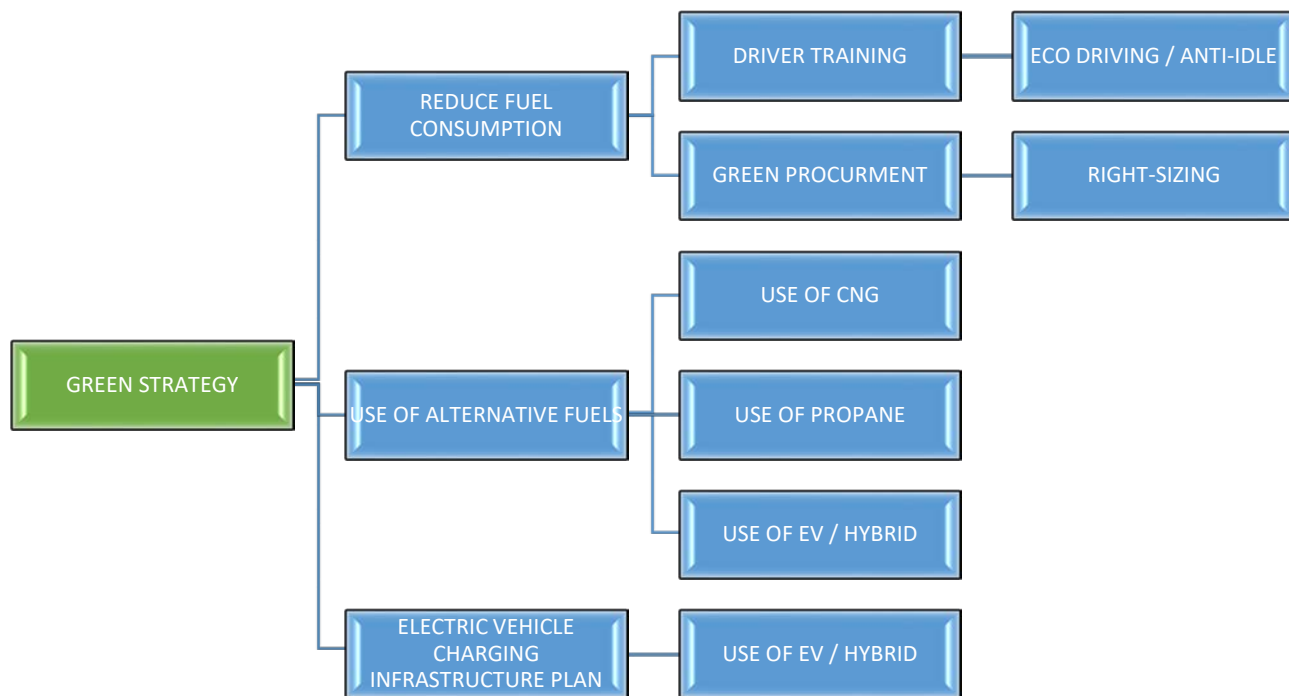
Due to the cost of CNG conversion and the fact, the City has a low yearly kilometer Fleet; the ROI of CNG is not always the first choice. Fleet has adopted propane conversions for lower kilometer vehicles; the installation cost is significantly lower Propane burns cleaner and is typically up to 40% less expensive than Diesel and up to 50% less than Gasoline.

- 2019-2020 Fleet has added two propane powered F150 trucks
- 2019 ordered one CNG powered Sanitation truck
- 2020 devolving specifications to purchase two F550 propane powered trucks



The review and recommendations of E3 Fleet Program have resulted in the development of a framework for the City of Nanaimo, which includes achieving the objective of reductions in GHG emissions by implementing initiatives from three guiding principles: reduce fuel consumption, use of alternative fuels, and the development of an Electric Vehicle Charging Infrastructure Plan.

Guiding principles chart



Guiding principles and framework

- **REDUCE FUEL CONSUMPTION** - Implement policies and training to increase operational efficiencies, reduce idle time, and improve driver behavior. The introduction of a full time Driver Trainer/Green Fleet Advisor will reduce fuel consumption and GHG emissions.

Driver Trainer - require full time Driver Trainer/Green Fleet Advisor

In 2009, a Driver Trainer Policy was adopted by Council, (Appendix C), to ensure all employees operating City vehicles, mobile equipment and/or auxiliary equipment would be properly qualified and trained for safe operation. This is not a full-time position; the candidate is required to continue working in their present capacity with time allotted to coordinate this function. The incumbent receives \$116/month, in addition to their regular earnings. Over the last decade, the City has increased the level of training and accurate driver training documentation required. As well with council declaring a climate emergency, the expectation, and Staff time that is required to be successful, has greatly increased. The combining **Driver Trainer/Green Fleet Advisor** into a full time position, will ensure a successful future in driver safety, compliance, and GHG reduction. The Fleet Manager is to complete a Business Case for this position in 2020.

Eco Driving and Driver Training - require full time Corporate Driver Trainer/Green Fleet Advisor

Training operators is the single most important part in our road to success. Municipalities and large privately owned fleets have proven this theory many times in the past. Investing in Staff Eco Driver Training, followed with regular reporting has rewarded municipalities with lower fuel cost, GHG reduction, lower number of vehicle accidents and overall changing the culture positively.

- **Green Procurement** – Right sizing vehicles

Right sizing - A right-sizing study will identify if the Fleet's makeup adequately supports operations as efficiently as possible.

Right sizing occurs at both the Fleet and Department level. At the Fleet level, there should be enough vehicles to provide services at a sufficient and acceptable level, without having an excess of vehicles not often used, but still maintained. At the unit level, right sizing ensures that units are meeting operational requirements, without being oversized. When considering replacement or new purchase of a fleet unit, the Fleet Manager will consult with departments to define operational requirements of the vehicle and recommend appropriate vehicle types and specifications. Fleet to work with Procurement to build a Green Fleet Procurement Policy.

Multi-year contracts to standardize fleet – Use of purchasing methods

The use of Sourcewell and multi-year contracts will allow for fleet standardization, this will greatly reduce the different type of oils and parts in stock. The use of these purchasing methods have shown cost savings in operator training, technician training and Staff hours in document preparation for the tender process. Fleet is to work with Procurement to build a Green Fleet Procurement Policy.

- **USE OF ALTERNATIVE FUELS** - Continuously investigate and implement all cost effective alternative fuel sources where operational need allows.

Increasing the use of CNG, Propane, Electric and Hybrid vehicles. Make all (based on operational needs) fleet vehicle purchases, EV or alternative fuels, using a green vehicle selection process for new or vehicle replacements. Continually work with industry leaders to explore and implement alternative fuel vehicles where operational needs allow.

- **ELECTRIC VEHICLE CHARGING INFRASTRUCTURE PLAN** - Collaborate with Senior Management to develop a City of Nanaimo charging infrastructure plan/strategy.

Working corporately to develop an EV Charging Station Strategy for Nanaimo. Collaborate with other municipalities; take full advantage of provincial buyer's groups and grants offered to GHG emission reduction.

2020 KEY PERFORMANCE INDICATORS



Identified below are Key Performance Indicators (KPI) that provide a snapshot summary of the Fleets operating parameters. These KPIs reflect in our operating costs and levels of GHG emissions produced. If supported, the GFS will show improvements to each of these factors and will assist with the cost and emission reductions while lowering operating and capital budgets. Reported yearly, these KPI's will show the Fleets progress towards targets.

GFS KPIs	Value	Measurement
Fleet Equipment Reviewed	151	Units
Fleet Average Age of Expectancy	7.9	Years
Total Annual Distance Travelled 2019	1,269,069	Kilometers
Fleet Annual Fuel Usage	633,511	Liters/yr.
Annual GHG Emissions	2,010	Tonnes CO2
Corporate Average Utilization	11,294	Kilometers
Fleet Median Fuel Efficiency	23.7	l/100 km

STRATEGY SUMMARY

The goal for the City of Nanaimo is to be recognized as a leader in the community for environmental stewardship; this was proven by declaring a climate emergency in 2019. The GFS, if supported, can be a tool for the City to assist in meeting this goal, while meeting operational needs in the most economical and environmentally responsible manner. Fleet Staff has been working on greening the fleet for many years and have shown measurable results, which have led to cost savings and GHG reduction. During the creation of the Strategy, Fleet has realized particular areas of weakness in policies, training, continuous monitoring and reporting of data.

You can't manage what you don't measure. The Green Fleet Plan has associated performance indicators to measure progress of the GFS; some activities within the strategies present a challenge to make reasonable assumptions of the potential emission reductions until the activities have been implemented. GFS 2020 is the first report of its kind for the City, it will help the City benchmark where we are, and help develop where we go from here. By compiling all initiatives together, and providing a framework to allow best practices, we can achieve our goals to make appropriate decisions for the future. This action has shown that new measures need to be in place by Staff to meet expectations. Yearly revision and updating of the GFS is essential to ensure that Fleet and the City are working towards meeting targets.

Actions 2020



	Strategies & Actions 2020	Targets
REDUCE FUEL CONSUMPTION	<p>Driver Trainer /Green Fleet Advisor business case for this position.</p> <p>Yearly/Quarterly reporting to departments for the following</p> <ul style="list-style-type: none"> Fuel Efficiency (identifying vehicles that operate out of normal MPG efficiency) Idle times Driver behavior Utilization <p>Fleets management software update</p> <ul style="list-style-type: none"> In progress (budget approved 2020) <p>Develop corporate policy for the following</p> <ul style="list-style-type: none"> Vehicle utilization Vehicle purchasing (rightsizing /alternative fuel) <p>Introduce the use of B20 diesel fuel during the months of April – Oct</p> <ul style="list-style-type: none"> continuing to investigate lower carbon fuels <p>Green Procurement</p> <p>Right sizing all replacement or new purchases</p> <p>Multi-year contracts to standardize fleet</p> <p>Complete E3 rating</p>	<p>Fleet 2020</p> <p>Fleet 2020</p> <p>IT / Fleet 2020</p> <p>Corporate / lead Fleet 2020</p> <p>Fleet 2020</p> <p>Fleet 2020 (Ongoing)</p> <p>Fleet 2020</p>
USE OF ALTERNATIVE FUELS	<p>CNG / propane / EV Continuously investigate and implement all cost effective alternative fuel sources where operational need allows.</p> <ul style="list-style-type: none"> Multi-year contract for electric vehicle cars (adding 5 in 2020) Forecast 10 year replacement plan to switch replacement un it to alternative fuel 	<p>Fleet 2020</p> <p>Fleet 2020</p>
ELECTRIC VEHICLE CHARGING INFRASTRUCTURE PLAN	<p>CHARGING INFRASTRUCTURE Collaborate with senior management to develop a City of Nanaimo charging infrastructure plan/strategy.</p> <ul style="list-style-type: none"> Installation of four charging stations (budget approved 2020) 	<p>Corporate / Fleet 2020</p> <p>Fleet 2020</p>

City of Nanaimo
(Appendix A) 2019 Fuel and Gas Summary

	2019
Fuel and Gas Expenditure	\$ 820,887.89
Fire's Fuel Costs	83,085.56
Total Fuel/Propane/Natural Gas excluding Fire	<u>\$ 737,802.33</u>

	2019
City of Nanaimo's Operating Budget	\$144,975,229.00
Fire & Emergency Services Operating Budget	17,019,067.00
City of Nanaimo's Operating Budget excluding Fire	<u>\$127,956,162.00</u>

Total Fuel and Gas as a % of Operating Budget excluding Fire & Emergency Services 0.58%

(Appendix B)



Section:	Engineering and Public Works	11
Subsection:	Environmental Management – General	5280
Title:	Anti-Idling Policy	02

POLICY:

This policy applies to all staff operating vehicles and equipment owned, rented or leased by the City of Nanaimo.

REASON FOR POLICY:

To establish guidelines for unnecessary idling of municipal vehicles and equipment. Limiting idling times reduces air pollution and greenhouse gas emissions and contributes to healthier work environments and the efficient use of city resources.

Definitions:

<u>Idling</u>	means the operation of a vehicle or equipment while they are not in motion and not being used to operate auxiliary equipment that is essential to the operation of the vehicle or equipment.
<u>Fuels</u>	For the purpose of this policy this includes all vehicles or equipment that run on fossil fuels which include gasoline, ethanol, diesel, bio-diesel, propane, hydrogen and natural gas.
<u>Vehicles</u>	For the purpose of this policy, vehicles or equipment refers to cars, light trucks, vans, heavy trucks, snow equipment, buses, loaders, backhoes, street sweepers and any other equipment operated by staff and utilizing fossil fuels.

AUTHORITY TO ACT:

Delegated to Staff.

PROCEDURE:

1. **Manufacturer's guidelines (recommendations).**
Always follow the manufacturer's guidelines and recommendations for idling unless otherwise advised by fleet services.
2. **Gasoline and alternative fuel vehicles.**
Idle times up to one (1) minute are allowed for vehicles during their initial shift warm up and at subsequent times when the vehicle is being restarted after a prolonged period of shut down that results in vehicle conditions similar to those prior to initial shift warm up.
3. **Diesel fuel vehicles/equipment.**



Idle times up to three (3) minutes are allowed for diesel fuel vehicles/equipment during their initial shift warm up and at subsequent times when the vehicle/equipment is being restarted after a prolonged period of shut down that results in vehicle/equipment conditions similar to those prior to initial shift warm up.

4. Operation of equipment in the field.

a. *Gasoline and alternative fuel vehicles.*

No operator shall idle the engine of an unleaded fueled vehicle in excess of one (1) minute, if the vehicle is stopped for a foreseeable period of time.

b. *Diesel fueled vehicles/equipment.*

No operator shall idle the engine of a diesel fuel vehicle in excess of three (3) minutes if the vehicle is stopped for a foreseeable period of time.

Diesel fuel vehicles/equipment should only be turned off after enough time has passed to allow the proper circulation and cooling of engine oil, coolant, and turbo chargers, not to exceed three (3) minutes.

c. *When engines must be left running for any reason, the operator must remain with the vehicle.*

Exceptions:

This policy does not apply to the following vehicles, equipment or situations. Operators must use their own discretion in certain situations.

1. Emergency vehicles and equipment are exempt while engaged in operational activities where engine power is necessary for an associated power need.
2. Vehicles may idle for purposes of defogging, defrosting or de-icing windows. Idling must end when the windows have cleared enough for the vehicle to be safe to drive. In addition to using the vehicle defrosters operators must manually clear glass of snow, ice or frost.
3. During times of extreme cold, idling periods may be necessary for the well-being of the operator and passengers.
4. As part of routine maintenance, this policy does not apply to vehicles being serviced or repaired while running the engine is required.
5. A diesel engine while in an active regeneration cycle on its diesel particulate filter (DPF).

Accountability:

1. All employees who operate motorized vehicles / equipment are responsible for ensuring the vehicles / equipment are operated in accordance with this policy.
2. Supervisors in each department will be responsible for the adherence and enforcement of the vehicle / equipment idle free policy.

Training:

All City staff are required to participate in the City of Nanaimo's anti-idle awareness training/information sessions.

Date: 2015-OCT-26 Approved by: Committee of the Whole





HUMAN RESOURCES POLICIES

Policy:	Driver Trainer	Number: 4.12.03
Applies To:	All employees	
Authorized by:	<i>Al Kenning</i>	Effective Date: Sept 4, 2012

PURPOSE

The purpose of this policy is to ensure all employees operating City vehicles, mobile equipment and auxiliary equipment are properly qualified and trained to operate this equipment; and to ensure all employees operate City vehicles, mobile equipment and attachments in a safe manner.

POLICY STATEMENT

The City of Nanaimo is committed to the Health and Safety of its employees. The expectation is that all employees will only operate City equipment for which they are trained and qualified to operate.

SCOPE:

This policy applies to all employees who operate vehicles, mobile equipment and auxiliary equipment. This list is inclusive but not exhaustive:

Vehicles	Mobile Equipment	Attachments
Pool cars, trucks and vans	Backhoes, front end loaders	Snow plough blades
Garbage trucks	Forklifts and similar equipment	Grinders, sweepers
Dump trucks	Riding lawnmowers	Bobcat attachments
Pickup trucks	Sidewalk sweeper	PTO equipment

***NOTE:** This policy excludes Fire Trucks as Nanaimo Fire Rescue has a separate comprehensive training policy and program.

DRIVER TRAINER DEFINITION

The Driver Trainer is an appointed position which oversees driver training for City staff. The Driver Trainer, in conjunction with department managers, is generally responsible for assessment, certification, training and orientation of City staff for operation of most City equipment as defined in this policy.

RESPONSIBILITIES

Driver Trainer:

- Ride check all new equipment operators for equipment listed in Schedule A prior to operation to assess driving skill and determine if training is required.
- Confirm all drivers have appropriate level of license prior to assignment to any vehicle or equipment.
- Conduct periodic ride checks with operators to evaluate competence in vehicle operation.
- Conduct periodic checks of equipment or reviews pre-trip inspections as required.
- Conduct and/or review training, evaluation, certification and standards for equipment operation as required by departments or by regulation.
- Review new equipment/vehicles to determine if operator training is required.
- Conduct periodic safety training for staff using City pool vehicles.
- Maintain and oversee updating of database of equipment and operators created for the purpose of this policy.
- In consultation with appropriate departmental staff and Occupational Health & Safety staff, the Driver Trainer will prepare and maintain a comprehensive list of all equipment that is covered by this policy and assign any recertification standards that will have the same standing as other OH&S City Standards for training and certification.
- Issue "Equipment Operator Permit".

Employees:

- Ensure they are properly certified, licensed and trained for any City equipment they operate.
- Wherever required by Driver Trainer, obtain a City "Equipment Operator Permit" issued by the Driver Trainer and provide this information to supervisor.
- Ensure they have been trained in and are aware of all City safety standards and Safety Program requirements relating to relevant mobile equipment and vehicle operation.
- Ensure they maintain their certification for equipment they are assigned to use.
- Must inform the employer of any change in personal circumstance, physical condition or license restriction(s) that may impact their ability to operate City Equipment.

Managers (or designates):

- Ensure all staff are properly certified and trained to operate any equipment assigned to them.
- Ensure all staff complete required initial worker orientation check prior to operating any vehicle, mobile equipment or attachments, including City pool vehicles.
- Cooperate with and assist the Driver Trainer as required.
- Advise Driver Trainer of any hazards or potential dangers related to equipment use.
- Ensure job descriptions reflect the appropriate licensing requirements.
- Ensure that any worker who has not operated a particular piece of equipment or vehicle for three (3) or more years be re-certified by the Driver Trainer before operating that equipment or vehicle. (*Exemptions to this clause: pool cars, pickup trucks and vans; equipment or vehicles determined by the Driver Trainer*)

Human Resources & Organizational Planning Department

- Maintain database of job descriptions containing information provided by managers regarding licensing requirements.
- Provide the Driver Trainer data regarding new employees and staffing lists as it relates to staff needing assistance or direction operating City equipment.

RELATED DOCUMENTS:

- City of Nanaimo Human Resources Policy Manual
 - Section 4 Standards of Conduct**
 - 4.12 Use of City Vehicles**
 - 4.12.2 Driver Abstracts**

PAST REVISIONS

- New document.



CITY OF NANAIMO

JOB DESCRIPTION

DRAFT

TITLE: Driver Trainer / Green Fleet Adviser
DEPARTMENT: Engineering & Public Works
LEVEL: See below



Updated: 2020

NOTE: This is a full-time position excluded.

TYPICAL DUTIES AND RESPONSIBILITIES

1. Design, prepare and conduct training orientations, training courses and workshops to ensure staff receive appropriate training as required to ensure legislative compliance to the National Safety Code Safety Plan Guidelines
2. Confirm driver's license for appropriate level for equipment to be operated and maintain a "Corporate" Driver Abstract Log.
3. Undertake road tests and certifies employees for operation of City vehicles and equipment.
4. Investigate all vehicle and equipment accidents, incidents, and damage claims. Completes reporting on accident findings, makes corrective action recommendations, and implements approved outcomes.
5. Conduct periodic evaluations with all operators to determine if any areas of operation may require improvement i.e. identifies areas of needed improvement and/or concern and assists employees to improve through coaching and/or instruction.
6. Perform vehicle/equipment safety inspections, pre & post trip enforcement, and conducts audits on a continual basis.
7. Maintain a listing of all vehicles and equipment utilized at Public Works and all employees designated to operate vehicles/equipment.
8. Maintain log of weight limits and vehicle loading to ensure adherence to maximum limits; informs operators of maximum load limits on equipment.
9. Develop and maintain training records
10. Conducts annual Air Brake Refresher Course.
11. Develop and instruct (hands on) programs such as but not limited to, professional driver training, eco driving and snow & ice control operations
12. Conducts refresher courses on equipment / vehicle operation as required; responds to operator requests for training assistance.

13. Serve as the “Fleet” department lead on greenhouse gas reductions for all city equipment.
14. Oversee electric vehicle charging infrastructure reporting
15. Develop policy and procedures consistent with the City of Nanaimo and Green initiatives.
16. Oversee key performance indicators and performance reporting.
17. Maximize operational efficiency by leveraging the available fleet routing and reporting from GPS/AVL.
18. Participates in the Motor Vehicle Incident (MVI) Committee.

MINIMUM TRAINING AND EXPERIENCE REQUIRED

Diploma in Business Administration, Project Management, Environmental Studies or related field **OR** two additional years of relevant experience.

Experience facilitating in adult learning

Experience in the operation of a variety of heavy equipment and conducting pre-trip inspections.

Experience developing procedures and instructions.

Previous driver training experience or equivalent

Experience in the operation of snow removal equipment.

Comprehensive knowledge of Motor Vehicle Act and Regulations, Work Safe BC Regulations and Worker's Compensation Act

Valid class 3 BC driver's license.

REQUIRED KNOWLEDGE, SKILLS AND ABILITIES

Proven project management skills

Sound understanding of adult learning styles and methods

Ability to communicate effectively (written and verbal) with leaders and decision makers.

Experience working with in budgets for multi-year capital projects.

Proven written and oral presentation skills

Strong computer skills and knowledge of office and fleet management programs



REQUIRED LICENCES, CERTIFICATES AND REGISTRATIONS

A valid Class 3 BC Driver's Licence with air endorsement.

