



**MERGED AGENDA
GOVERNANCE AND PRIORITIES COMMITTEE MEETING**

Monday, February 8, 2021, 1:00 P.M. - 4:00 P.M.
SHAW AUDITORIUM, VANCOUVER ISLAND CONFERENCE CENTRE
80 COMMERCIAL STREET, NANAIMO, BC

SCHEDULED RECESS 2:45 P.M.

Pages

1. CALL THE MEETING TO ORDER:

[Note: This meeting will be live streamed and video recorded for the public.]

2. INTRODUCTION OF LATE ITEMS:

3. APPROVAL OF THE AGENDA:

4. ADOPTION OF THE MINUTES:

a. Minutes

4 - 14

Minutes of the Governance and Priorities Committee Meeting held in the Boardroom, Service and Resource Centre, 411 Dunsmuir Street, Nanaimo, BC, on Monday, 2021-JAN-11, at 1:00 p.m.

5. REPORTS:

a. AGENDA PLANNING:

1. Governance and Priorities Committee Agenda Planning

To be introduced by Sheila Gurrie, Director, Legislative Services.

- | | | |
|----|---|---------|
| 1. | Future Schedule | 15 |
| 2. | Governance and Priorities Committee 2021 Calendar | 16 |
| 3. | Future Topics List | 17 |
| 4. | Future Meeting Topics Framework | 18 |
| 5. | <i>Add PowerPoint Presentation</i> | 19 - 21 |

Presentation:

1. Sheila Gurrie, Director, Legislative Services.

b. GOVERNANCE AND MANAGEMENT EXCELLENCE:

1. 2021 Association of Vancouver Island and Coastal Communities Resolutions 22 - 29

To be introduced by Sheila Gurrie, Director, Legislative Services.

Purpose: To request that Governance and Priorities Committee members identify topics and forward draft resolutions and backgrounders to Staff to compile and bring to the meeting to be workshopped, prior to approval by Council and submission to the Association of Vancouver Island and Coastal Communities 2021 Annual General Meeting and Convention.

Recommendation: That the Governance and Priorities Committee recommend that Council submit resolutions and backgrounders to the Association of Vancouver Island and Coastal Communities for consideration at the 2021 Annual General Meeting and Convention.

1. Add - Association of Vancouver Island and Coastal Communities - Proposed Council Resolutions 30 - 39

c. REIMAGINE NANAIMO:

1. REIMAGINE Nanaimo Phase 1 Engagement Summary 40 - 188

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

Purpose: To provide the Governance and Priorities Committee with an update on the REIMAGINE NANAIMO Coordinated Strategic Plan Review process and the Phase 1 Public Engagement Summary report.

Presentation:

1. Lisa Bhopalsingh, Manager, Community Planning.

d. GOVERNANCE AND MANAGEMENT EXCELLENCE: (continued)

1. Annual Review of the Strategic Plan 189 - 230

To be introduced by Jake Rudolph, Chief Administrative Officer.

Purpose: To review the status of the Strategic Plan key priorities and update, as necessary, the key priority action items.

Recommendation: That Council receive the report and provide direction to Staff.

e. ENVIRONMENTAL RESPONSIBILITY:

f. ECONOMIC HEALTH:

g. COMMUNITY WELLNESS/LIVABILITY:

6. **ADJOURNMENT:**

MINUTES
GOVERNANCE AND PRIORITIES COMMITTEE MEETING
BOARDROOM, SERVICE AND RESOURCE CENTRE,
411 DUNSMUIR STREET, NANAIMO, BC
MONDAY, 2021-JAN-11, AT 1:00 P.M.

Present: Councillor D. Bonner, Chair
Mayor L. Krog
Councillor S. D. Armstrong (joined electronically, disconnected at 3:14 p.m.)
Councillor T. Brown (joined electronically)
Councillor B. Geselbracht (joined electronically)
Councillor E. Hemmens (joined electronically)
Councillor Z. Maartman (joined electronically)
Councillor I. W. Thorpe (joined electronically)

Absent: Councillor J. Turley

Staff: J. Rudolph, Chief Administrative Officer
R. Harding, General Manager, Parks, Recreation and Culture (joined electronically)
D. Lindsay, General Manager, Development Services
B. Sims, General Manager, Engineering and Public Works (joined electronically)
S. Legin, General Manager, Corporate Services (joined electronically)
T. Doyle, Acting Fire Chief, Nanaimo Fire Rescue Department (joined electronically)
L. Mercer, Director, Finance (joined electronically)
J. Rose, Manager, Transportation (joined electronically)
B. Thomas, Assistant Manager, Transportation (joined electronically)
M. Koch, Active Transportation Project Specialist (joined electronically)
D. Blackwood, Client Support Specialist
S. Gurrie, Director, Legislative Services
K. Robertson, Deputy City Clerk (joined electronically)
K. Lundgren, Recording Secretary

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

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

2. **APPROVAL OF THE AGENDA:**

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

3. ADOPTION OF THE MINUTES:

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

- Minutes of the Governance and Priorities Committee Meeting held in the Shaw Auditorium, Vancouver Island Conference Centre, 80 Commercial Street, Nanaimo, BC, on Monday, 2020-NOV-09, at 1:00 p.m.
- Minutes of the Governance and Priorities Committee Meeting held in the Shaw Auditorium, Vancouver Island Conference Centre, 80 Commercial Street, Nanaimo, BC, on Monday, 2020-NOV-23, at 1:00 p.m.

The motion carried unanimously.

4. REPORTS:

a. COMMUNITY WELLNESS/LIVABILITY:

1. Snuneymuxw First Nation and School District 68 Truth and Reconciliation

Introduced by Jake Rudolph, Chief Administrative Officer.

Presentation:

1. Joan Brown, Chief Administrative Officer, Snuneymuxw First Nation, and Scott Saywell, Superintendent, School District 68, provided a PowerPoint presentation. Highlights included:
 - Building a strong foundation based on the ancestral teachings of the lands
 - A sense of place plays an important role in maintaining both self identity and group identity
 - Reconciliation can have various meanings but is defined as establishing and maintaining a mutually respectful relationship between Aboriginal and non-aboriginal people
 - Awareness and acknowledgment of the harm inflicted in Canada's past
 - Journey of reconciliation in the Nanaimo-Ladysmith Public School's strategic plan
 - "Nothing about us, without us" slogan means no policy should be made without the direct participation of those affected by the policy
 - Strategic plan encompasses the vision and values of the Syeyutsus Reconciliation Framework
 - The vital connection between land, language and culture
 - Partnership between Snuneymuxw First Nation and School District 68
 - Overview of Te'tuxwtun project, Qwam Qwum Stuwixwulh and Franklyn/Selby Street

- Several ways to better understand Indigenous history and culture include:
 - Learning the name of the territory in which you live
 - Learning how First People where you live prefer to be identified
 - Reading indigenous authors
 - Sharing what you have learned about history and reconciliation

Committee discussion took place. Highlights included:

- The City's role moving forward
- Gratitude and thanks for the presentation and the opportunity to have this conversation
- Language lessons, support and assistance available for language pronunciation
- How First Nation education is woven though the school district curriculum

2. Animal Responsibility Bylaw – Engagement Results

Introduced by Sheila Gurrie, Director, Legislative Services.

Presentation:

1. Karen Robertson, Deputy City Clerk, provided a PowerPoint presentation. Highlights included:
 - Purpose of report is to provide the committee with the public engagement results regarding the draft animal responsibility bylaw
 - Provided background on what prompted the project and the process leading up to now
 - Noted model bylaws used as guides for provisions associated with responsible pet ownership
 - Various stakeholders provided feedback on aspects of the draft bylaw
 - The public requested more opportunity to comment on the bylaw and an engagement period was held for three weeks
 - "Frequently asked Questions" (FAQ) document was developed to address misinformation
 - Feedback provided by 444 individuals during the engagement period
 - Additional feedback, received after the engagement deadline, was forward to Council but not included in the report
 - From the feedback collected, six major themes were identified:
 - Theme 1 – Cats at Large
 - Theme 2 – Mandatory Identification of Cats
 - Theme 3 – Mandatory Sterilization of Cats

- Theme 4 – Breed Specific Legislation (BSL) and Aggressive Dog Provisions
- Theme 5 – Limit on Pets
- Theme 6 – The Bylaw in General
- Public engagement results regarding Theme 1 – “Cats at Large”
- Statistics on feedback showed 43% supported prohibiting cats at large, while 57% were opposed
- Presented the most commonly referred to reasons for both supporting and not supporting the provisions
- Clarification regarding some misconceptions surrounding bylaw enforcement
- Presented three options for the committee’s consideration and direction:
 - Option 1: Prohibiting cats from roaming at large
 - Option 2: Cats allowed to roam freely on public property and prohibited from being a nuisance on private property
 - Option 3: Cats would continue to be allowed to roam freely both on public and private property
- Phased approach to enforcement by implementing a “Promise to Return” policy

Committee discussion took place. Highlights included:

- Lack of public support for option 1 and 2 and the difficulty in controlling cats
- Option 1 follows best practice and allows reasonable forgiveness
- Support from the Canadian Veterinary Medical Association
- The intent of the bylaw is not about punishing cat owners, but rather about having provisions in place to support responsible pet ownership

Carley Colclough, Pound and Adoption Coordinator, Nanaimo Animal Control, informed the committee of how cat related complaints are addressed as well as the different types of commonly received complaints.

Committee discussion continued. Highlights included:

- More common to receive complaints of cats roaming on private property than on public property
- Bylaws only being acted upon on the basis of complaints
- Cats roaming in public gardens and playgrounds
- Exempting public property from the bylaw, as described in option 2, may unnecessarily limit the bylaw
- The need to think long term as the population density increases

It was moved and seconded that the Governance and Priorities Committee re-affirm inclusion of the following two clauses within “Animal Responsibility Bylaw 2020 No. 7316”:

- Section 41 - *“the Owner of an Animal must not allow the Animal to trespass on any private property without the consent of the occupier or Owner of the lands or premise.”* and
- Section 47 - *“the owner of an Animal, other than a Dog, must not allow the Animal to be in any public place unless the Animal is under the direct control of a competent person.”*

And that the Committee support a “Promise to Return” Council policy for a two year period (until December 31, 2022) whereby any seizure and impoundment fees be waived for any cat that is impounded that is sterilized and has identification.

The motion carried.

Opposed: *Councillors Bonner and Hemmens*

Karen Robertson, Deputy City Clerk, continued her presentation.
Highlights included:

- Public engagement regarding Theme 2 – “Mandatory Identification of Cats” resulted in strong support in favour of the provision

It was moved and seconded that that the Governance and Priorities Committee reaffirm the provision that states: “Every Owner of a Cat over the age of 12 weeks shall affix and keep affixed sufficient Identification on the Cat by means of a collar, harness, traceable tattoo, microchip or other suitable device.” The motion carried unanimously.

Karen Robertson, Deputy City Clerk, continued her presentation.
Highlights included:

- Public engagement regarding Theme 3 – “Mandatory Sterilization of Cats” resulted in strong support in favour of the provision
- Some opposition came from cat breeders; however, this provision does not apply for breeding purposes
- Incentivize cat sterilization by refunding impoundment fines if the owner presents proof of sterilization within 30 days of impoundment

Committee discussion took place regarding the leniency of the 30-day timeframe for the owner to present proof of sterilization.

It was moved and seconded that the Governance and Priorities Committee:

- a) reaffirm the provision which states: “No Person shall own, keep, possess or harbour any Cat apparently over the age of 6 months in the City unless: (a) the Cat has been Sterilized by a veterinarian; or (b) the Person has a valid and subsisting business licence to breed Cats; and

- b) Direct staff to add the following seizure and impoundment fee provisions within the Fees and Charges bylaw to incentivize mandatory sterilization of Cats:

Type of Animal	Description	1 st Offence	2 nd Offence	3 rd and Subsequent Offences
Cat	Sterilized with Adequate Identification	\$10.00	\$25.00	\$50.00
Cat	Sterilized without Adequate Identification	\$25.00	\$50.00	\$75.00
Cat	Unsterilized, regardless of Identification <i>(Note: upon proof of sterilization within 30 days of the impoundment date, the Owner will be refunded \$75.00)</i>	\$100.00	\$125.00	\$150.00

The motion carried unanimously.

Karen Robertson, Deputy City Clerk, continued her presentation.
 Highlights included:

- Public engagement results regarding Theme 4 – “Breed Specific Legislation (BSL) and Aggressive Dog Provisions”

Committee discussion took place. Highlights included:

- Clarification regarding the criteria to deem an “aggressive dog” and the role of the animal control officer in making the judgement
- The term “companion animal” in the criteria to deem an “aggressive dog”
- Health insurance coverage

It was moved and seconded that the Governance and Priorities Committee:

1. reaffirm the definition for “Aggressive Dog” as outlined in “Animal Responsibility Bylaw 2020 No. 7316”:

“Aggressive Dog”	<p>means any Dog that meets any one of the following criteria:</p> <p>(a) has attacked, bitten or caused injury to a Person or has demonstrated a propensity, tendency or disposition to do so;</p> <p>(b) has bitten, killed or caused injury to a Companion Animal or to Livestock;</p> <p>(c) has aggressively pursued or harassed a Person or Companion Animal or Livestock;</p> <p>(d) has a known propensity to attack or injure a Person without provocation;</p> <p>(e) is owned or kept primarily, or in part, for the purpose of dog fighting or is trained for dog fighting; or</p> <p>is a Dangerous Dog as defined by Section 49 of the <i>Community Charter</i>.</p>
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And:

2. direct staff to do a bylaw amendment to reflect the following Dog Licence fees to be effective January 1, 2022:

Dog Licence Fees

Description	Paid by February 28 th	Paid After February 28 th
Sterilized	\$25.00	\$30.00
Unsterilized	\$50.00	\$60.00
Dog Deemed Aggressive	\$75.00	\$90.00
Replacement Licence Tag	\$5.00	\$5.00
Licence Transfer Fee	\$5.00	\$5.00
A Guide Dog or Service Dog certified under the <i>Guide Dog and Service Dog Act</i>	No Charge	
A Dog owned and utilized as an R.C.M.P. Service Dog	No Charge	

The motion carried.

Opposed: *Councillors Bonner and Brown*

Karen Robertson, Deputy City Clerk, continued her presentation.
 Highlights included:

- Public engagement results regarding Theme 5 – “Limit on Pets”
- Statistics on feedback showed 63% opposed to a limit on pets and 37% in favour
- Addressed some of the misconceptions on the provision, reasons for opposition and reasons for support
- In response to feedback, Staff put forward a revised limit of pets

It was moved and seconded that the Governance and Priorities Committee direct Staff to replace Sections 6, 7, 8, and 9 of the Bylaw (Limits on Pets) and replace with the following:

Limits on Animals

6. Unless expressly permitted by this Bylaw, no Person shall keep, on any Property, more than 12 Animals.
7. No Person shall keep, on any Property, more than:
 - (a) 12 Soft Bill Birds, domestic mice, domestic rats, gerbils, or hamsters, or combination thereof;
 - (b) 4 Hook Bill Birds, chinchillas, domestic ferrets, hedgehogs, Rabbits, sugar gliders, or combination thereof;
 - (c) 6 guinea pigs or Reptiles, or combination thereof.

8. A Person who is a member of a certified pigeon racing club may keep up to a maximum of fifty (50) racing pigeons on any parcel of land over .4 hectares.
- 9.1 No Person shall keep, on any Property, more than:
 - (a) 4 Dogs over the age of 16 weeks; or
 - (b) 5 Cats over the age 12 weeks; or
 - (c) 6 Companion Animals.
- 9.2 Notwithstanding Section 9.1, a Person may temporarily care for more than 4 Dogs over the age of 16 weeks, or more than 5 Cats over the age of 12 weeks on any Property as part of an Animal rescue organization operated by a society registered under the Societies Act, (SBC 2015) c.18, as amended, subject to notifying the Poundkeeper of the number and species of the Dogs or Cats, the reason for and estimated length of time they will be providing care.
- 9.3 Notwithstanding Section 9.1, a Person may keep or maintain more than 4 Dogs, or board Dogs for purposes of utility or profit, if that Person meets the Boarding Kennel requirements as outlined in the City of Nanaimo's Zoning Bylaw and has obtained a valid Business Licence and paid the applicable fee as prescribed in the Business Licence Bylaw.
- 9.4 The limits on Animals do not apply to:
 - (a) the premises of a local government facility used for keeping impounded Animals;
 - (b) the premises operated by the BC Society for the Prevention of Cruelty to Animals;
 - (c) the premises of a veterinarian licensed by the College of Veterinarians of BC;
 - (d) the keeping of Livestock or Poultry on a Property on which agriculture is a permitted use pursuant to the applicable zoning bylaw.

The motion carried unanimously.

Karen Robertson, Deputy City Clerk, continued her presentation.
Highlights included:

- Overview of public engagement feedback regarding Theme 6 – “Bylaw in General”
- No other changes are recommended at this time; however, amendments may be made to the bylaw in the future

Committee discussion took place. Highlights included:

- The language of choke collar versus slip collar
- The time reference of 72 hours as opposed to business days
- The discretion in enforcement
- Two year period for appeal on aggressive dog is in line with other jurisdictional bylaws

It was moved and seconded that the Governance and Priorities Committee:

1. direct Staff to incorporate the Committee's preferred options into the Animal Responsibility Bylaw; and
2. direct Staff to forward the revised Animal Responsibility Bylaw to Council for consideration of first three readings.

The motion carried unanimously.

Karen Robertson, Deputy City Clerk, continued her presentation.
Highlights included:

- Recommendations from this meeting will be incorporated into the bylaw
- Once the bylaw receives its first three readings, it will be referred to the minister for approval
- Upon adoption, a press release and a FAQ sheet on the changes will be distributed

Councillor Armstrong disconnected at 3:14 p.m.

The Governance and Priorities Committee Meeting recessed at 3:14 p.m.

The Governance and Priorities Committee Meeting reconvened at 3:23 p.m.

3. Active Transportation Plan

Introduced by Bill Sims, General Manager, Engineering and Public Works.

Presentation:

1. Madeleine Koch, Active Transportation Project Specialist, provided a PowerPoint presentation. Highlights included:
 - Update on active transportation planning as part of REIMAGINE NANAIMO
 - The integrative and collaborative approach of REIMAGINE NANAIMO
 - Opportunity to look at the current active transportation plan and make any adjustments if necessary
 - Overview of phase 1 of community engagement
 - Stakeholder engagement involved the following groups: accessibility groups, cyclist, trail users, skateboarders, environmental advocates, reconciliation advocates, neighbourhood associations, MODO car share and electric vehicle users
 - Collaboration with the Parks, Recreation and Culture Department
 - Overview of background research and data collection:
 - Study on pedestrian prioritization review processes
 - Strava metro dashboard data compiles information to present preferred routes to a destination

- Maps showing demographics and walkability
- “Bike-ability” map
- Community questionnaire
- Streetlight dashboard uses cellphone and car bluetooth data to track movement throughout the city

Committee discussion took place regarding the use of the Strava application used to collect data.

Madeleine Koch, Active Transportation Project Specialist, continued her presentation. Highlights included:

- Results of the engagement have not been finalized; however, some emerging themes include: diverse and well integrated transportation, sustainable transportation, user conflicts, and being active outdoors
- Phase 2 will begin data analysis and explore options and scenarios for Nanaimo
- Opportunities to revise Nanaimo’s Transportation Master Plan

Committee discussion took place. Highlights included:

- Integration of plans is a key part to ensure alignment of plans
- Revision of goals and targets set in the Active Transportation Plan
- Engagement summary to be brought back to a future Governance and Priorities Committee (GPC) meeting and phase 2 includes presenting scenario options for Nanaimo

b. AGENDA PLANNING:

1. Governance and Priorities Committee Agenda Planning

Introduced by Sheila Gurrie, Director, Legislative Services.

- REIMAGINE NANAIMO a standing Item for GPC Meetings
- Training session scheduled on 2021-JAN-25
- Items currently scheduled for the 2021-JAN-25 GPC meeting will be moved to the 2021-FEB-08 GPC Meeting
- Health and Housing Task Force and Economic Development final report/update expected for the 2021-FEB-22 GPC Meeting

2. Agenda Planning Prioritization

Introduced by Sheila Gurrie, Director, Legislative Services.

- Strategic Plan Update, scheduled for 2020-FEB-08, may provide better insight on the priority of future GPC topics

- Noted that the timeline of some future GPC topics, listed on the GPC Agenda Planning document, are dependant on their completion by Staff

5. ADJOURNMENT:

It was moved and seconded at 4:00 p.m. that the meeting terminate. The motion carried unanimously.

C H A I R

CERTIFIED CORRECT:

CORPORATE OFFICER

Upcoming GPC/Special Council Topics

February 22

1. Health and Housing Task Force Final Report



March 8 & 22

1. Community Amenity Contribution Policy
2. Building Permit Review



Governance and Priorities Committee Agenda Planning

2021 GPC DATES											
JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
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JANUARY

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31

*January 25 – Meeting Cancelled

FEBRUARY

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AUGUST

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OCTOBER

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NOVEMBER

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

UBCM Convention (Vancouver)
AVICC Convention (Nanaimo)
Public Hearing (Special Council Meeting)

Governance and Priorities Committee Agenda Planning

<u>Future GPC Topics</u>	<u>Meeting Date</u>
1. REIMAGINE NANAIMO	Standing Item
2. Health and Housing Task Force Final Report	February 22 nd
3. Community Amenity Contribution Policy	March 8 th
4. Review of “Street Entertainers Regulation Bylaw 2011 No. 7109”	TBD
5. Neighbourhood Associations – Part 2	TBD
6. Women’s Participation on City of Nanaimo Task Forces and Childminding Reimbursement for members of City Committees	TBD
7. Transit	TBD
8. Crosswalk Safety	TBD
9. Community Use of the Vancouver Island Conference Centre	TBD
10. 1 Port Drive	TBD
11. Building Permit Review	TBD
12. Capital Planning Process	TBD
13. Committee Structure and Community Engagement	TBD
14. Election signage	TBD
15. Homelessness and addictions	TBD
16. Mutual Aid Agreement – Fire Department	TBD
17. Sports venues and tourism strategies	TBD
18. Sustainable Procurement Policy	TBD
19. Vancouver Island Regional Library overview	TBD
20. Waterfront Walkway	TBD
21. Policy Repeal Report	TBD
22. Records Management Update	TBD

Governance and Priorities Committee Agenda Planning

Future Topic Framework

MEETING DATE	TOPIC	BACKGROUND	FORMAT	OUTCOMES



Governance & Priorities Committee


February 8, 2021




Agenda Planning Overview

1. Future Schedule of GPC Meetings
2. 2021 Governance and Priorities Committee Meeting Calendar
3. Future Topics List
4. Framework for Future Meeting Topics





GPC Future Topics





Upcoming GPC/Special Council Topics

February 22


1. Health and Housing Task Force Final Report

March 8 & 22

1. Community Amenity Contribution Policy
2. Building Permit Review





- Upcoming Meeting Topics for February & March
- 15 meetings remaining for 2021
- REIMAGINE Nanaimo is a part of each GPC Meeting
- Other topics can be added or the schedule altered at Council's request



Round Table and Future Topic Discussions Forum

- ✓ Prioritize future meeting topics?
- ✓ Make time to brainstorm and discuss ideas?
- ✓ Forward ideas to future GPC via motion?
- ✓ Time limit on discussions?
- ✓ Other?



CITY OF NANAIMO
THE HARBOUR CITY

GPC Framework for Future Topics

Governance and Priorities Committee Agenda Planning

Future Topic Framework


MEETING DATE	TOPIC	BACKGROUND	FORMAT	OUTCOMES

Is this framework working?

CITY OF NANAIMO
THE HARBOUR CITY

Governance & Priorities Committee

- ✓ Are the desired outcomes of the topics discussed being accomplished?
- ✓ Is the Agenda Planning package ok? Would you like to see more/less or different?
- ✓ What would you like to see more of – or less of from the GPC meetings?
- ✓ How would you like to engage at the table?



DATE OF MEETING February 8, 2021

AUTHORED BY SKY SNELGROVE, STENO COORDINATOR & DEPUTY
CORPORATE OFFICER

SUBJECT **2021 ASSOCIATION OF VANCOUVER ISLAND AND COASTAL
COMMUNITIES RESOLUTIONS**

OVERVIEW

Purpose of Report

To request that Governance and Priorities Committee members identify topics and forward draft resolutions and backgrounders to Staff to compile and bring to the meeting to be workshopped, prior to approval by Council and submission to the Association of Vancouver Island and Coastal Communities 2021 Annual General Meeting and Convention.

Recommendation

That the Governance and Priorities Committee recommend that Council submit resolutions and backgrounders to the Association of Vancouver Island and Coastal Communities for consideration at the 2021 Annual General Meeting and Convention.

BACKGROUND

Annually the Association of Vancouver Island and Coastal Communities (AVICC) requests resolutions from member municipalities for consideration at their convention. The 2021 convention is expected to be a virtual event. At the convention, resolution sponsors should be prepared to speak to their resolutions. Resolutions for submission must be endorsed by Council and must include an explanatory backgrounder. Resolutions endorsed by AVICC are automatically submitted to the Union of British Columbia Municipalities for consideration. The deadline for submitting resolutions to AVICC is Friday, February 26, 2021.

DISCUSSION

Resolution topics should have a region wide focus and be relevant to other local governments within the AVICC. Resolutions should address one specific issue and contain accurate legislative references. Staff recommend that Governance and Priorities Committee (GPC) members draft resolutions and backgrounders and forward them to Legislative.Servicesoffice@nanaimo.ca by 11:00 a.m. on Friday, February 5, 2021 so they can be compiled and brought to the meeting to be discussed and considered.

At the meeting, with staff's guidance, the GPC will review each resolution and backgrounder. Once the GPC is satisfied with the content of the resolutions and backgrounders, they should be forwarded, via motion, to the February 22nd Council meeting to be considered by Council prior to

submission to AVICC. Specific resolution and backgrounder guidelines and language is outlined in Attachment A. |

OPTIONS

That the Governance and Priorities Committee recommend that Council submit resolutions and backgrounders to the Association of Vancouver Island and Coastal Communities 2021 Annual General Meeting and Convention.

- The advantages of this option: Draft resolutions will be based on topics important to the GPC and reviewed by members in a workshop setting.
 - The disadvantages of this option: The GPC may want Staff to draft resolutions and backgrounders.
 - Financial Implications: None identified at this time.
2. That the Governance and Priorities Committee direct Staff to draft resolutions and backgrounders for Council approval.
- The advantages of this option: Staff will use their knowledge to prepare draft resolutions and backgrounders once topics are identified.
 - The disadvantages of this option: Resolutions are due February 26th; therefore, Staff would return to the February 22nd Council meeting with drafted resolutions and backgrounders for approval and submission to AVICC. There is limited time to make changes to documents if they are not to Council's satisfaction at the February 22nd Council meeting.
 - Financial Implications: None identified at this time. |

SUMMARY POINTS

- Governance and Priorities Committee members are requested to identify topics, draft resolutions and backgrounders and forward them to Legislative.Servicesoffice@nanaimo.ca by 11:00 a.m. on Friday, February 5, 2021 in order for Staff to compile them and bring them to the February 8, 2021 GPC meeting to be reviewed in a workshop setting.
- Resolutions and backgrounders approved by the GPC will be forwarded to Council for approval, prior to submission to the AVICC 2021 Annual General Meeting and Convention.
- The deadline for submissions to AVICC is February 26, 2021.

ATTACHMENTS:

Attachment A: Correspondence from AVICC re: Resolutions Notice Request for Submissions
|

Submitted by:

Sheila Gurrie
Director, Legislative Services



2021 VIRTUAL AGM & CONVENTION

RESOLUTIONS NOTICE

REQUEST FOR SUBMISSIONS

The AVICC Executive is calling for resolutions to be considered at the 2021 virtual convention. The Executive is considering options for the 2021 convention's format and timing. The usual resolutions procedures followed at the convention may need to be adapted with the move to a virtual format. Pending finalization of the procedures, members are now asked to submit resolutions with the requirements outlined in the following pages.

DEADLINE FOR RESOLUTIONS

All resolutions must be received in the AVICC office by: **Friday, February 26, 2021**

It is uncertain whether late resolutions or off-the-floor resolutions can be accommodated at the virtual convention. Members are strongly encouraged to submit resolutions by the deadline so they may be considered. Resolutions that emerge after Friday, February 26th may need to be submitted directly to UBCM.

IMPORTANT SUBMISSION REQUIREMENTS

To submit a resolution to the AVICC for consideration please send:

1. One copy as a **word document** by email to avicc@ubcm.ca by the deadline; AND
2. One copy of the resolution by regular mail that may be received after the deadline to:
AVICC, 525 Government Street, Victoria, BC V8V 0A8

Detailed guidelines for preparing a resolution follow, but the basic requirements are:

- Resolutions are only accepted from AVICC member local governments, and must have been endorsed by the board or council.
- Members are responsible for submitting accurate resolutions. AVICC recommends that local government staff assist in drafting the resolutions, check the accuracy of legislative references, and be able to answer questions from AVICC & UBCM about each resolution. Contact AVICC & UBCM for assistance.
- Each resolution **must include a separate background** that is a maximum of 3 pages and specific to a single resolution. Do not submit backgrounders for multiple resolutions. The backgrounder may include links to other information sources and reports.
- Sponsors should be prepared to speak to their resolutions.
- Resolutions must be relevant to other local governments within AVICC rather than specific to a single member government.
- The resolution must have at least one "whereas" clause and should not contain more than two "whereas" clauses. Each whereas clause must only have **one sentence**.

AVICC GOLD STAR RESOLUTIONS

The AVICC Executive will recognize members who submit the best resolutions with an award for Gold Star or Honourable Mention status. The goal of the awards is to encourage excellence in resolutions drafting. Resolutions should provide clear policy direction so that AVICC and UBCM can advocate effectively on the policy priorities of our members with the provincial and federal governments.

To be recognized for an award, a resolution must meet the standards of excellence established in the Gold Star Resolutions Criteria:

1. Resolution must be properly titled.
2. Resolution must employ clear, simple language.
3. Resolution must clearly identify problem, reason and solution.
4. Resolution must have two or fewer recital (WHEREAS) clauses.
5. Resolution must have a short, clear, stand-alone enactment (THEREFORE) clause.

UBCM RESOLUTION PROCEDURES

UBCM urges members to submit resolutions to Area Associations for consideration. Resolutions endorsed at Area Association annual meetings are submitted automatically to UBCM for consideration and do not need to be re-submitted to UBCM by the sponsor.

UBCM and its member local governments have observed that submitting resolutions first to Area Associations results in better quality resolutions overall. If absolutely necessary, however, local governments may submit council or board endorsed resolutions directly to UBCM prior to June 30. Should this be necessary, detailed instructions are available on the UBCM website.

UBCM RESOLUTIONS PROCESS

1. Members submit resolutions to their Area Association for debate.
2. The Area Association submits resolutions endorsed at its Convention to UBCM.
3. The UBCM Resolutions Committee reviews the resolutions for submission to its Convention.
4. Resolutions endorsed at the UBCM Convention are submitted to the appropriate level of government for response.
5. UBCM will forward the response to the resolution sponsor for review.

UBCM RESOLUTIONS GUIDELINES

The Construction of a Resolution:

All resolutions contain a preamble – the whereas clause(s) – and an enactment clause. The preamble describes **the issue** and the enactment clause outlines **the action** being requested of AVICC and/or UBCM. A resolution should answer the following three questions:

- a) **What is the problem?**
- b) **What is causing the problem?**
- c) **What is the best way to solve the problem?**

Preamble:

The preamble begins with "WHEREAS", and is a concise paragraph about the nature of the problem or the reason for the request. It answers questions (a) and (b) above, stating the problem and its cause, and should explain, clearly and briefly, the reasons for the resolution.

The preamble should contain no more than two "WHEREAS" clauses. Supporting background documents can describe the problem more fully if necessary. Do not add extra clauses.

Only one sentence per WHEREAS clause.

Enactment Clause:

The enactment clause begins with the phrase "Therefore be it resolved", and is a concise sentence that answers question (c) above, suggesting the best way to solve the problem. **The enactment should propose a specific action by AVICC and/or UBCM.**

Keep the enactment clause as short as possible, and clearly describe the action being requested. The wording should leave no doubt about the proposed action.

HOW TO DRAFT A RESOLUTION

1. Address one specific subject in the text of the resolution.

Since your community seeks to influence attitudes and inspire action, limit the scope of a resolution to one specific subject or issue. Delegates will not support a resolution if it is unclear or too complex for them to understand quickly. If there are multiple topics in a resolution, the resolution may be sent back to the sponsor to rework and resubmit, and may end up as a Late Resolution not admitted for debate.

2. For resolutions to be debated at UBCM, focus on issues that are province-wide.

The issue identified in the resolution should be relevant to other local governments across BC. This will support productive debate and assist UBCM to represent your concern effectively to the provincial or federal government on behalf of all BC municipalities and regional districts. Regionally specific resolutions may be referred back to the AVICC, and may not be entered for debate during the UBCM Convention.

3. Use simple, action-oriented language and avoid ambiguous terms.

Explain the background briefly and state the desired action clearly. Delegates can then debate the resolution without having to try to interpret complicated text or vague concepts.

4. Check legislative references for accuracy.

Research the legislation on the subject so the resolution is accurate. Where necessary, identify:

- the correct jurisdictional responsibility (responsible ministry or department, and whether provincial or federal government); and
- the correct legislation, including the title of the act or regulation.

5. Provide factual background information.

Even a carefully written resolution may not be able to convey the full scope of the problem or the action being requested. Provide factual background information to ensure that the resolution is understood fully so that members understand what they are debating and UBCM can advocate effectively with other levels of government and agencies.

Each resolution **must include a separate backgrounder** that is a maximum of 3 pages and specific to a single resolution. Do not submit backgrounders that relate to multiple resolutions. The backgrounder may include links to other information sources and reports.

The backgrounder should outline what led to the presentation and adoption of the resolution by the local government, and can link to the report presented to the council or board along with the resolution. Resolutions submitted without background information **will not be considered** until the sponsor has provided adequate background information. This could result in the resolution being returned and having to be resubmitted as a late resolution.

6. Construct a brief, descriptive title.

A title identifies the intent of the resolution and helps eliminate the possibility of misinterpretation. It is usually drawn from the "enactment clause" of the resolution. For ease of printing in the Annual Report and Resolutions Book and for clarity, a title should be no more than three or four words.

TEMPLATE FOR A RESOLUTION

Whereas << *this is the area to include an issue statement that outlines the nature of the problem or the reason for the request* >> ;

And whereas << *if more information is useful to answer the questions - what is the problem? what is causing the problem?>> :*

Therefore be it resolved that AVICC & UBCM << *specify here the action(s) that AVICC & UBCM are being asked to take on, and what government agency the associations should be contacting to solve the problem identified in the whereas clauses* >>.

If absolutely necessary, there can be a second enactment clause (the “therefore” clause that specifies the action requested) with the following format:

And be it further resolved that << *specify any additional actions needed to address the problem identified in the whereas clauses* >>.

Proposed Association of Vancouver Island and Coastal Communities Resolutions

1. Right to Repair – Councillor Geselbracht

Whereas the longevity of items is decreasing because manufacturers are deliberately designing products to be disposable and;

Whereas citizens and businesses are deterred from repairing their belongings by companies that claim ownership over the intellectual property in their products, fail to provide parts or other aspects that make it hard to repair items;

Therefore be it resolved that UBCM ask the Province of BC to draft and enact Right to Repair legislation.

Background:

Repair is an important aspect of the circular economy concerned with extending the longevity of items and reducing the need to replace items. The circular economy is a key part in addressing climate change: 45% of total greenhouse gas emissions is tied to the production and consumption of products and a circular economy could prevent up to two-thirds of greenhouse gas emissions. A circular economy also becomes increasingly important as resources become scarce and land degradation persists.

In a May 2019 online survey, 75% of Canadians said they would support 'Right to Repair' legislation (survey conducted by Innovative Research Group for OpenMedia and iFixIt). Additionally, a study done by US PIRG in the States suggests that repair could reduce household spending on electronics and appliances by 22%, the equivalent of 330 USD/year for a family.

Right to repair legislation has been passed in the European Union and introduced in Ontario, Quebec, and 20 states in the United States.

EU Right to Repair legislation falls under the EcoDesign Directive; in October 2019, the European Commission adopted 10 ecodesign implementing regulations setting out energy efficiency, repairability, durability, water consumption, and other requirements for household appliances, among other products. This initial legislation requires spare parts to be provided for 7-10 years after purchase in regards to refrigerating appliances, household washing machines and washer-dryers, and household dishwashers. Additionally, manufacturers have to ensure the availability of repair and professional maintenance information for professional repairers. In November 2020, the EU adopted the Circular Economy Action Plan, a main block of the European Green Deal. This plan includes additional right to repair legislation for 2021 that will include personal electronics such as computers and handheld devices. On January 1, 2021, France also adopted a Repair Index (Indice de réparabilité) that will require certain products sold in France to include a repairability rating on a scale from 1-10, with 10 indicating a device with the best repairability.

In Quebec, MNA Guy Ouellette introduced a private member's bill in April 2019 (Bill 197). The bill proposes an amendment to the provincial Consumer Protection Act in order to fight planned obsolescence and assert the right to repair goods.

The proposed amendment would establish a good sustainability rating system that would be displayed as a label on every household appliance available for sale or lease. The rating system would score products according to their mean time to first failure. The bill also prescribes that replacement parts, and repair manuals and tools be made available at a reasonable price for as long as the good is available on the market or for a reasonable length of time after the contract has ended, whichever is most beneficial to the consumer. The proposed amendment would establish that a merchant or manufacturer could not refuse a warranty on the grounds that the good was not repaired by the merchant / manufacturer / designated third person to perform the warranty if it was repaired by someone certified to do so. The bill would additionally instate a fine on those found to be deliberately engaging in the practice of planned obsolescence.

In Ontario, MPP Michael Coteau introduced a private member's bill in February 2019 (Bill 72). The bill proposed an amendment to the provincial Consumer Protection Act in respect to the repair of electronics. The proposed amendment would have required companies to provide consumers or repair shops what they need to repair an electronic product themselves. The amendment also stated companies could charge for this, but within reasonable limits. The bill failed in a voice vote in May 2019.

The Canadian Automotive Service Information Standard (CASIS) took effect in 2011 and requires automotive manufacturers supply mechanics with the knowledge and the tools to repair vehicles of all makes and models. Similar legislation, the Motor Vehicle Owners' Right to Repair Act, exists in the United States as well (first passed by Massachusetts in 2012).

2. BC government's commitment to a province wide strategy to manage construction and demolition waste – Councillor Geselbracht

Whereas construction and demolition ("C&D") waste comprises approximately 2.8 million metric tonnes of materials annually in British Columbia ("BC"), and about one-third of municipal solid waste disposed in the province;¹ and

Whereas the materials disposed could have been resold, reused or recycled, they represent sources of embodied carbon, and deconstruction provides six times more job opportunities;

Whereas recent research in just Metro Vancouver suggests the value of salvageable wood at \$343 million annually, and the addition of other materials and other regions would radically increase this number of value;

Therefore be it resolved that UBCM request the Ministry of Environment and Climate Change Strategy develop a plan, including changes to regulations, provincial procurement policy, and economic and industrial policy, to significantly reduce Construction and Demolition waste.

Background

Our ask to BC Government:

To set a provincial target for the significant reduction of construction and demolition waste, as part of a larger BC-wide Circular Economy Strategy. The construction and demolition elements within the Strategy should take the form of a plan ("the Plan") which should include at least three core elements:

- Regulations — including, but not limited to, goals, targets, and specific regulatory limits on the disposal of construction and demolition waste;
- Procurement —including, but not limited to, goals, targets, actions, and other work to use provincial procurement power to help catalyze a market for salvaged and reused building materials;
- Economic and Industrial Policy — including, but not limited to, workforce transition planning, supply-chain coordination, and work to integrate salvage and re-use with BC's emerging mass timber industry.

More specifically, the Province should look to undertake elements of all of the following:

- A provincial target for the reduction of construction and demolition waste reduction, reuse and recycling that must be met before any use for fuel for in all municipal and private landfills, and all other waste processing sites and service providers, including waste that is currently processed out-of-province;
- The creation of inter-ministerial and inter-departmental working group, led by the Climate Action Secretariat;
- Implementation and conclusion of remaining recommendations from the 2016 *Guide for Selecting Policies to Reduce and Divert Construction, Renovation, and Demolition Waste* submitted to the Canadian Council of Ministers of the Environment (CCME);

- Implementation of all waste streams identified in Phase 2 of the CCME *Canada-wide Action Plan for Extended Producer Responsibility*, including and especially construction and demolition materials;
- Engagement with, and direction to, all regional districts to continue their work to develop and implement solid waste plans that include mandatory diversion rates for construction and demolition waste;
- Collaboration with the Greater Vancouver Sewerage and Drainage District, the City of Vancouver, the Regional District of Nanaimo, the City of Port Moody, and other relevant regional districts and municipalities that have put in place mandatory material bans, demolition, and deconstruction bylaws and other regulations, to create a template bylaw for deconstruction and green demolition;
- A directive the province to ensure that recycling is defined and that it does not include use of wood as fuel nor uses at landfill (alternative daily cover, contouring, etc.) to ensure highest and best use of the materials.
- Amendments to the *Environmental Management Act* to ensure regular auditing and public reporting for private waste haulers and processes of C&D materials (e.g., asbestos, concrete, etc.), especially for inter-provincial haulers that move materials between regional districts; and
- Direction to amend or undertake follow-up work to the forthcoming *CleanBC Labour Transition Strategy* and identify interventions that provincial skills and training institutions, industry and professional associations, and other organizations can provide to help transition workers in the demolition industry, and provide pathways for new entrants to meet the growing needs of the circular economy of buildings, especially Indigenous peoples, persons of colour, newcomer Canadians, and youth.

Issue:

- Construction and demolition waste makes up one third of municipal waste in Canada, and over 75% of the materials which are disposed of could have been salvaged, resold, or recycled.
- Since construction and renovations often occur before the materials and buildings have finished their useful lives, this wastes not only the materials but the embodied energy it took to make them, meaning they represent a source of embodied carbon.
- Current abatement policies are problematic. For example, there are many “loopholes” which still leaves asbestos after the removal process, and the certification process is inconsistent and unreliable. This is dangerous for the health of people nearby, since any amount of exposure is considered to be unsafe.²
- Thus, a complete strategy with a shift towards deconstruction and full abatement would bring ecological, climate, health, and economic benefits across the province.

Background:

Environmental benefits:

- The embodied carbon from building materials globally represent 11% of all emissions produced, with concrete production alone accounting for 8% of global emissions.³

- Construction is the largest source of material demand globally, and the disposal of these materials include those that could have been sold and reused, upcycled, and prevent further emissions from decomposition in landfills or via incineration.

Economic benefits:

- Deconstruction provides an opportunity for job creation, as there are six times more jobs when deconstructing a home compared to demolishing it, and some jobs can be designed for those with barriers to employment.
- The Vancouver Economic Commission, Canada's first commercial 'deconstruction' company, Unbuilders, and BCIT researchers have estimated the potential value of just the deconstructable wood in single-detached homes in Metro Vancouver, at \$343 million annually.⁴
- The Canada Green Building Council estimates that a progressive, "Climate Forward" green building policy regime could grow the green building sector across the province from over 70,000 jobs and \$8 billion in revenues today to approximately \$180,000 jobs and \$29.5 billion by 2030.⁵
- There are many other materials arising out of deconstructed homes which could provide more economic opportunities.

Alignment with previous commitments from the BC provincial government:

- The Government of Canada, Province of BC, and industry bodies such as Forestry Innovation Investments, (FII) FP Innovations, are already working on 'design for disassembly' approaches that may be eventually incorporated into the BC Building Code (BCBC) and industrial policies, especially approaches that enable greater use of mass timber and other engineered wood products
- The Province of BC committed to the Canada-wide Action Plan for Extended Producer Responsibility which included developing programs for construction and demolition materials.

¹ Marc Lee, Belinda Li, Sue Maxwell, Tamara Shulman. *Closing the Loop 2020*. (2021) Pre-publication calculation, Table 1.

² Kurumatani, Norio, and Shinji Kumagai. "Mapping the risk of mesothelioma due to neighborhood asbestos exposure." *American Journal of Respiratory and Critical Care Medicine* 178, no. 6 (2008): 624-629. Accessed from <<https://www.atsjournals.org/doi/full/10.1164/rccm.200801-063OC>>

³ Canada Green Building Council (CaGBC). *Zero Carbon Building - Design Standard Version 2.0*. (CaGBC, 2020) Accessed from: <https://www.cagbc.org/cagbcdocs/zerocarbon/v2/CaGBC_Zero_Carbon_Building_Standard_v2_Design.pdf>

⁴ Kinsey Elliott, Erica Locatelli, Carl Xu. *The Business Case for Deconstruction*. (July, 2020) Accessed from: <<https://www.vancouvereconomic.com/research/the-business-case-for-deconstruction/>>

⁵ CaGBC. *Canada's Green Building Engine: Market Impact and Opportunities in a Critical Decade*. (2020). Accessed from: https://www.cagbc.org/cagbcdocs/advocacy/CaGBC_CanadasGreenBuildingEngine_EN.pdf

3. BC Circular Economy Strategy – Councillor Geselbracht

Whereas the provisioning and management of goods and food consumed by BC communities produces excessive and unnecessary quantities of waste, pollution and carbon emissions that threatens environmental health.

Whereas the concept of a Circular Economy provides a vision and framework to design out waste and pollution, keep products and materials in use and regenerate natural systems to help BC communities move towards Zero Waste; and

Whereas, the province has yet to develop a comprehensive strategy to transition BC's economy to a circular one;

Therefore, be it resolved that UBCM request that the province of BC develop a provincial Circular Economy strategy.

Background

The provisioning and management of food and goods consumed by BC Communities produces quantities of waste, pollution and carbon emissions that exceed equitable per capita environmental limits. The average British Columbian is consuming materials at a rate 3x what the earth can sustain¹ and Canadians in general are one of the highest per capita generators of waste in the world.² Through a “by systems” analysis of GHG emissions, nearly 50% of North American emissions result from the extraction, production, transportation, consumption and disposal of materials for the provisioning of goods and food³. As a global community we have exceeded key environmental limits in terms of per capita ghg emissions, land conversion, loss of biodiversity and chemical pollution.⁴ With the large amount of materials consumed and disposed of by British Columbians, an increased effort to transition out of our current linear take-make-waste economic system is necessary to do our fair share for the health of the planet.

The concepts of Zero Waste and Circular Economy provide a Vision and Policy Framework to transition BC's economy to sustainably provision and manage the materials it consumes. ZWIA defines Zero Waste as:

“The conservation of all resources by means of responsible production, consumption, reuse, and recovery of products, packaging, and materials without burning and with no discharges to land, water, or air that threaten the environment or human health.”⁵

To date, hundreds of local governments have adopted Zero Waste as the ultimate goal for waste reduction efforts. The concept of the Circular Economy broadens the vision of Zero Waste and establishes a concrete model that couples economic well-being with environmental sustainability. The concept of the “Circular Economy” is in contrast to the linear “take-make-waste” economy and can be characterized as:

“An industrial economy that is, by design or intention, restorative and in which material flows are of two types, biological nutrients, which are designed to re-enter the biosphere safely, and technical nutrients, which are designed to circulate at high quality without entering the biosphere. Materials are consistently reused rather than discharged as waste.”⁶

A circular economy operates on three key principles; designing out waste and pollution, keeping materials in use and regenerating natural systems.⁷

There is a need for a comprehensive provincial circular economy strategy to improve BC's waste reduction efforts and to take advantage of emerging economic opportunities. To date, waste reduction policy, has been focused on "downstream" interventions looking for disposal alternatives to materials such as composting and recycling collection for selected materials. Critical "upstream" drivers of waste, pollution and GHG's resulting from the types and origins of products entering into local economies and the infrastructure and services necessary to keep materials in circulation have not been given adequate attention. Currently only 9% of BC's economy is circular in nature, with too few measures in place to address the other 91% of materials still following the linear take-make-waste path. A circular economy strategy would provide the vision and framework to adequately prioritize and identify policy initiatives capable of addressing the systems change necessary.

These include addressing product design, shortening supply chains and expanding circular material management such as repair, re-use, sharing and remanufacturing capacity. A comprehensive circular economy strategy with benchmarked targets for increasing circularity would provide a clearer road map of what needs to be accomplished, allowing the province to best utilize its powers in supporting local governments in tackling the waste issue and create sustainable jobs.

¹ <https://www.footprintnetwork.org/our-work/ecological-footprint/>

² <https://www.usatoday.com/story/money/2019/07/12/canada-united-states-worlds-biggest-producers-of-waste/39534923>

³ <https://www.no-burn.org/wp-content/uploads/PPI-Climate-Change-White-Paper-September-2009.pdf>

⁴ <https://www.stockholmresilience.org/research/planetary-boundaries/planetary-boundaries/about-the-research/the-nine-planetary-boundaries.html>

⁵ <http://zwia.org/zero-waste-definition/>

⁶ Jurisdictional Scan for Circular Economy, Final Report; BC Ministry of Environment; https://delphi.ca/wp-content/uploads/2019/09/delphi_circular_economy_scan.pdf ⁷ <https://www.ellenmacarthurfoundation.org/circular-economy/concept>

4. Restorative Justice – Councillor Armstrong

That a Municipality be given the option of allowing Restorative Justice as a means to resolve bylaw infractions.

Background

Rationale,

Many people cannot afford to pay for bylaw infractions. By allowing these matters to go to RJ creative solutions can be found. Some could be educational programs, community service hours, speaking engagements to name a few.

Example

If someone is given a ticket for littering and they cannot or choose not to pay the fine then a Municipality would have the option of giving service hours for an individual to do community cleanup. The same could apply to graffiti etc

5. To Reinstate Three-Year Local Government Terms Of Office – Councillor Thorpe

WHEREAS: Three-year terms allow greater accountability to voters, who are able to show, through, elections, their regard for the directions their local governments are taking, and;

WHEREAS: Four-year terms are an onerous commitment for many, and more likely to make potential candidates willing to stand for election hesitant to do so; and

WHEREAS: The original reasoning for moving from three to four-year terms has been shown to be invalid;

THEREFORE: Be it resolved that the provincial government reinstate three-year local government terms of office.

Background

B.C. has a history of changing the municipal election cycles. Prior to 1986, there were two-year terms and prior to that one-year terms.

UBCM Resolutions:

1986 vote to extend term to three years, and a provision for local autonomy be provided that would allow annual elections if the affected electors so decided – endorsed.

1990 – first three-year election term

2003 – vote for a choice of either three-year terms or staggered two-year terms – defeated

2006 – vote for four-year terms – defeated

2007 – vote for four-year terms – endorsed

2010 – vote for four-year terms – defeated

2013 – vote for four-year terms – endorsed

2014 – first four-year election term

In 2010 UBCM (Union of British Columbia Municipalities) did not endorse a resolution to move to a four-year term of office and the provincial government agreed not to change the term of office.

Subsequently in 2013 UBCM members narrowly approved extending the term to four years, and within six months, without any public input, the province announced that the 2014 election would be the beginning of a four-year term.

A main justification for moving to a four-year term was the argument to bring municipal election terms in line with the fixed four-year election cycles of senior governments. However, events have shown that the fixed four-year elections for provincial and federal governments are often not adhered to.

2018 a resolution to AVICC sponsored by Metchosin “To Rescind Four-Year Local Government Term” was not endorsed.

We are now nearing the end of the second cycle of four-year terms. There has been more time to evaluate pros and cons, and it is appropriate to again examine the issue.

Incumbent Councillors, out of convenience, would probably prefer longer terms between campaigns. This should not be a consideration. What is more important is that voters have more frequent chances to exercise their democratic right, and to judge how they feel elected officials

are representing their citizens. For potential candidates considering running, a three-year commitment is much less daunting than a four-year term. And for incumbents pondering whether or not to run again, the same can be said.

If one or two-year terms were too short to be effective, four-year terms have proven in many cases to be too long to optimize good governance. More and more we seem to see examples of dysfunctional Councils, which harm their communities. A three-year term allows the electorate an earlier chance to reaffirm good Councils or to make changes to bad situations.

To quote from an editorial in the Victoria Times Colonist newspaper on December 15, 2020: "...the move for four-year teams for municipal councillors was a massive mistake. It is simply too long. The provincial government should revisit the decision soon, and give municipalities across the province a more effective system before the scheduled 2022 vote. Four-year terms were a bad idea. Let's fix it."

DATE OF MEETING February 8, 2021

AUTHORED BY THE REIMAGINE TEAM

SUBJECT REIMAGINE NANAIMO PHASE 1 ENGAGEMENT SUMMARY

OVERVIEW

Purpose of Report:

To provide the Governance and Priorities Committee with an update on the REIMAGINE NANAIMO Coordinated Strategic Plan Review process and the Phase 1 Public Engagement Summary report.

BACKGROUND

The REIMAGINE NANAIMO Coordinated Strategic Plan Review is a comprehensive update of several City of Nanaimo strategic planning policy documents. Central to this project is an update of Nanaimo's 2008 Official Community Plan (OCP) that incorporates an updated Climate Action Plan; an update of the 2005 Parks, Recreation and Culture Plan; and the creation of a new Active Transportation Plan.

Planning and engagement on these plans is being carried out through a broader process that encompasses the review and update of other strategic plans, including the Economic Development Strategy (now complete) and the Water Supply Strategy. Coordinated community engagement on these interrelated policy documents aims 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.

Foundational technical studies completed as part of Phase 1 included a *City of Nanaimo Population, Housing and Employment Projections* report prepared by Vann Struth Consulting Group Inc., and *City of Nanaimo Land Inventory and Capacity Analysis* prepared by Colliers International Consulting. These reports were presented to Council on 2020-JUN-22 with a high-level summary of findings. To facilitate communication of report data, the project team has prepared user-friendly infographics summarizing the key messages (see Attachments A and B).

Phase 1 of the REIMAGINE NANAIMO public engagement process wrapped up at the end of December 2020, and the summary of its findings is now complete (see Attachment C). Following is a brief overview of the activities undertaken and key findings that will inform developing options to evaluate in Phase 2 of the process. Overall, the Phase 1 engagement resulted in the largest response to date of any City engagement process. Moreover, the majority of those who responded to the statistical survey and just over half of those responding to the public questionnaire indicated that this was their first experience participating in a City planning process, demonstrating that engagement reached beyond people who typically provide input to the City.

DISCUSSION

Summary of Activities

The Phase 1 Public Engagement Summary outlines the REIMAGINE NANAIMO engagement activities that took place between the launch in July 2020 until the surveys closed at the end of November 2020. Due to some scheduling conflicts, a few stakeholder meetings also took place in December 2020.

In order to reach as many people as possible, particularly given the limitations on public gatherings in the context of the COVID-19 pandemic, a wide array of engagement activities were undertaken collaboratively across departments. These included, but were not limited to, the following:

- Launched a project page on the *Get Involved Nanaimo* website;
- pop-up information booths in city parks and local shopping centers;
- a statistically valid mail-out survey;
- online questionnaires (one general Ideas Questionnaire and six shorter topic-specific questionnaires);
- sidewalk chalk message boards;
- a creative community contest;
- over a hundred stakeholder meetings or workshops with community groups and organizations;
- an online mapping and ideas bulletin board;
- a VIU campus promotion led by students;
- letters sent to every School District 68 (SD68) parent via Parent Advisory Committee e-mails;
- virtual visits to SD68 school classrooms; and
- a robust social media campaign that included Facebook, Twitter, and Instagram.

REIMAGINE NANAIMO was also advertised on City of Nanaimo vehicles and RDN Transit buses; on several radio stations; through regular emails to subscribers; through business licence renewal notices; on a banner in front of the fire station construction site; on decals in window shops; on face masks worn by Staff; in the newspaper; in one direct mail out to residents; and as banners on emails and information to the public from Staff/departments. The City's Culture section also commissioned an image, a song, and a poem from professional artists and promoted these through the media and online to raise project awareness.

Community Participation and Representation

The level of public interest and engagement in this process has been very high, with 5,855 statistically valid surveys and online questionnaires completed (the number of unique participants is unknown as some people filled out both the general Ideas Questionnaire and a shorter questionnaire, and after the requirement to register was dropped, there was no way to track unique users).

While demographics could only be collected for the survey respondents and not for the other forms of public input, overall participation in this process was strong from a range of ages and demographics, with the following exceptions:

- Renters were underrepresented and homeowners overrepresented (relative to their proportion of the general population).
- Most age groups were well represented, with the exception of the 15-24-year-olds age group.
- Women were more likely to fill out the online questionnaire; men and women were equally likely to complete the statistically valid survey.
- Indigenous, racial minorities/people of colour, and people self-identifying as having a disability were underrepresented relative to their proportion of the general population.
- Low-income individuals and single parents were underrepresented.

The low participation rate for youth and others with barriers was anticipated and addressed by efforts to work directly with schools, VIU, and organizations and individuals representing diverse social, cultural, and economic groups. Based on interim analysis that indicated additional areas of underrepresentation, the project team took the following actions:

- Removed the requirement for registration in order to complete the online questionnaires.
- Created an additional low-barrier survey with simpler language that was also easier to use with text-to-voice software (for the visually impaired).
- Sent the survey links to organizations that operate affordable and supportive housing.
- Reached out to organizations that serve the urban Indigenous community, immigrants, and people with disabilities and other barriers to both promote awareness of the process and to engage through online discussions.
- Where possible, provided honoraria to workshop participants with barriers to acknowledge their contributions.

Geographically, the responses came from a relatively representative distribution of census population across the city's neighbourhoods. The statistically valid survey feedback was extremely representative (within 1% of the actual proportion of the census population). For the public questionnaire, there was slightly higher participation from the Departure Bay/Mid-Town and Downtown University Districts, and slightly lower participation from the North Town District. There was no significant underrepresentation from any area of the city.

Key Themes and Emerging Priorities

There was general consistency between feedback gathered from the statistically valid survey and input from the online public questionnaires. Additional input was provided at the workshops and meetings facilitated by City Staff, which tended to be focused on the area of the interest group being engaged (e.g., neighbourhood association, recreation user group, social service non-profit, arts organization, etc.). That said, similar issues tended to be identified by stakeholder groups as reflected in the surveys and questionnaire responses. The two charts following summarize some of the key themes in each domain.

Theme	Strengths/Successes	Concerns/Areas for Improvement
<i>Overall</i>	<ul style="list-style-type: none"> ▪ Access to nature ▪ Beautiful waterfront ▪ Geographic 'hub' location 	<ul style="list-style-type: none"> ▪ Homelessness ▪ Social challenges (public drug use, crime) ▪ Affordable housing and basic needs
<i>How We Live (Neighbourhoods)</i>	<ul style="list-style-type: none"> ▪ Good access to parks and trails ▪ Lots of trees and vegetation ▪ A typical feeling of safety 	<ul style="list-style-type: none"> ▪ Routes for children to walk to school ▪ Stores for daily needs within walking distance ▪ Good places for riding a bicycle
<i>How We Connect and Play (Inside)</i>	<ul style="list-style-type: none"> ▪ <u>Top Facilities:</u> Aquatic centres; cinemas; fitness centres, and gymnasiums 	<ul style="list-style-type: none"> ▪ <u>Facilities Needing Improvement:</u> Outdoor performance venues; arts and cultural workshop spaces; large and small performance spaces
<i>How We Connect & Play (Outside)</i>	<ul style="list-style-type: none"> ▪ <u>Top Parks & Open Space:</u> Walking/hiking/running trails; neighbourhood and waterfront parks; playgrounds 	<ul style="list-style-type: none"> ▪ <u>Parks & Open Space Needing Improvement:</u> Community and edible gardens; urban plazas; waterfront parks
<i>How We Care</i>	<ul style="list-style-type: none"> ▪ Access to educational opportunities to support family needs ▪ Access to health services ▪ Affordable access to transportation services and amenities to get around 	<ul style="list-style-type: none"> ▪ Progress being made towards addressing homelessness ▪ People from all walks of life being able to feel safe and enjoy public amenities ▪ Ability to easily find housing that suits individual needs

Theme	Overall Priorities
<i>How We Adapt and Stay Green</i>	<ul style="list-style-type: none"> ▪ Managing impacts to environmentally-sensitive areas ▪ Improving solid waste management of organics and reducing, reusing, and recycling ▪ Managing impacts to urban streams and wetlands related to human activities other than development
<i>How We Move</i>	<ul style="list-style-type: none"> ▪ Feeling safe from vehicles ▪ Creating dedicated cycling routes ▪ Improved bicycle & pedestrian infrastructure ▪ Having safe walking routes ▪ Having good transit service frequency

Theme	Overall Priorities
<i>How We Work</i>	<u>Top Economic Development Goals:</u> <ul style="list-style-type: none"> ▪ Creating quality, sustainable jobs ▪ Improving residents' overall quality of life ▪ Encouraging economic growth
<i>How We Work (continued)</i>	<u>Top Economic Development Objectives:</u> <ul style="list-style-type: none"> ▪ Improving local infrastructure ▪ Expanding existing businesses ▪ Assisting entrepreneurs and startups

Additional detail on the inputs provided is included in the Public Engagement Appendix, a 1000+ page document that contains stakeholder meeting notes, sticky notes from the pop-up events, verbatim comments from the online submissions, and the Creative Community Contest entries. This document, along with the Public Engagement Summary, will be posted on the City's website following today's meeting.

NEXT STEPS

Phase 1 of REIMAGINE NANAIMO targeted broad public engagement and idea generation. Phase 2 is focused on identifying key priorities and choosing between scenarios that meet the City's environmental, social, and economic objectives. The next steps in Phase 2 are:

- Staff analysis of the public engagement results;
- Drawing on public input from Phase 1 to develop the City Portrait for the Doughnut Economics Framework that Council has directed Staff to use as the foundation for REIMAGINE NANAIMO; and
- Developing scenarios and options to bring forward for public feedback and Council consideration.

The development of scenarios will involve opportunities for Council consideration of Official Community Plan amendment applications that are currently in stream. Council will also be given an opportunity to consider a moratorium on future applications that may be received during the May 2021 or November 2021 intakes.

The public engagement component of Phase 2 of REIMAGINE NANAIMO is scheduled to begin in April 2021 with the target of completing Phase 2 by the fall. The completion of Phase 2 will be the foundation of Phase 3, which involves drafting plans for public and Council feedback prior to final Council adoption. As the project progresses, the team remains committed to improving the accessibility, equity, and inclusivity of the process to ensure that resulting City plans consider the priorities and aspirations of all Nanaimo residents regardless of age or background.

SUMMARY POINTS

- Phase 1 of REIMAGINE NANAIMO, the City's Coordinated Strategic Plan Review, is now complete and a report summarizing all engagement activity and input is available for review.
- Despite the challenges posed by COVID-19, the project has generated significant public input, including a record number of survey responses from people participating in a City planning process for the first time.
- The feedback gathered during Phase 1 of the REIMAGINE process provides the foundation for the scenarios and options that will be developed during Phase 2 and subsequent drafting of plans in Phase 3.

ATTACHMENTS

ATTACHMENT A: Growth Projections Visual Summary

ATTACHMENT B: Land Capacity Visual Summary

ATTACHMENT C: REIMAGINE NANAIMO Phase 1 Public Engagement Summary |

Submitted by:

Lisa Bhopalsingh |
Manager, Community Planning

Concurrence by:

Bill Corsan
Director, Community Development

Richard Harding,
General Manager, Parks, Recreation &
Culture

Bill Sims
General Manager, Engineering & Public
Works

Dale Lindsay
General Manager, Development Services |

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NANAIMOGROWTH
PROJECTIONS

Nanaimo is now home to over 100,000 people.¹ How many will be here in the future? Where will we live? What kind of jobs will there be? Growth projections² have been done to explore where we were at the 2016 Census and project where we will be in the year 2046. This will help our City understand and plan for our future transportation, utilities, facilities, land use, and more. Highlights below!

POPULATION
PROJECTIONSCURRENT
94,525Nanaimo's recorded
population in the
2016 Census.2 PROJECTION
SCENARIOS FOR 2046BASE
+ 31,445
125,970Migration to Nanaimo will
follow projected averages for
BC and Canada, leading to
0.96% average growth
per year.HIGH
+ 46,814
141,339Migration to Nanaimo will be
above average leading to
1.35% average growth
per year.HOUSING UNIT
PROJECTIONS

Total housing units in 2046 are projected to be between **53,900** and **60,000** up from **39,200** units in 2016.

Apartments will be the fastest growing type of housing, likely doubling in number. Other ground-oriented units like townhomes or duplexes will also see strong growth, following an evolution towards higher-density forms.

2046 (high)
26,273
2046 (base)
23,633
2016SINGLE
DETACHED2046 (high)
20,306
2046 (base)
16,562
2016

APARTMENT

2046 (high)
12,024
2046 (base)
11,085
2016
7,088OTHER
GROUND-
ORIENTED

AN AGING POPULATION

MOST
GROWTH
>75
AGE GROUPLEAST
GROWTH
<35
AGE GROUP

An aging population affects the types of housing we will need, employment, transportation, health services, and more.

AGING POPULATION,
SMALLER HOUSEHOLDS

This means our
housing needs will
grow at a faster rate
than population.

NOTES:

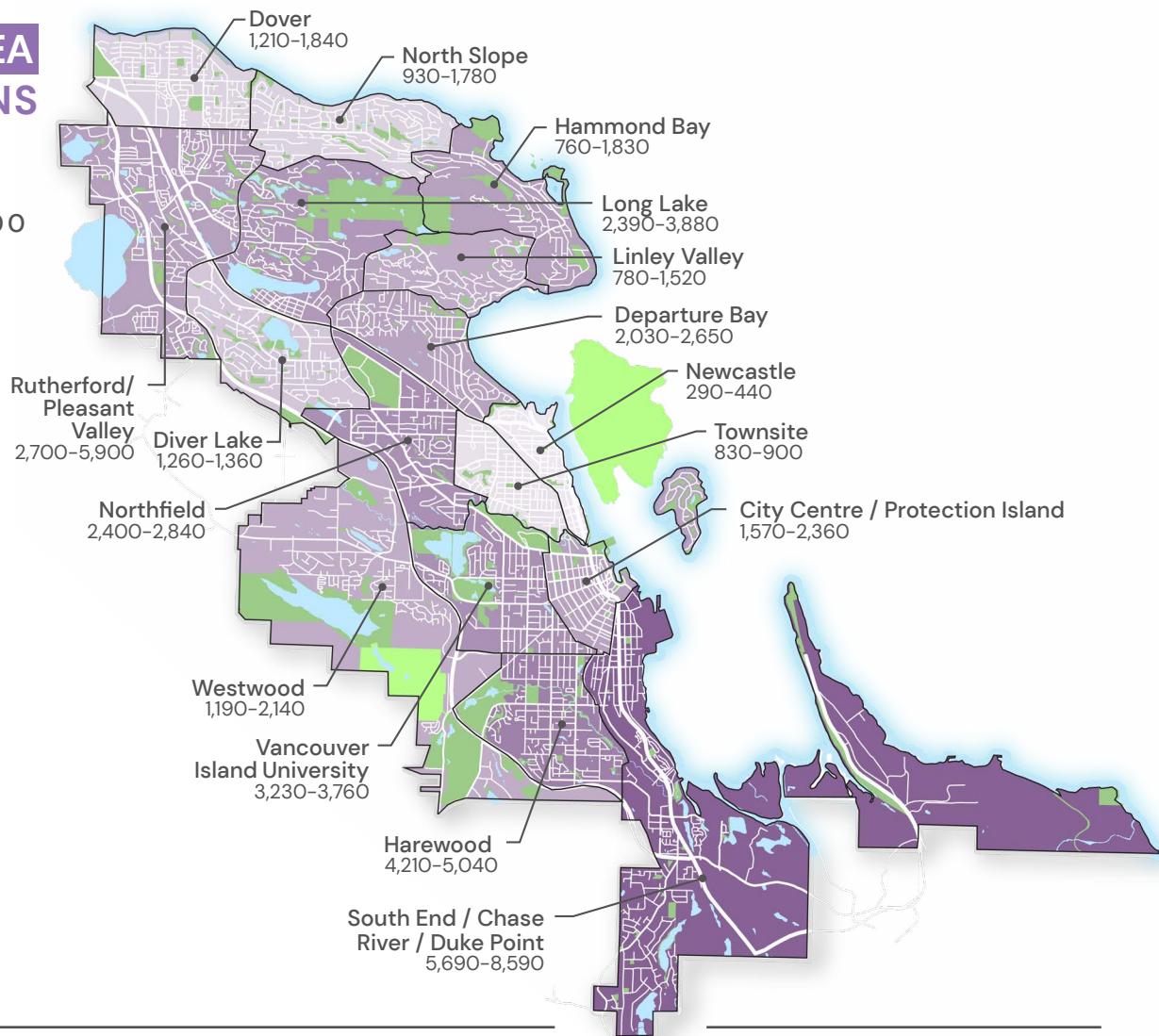
Data is summarized from the City of Nanaimo Population, Housing and Employment Projections prepared by Vann Struth Consulting Group Inc. in June 2020.

Projections were finalized in June 2020 during the COVID-19 pandemic. For the purposes of the analysis, the pandemic is assumed to cause a temporary, severe downturn followed by a recovery and resumption of pre-pandemic trends. However, the pandemic may create fundamental changes which could affect projections.

GROWTH AREA PROJECTIONS

WHERE WILL AN ADDITIONAL 30,000 TO 45,000 PEOPLE LIVE?

Projections allocate total projected population growth throughout the City based on amount and type of available land, previous growth patterns, emerging trends, and development constraints. The map summarizes the approximate range of new residents that could be added within different neighbourhoods from 2016 to 2046.



EMPLOYMENT PROJECTIONS



WHAT KIND OF JOBS WILL THERE BE?

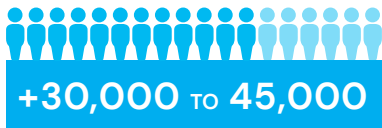
TRENDING UP	MAINTAINING	TRENDING DOWN	AGING POPULATION, SLOWER JOB GROWTH Employment growth will be slower than population growth due to the rapid expansion of the elderly population, most of who will no longer be in the workforce.
<ul style="list-style-type: none"> ▶ Repair, Personal, Non-Profit Services ▶ Health & Social Services ▶ Information, Culture & Recreation ▶ Education ▶ Accommodation & Food Services 	<ul style="list-style-type: none"> ▶ Professional, Scientific, Business Services ▶ Wholesale, Transportation, Warehousing ▶ Retail ▶ Construction 	<ul style="list-style-type: none"> ▶ Primary (farming, forestry) & Utilities ▶ Public Administration ▶ Manufacturing ▶ Finance, Insurance, Real Estate 	

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NANAIMO

LAND CAPACITY

Do we have enough land to meet our needs for the coming 25 years? Is the land we have suitable for the land uses we'll need most? Land Inventory and Capacity analysis looks at how growth could affect land use needs and allows us to make adjustments to support our future success.

WHAT DID THE
LAND INVENTORY
& CAPACITY
ANALYSIS FIND?

more residents are projected
to be living in Nanaimo by 2046

Based on the anticipated population growth:

- Residential land capacity will depend on the types of housing developed
- There is enough commercial land in Nanaimo to last beyond 2041
- Nanaimo's supply of industrial land will likely be consumed by 2029
- Space for schools and health will need to be carefully considered

NOTES:

Data is summarized from the City of Nanaimo Land Inventory and Capacity Analysis prepared by Colliers International Consulting, June 2020.

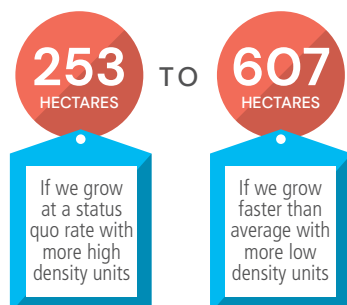
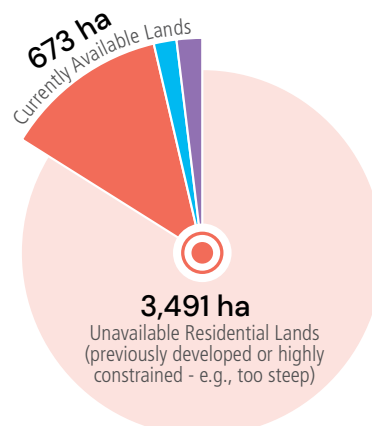
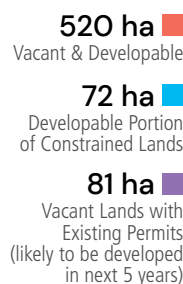
Projections are based on data generated prior to the emergence of the COVID-19 pandemic. For the purposes of the analysis, the pandemic is assumed to cause a temporary, severe downturn followed by a recovery and resumption of pre-pandemic trends. However, the pandemic may create fundamental changes which could affect projections.



RESIDENTIAL CAPACITY

How much land will we
need for new homes?

Growth projections suggest we'll need between 15,000 to 21,000 new homes by 2046. How much land we need for new homes depends on the types of units that are developed.

How much land is
available for new homes?

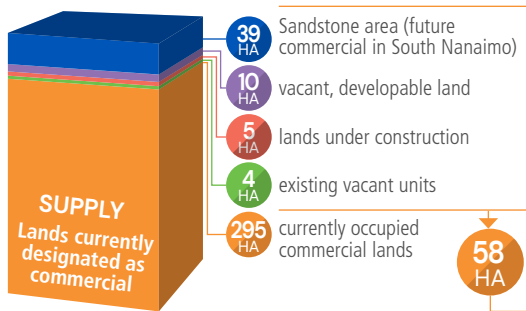
Key conclusions

- There is likely enough vacant land to support residential growth to 2046 if housing forms are higher density (per current trends); however, if the City grows quickly with low density housing forms, land may become scarce
- The largest opportunities for new residential are in the south end of the City
- New development is shifting from mainly single-family to multi-family developments

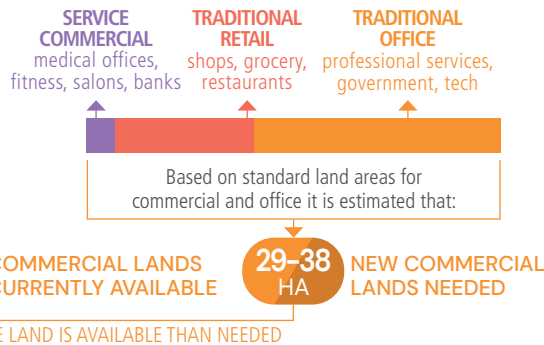


COMMERCIAL CAPACITY

How much commercial land do we have?



How much land will we need for new businesses?



Key conclusions

There is more than enough commercially-designated land to last to 2041 and beyond

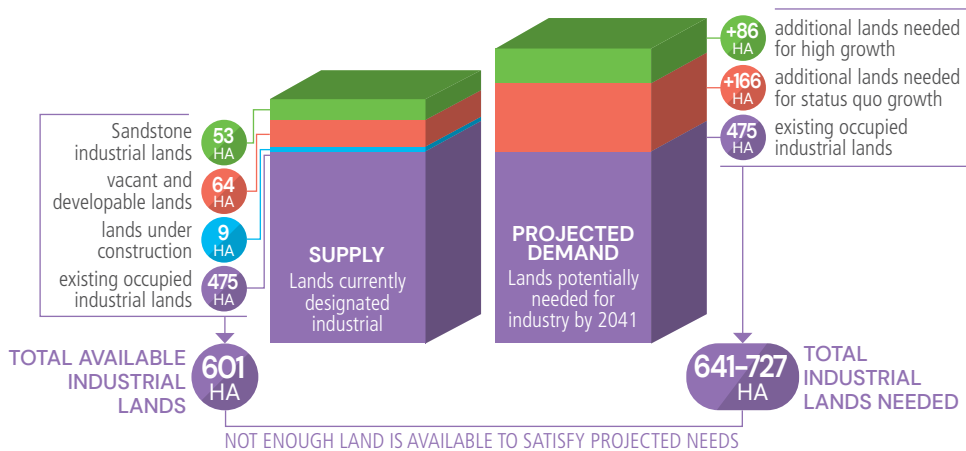
Small-scale convenience nodes in neighbourhoods are a missing format of commercial

New lands for commercial, are not recommended, rather focus should be on promoting infill of existing commercial areas to create critical mass and a strong mix of offerings



INDUSTRIAL CAPACITY

Industrial supply vs projected demands



Key conclusions

WE ARE IN DEMAND

Nanaimo's location and key transportation infrastructure including the port and airport makes Nanaimo attractive to industry.

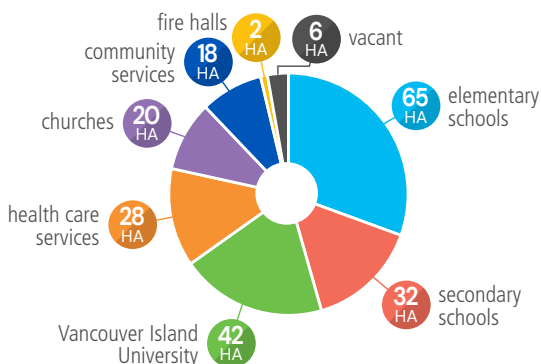
BUT LIMITED LAND SUPPLY IS AN ISSUE

Without new industrial land supply, new industry may choose to locate to other cities.



INSTITUTIONAL CAPACITY

What are Nanaimo's current institutional uses?



Key trends and conclusions

Moderate school enrollment growth is expected over the short term, stabilizing in the longer term due to an aging population

Our aging population will lead to growth in demand for healthcare services, seniors housing, and seniors support workers

Institutional uses may be permitted in some mixed-use areas such as corridor, commercial centre, and neighbourhood areas

Most of Nanaimo's institutional uses are fixed and there will be a need to use the existing land base efficiently for the future

REIMAGINE NANAIMO

PHASE 1 PUBLIC ENGAGEMENT SUMMARY
WINTER 2020/2021



Land Acknowledgment

We acknowledge and recognize that we are on the traditional territory of the Snuneymuxw First Nation people.

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APPENDICES (SEPARATE DOCUMENT)

Appendix A: Meeting Notes

Appendix B: Youth Input

Appendix C: Creative Community Contest Submissions

Appendix D: Pop-up Events Comments

Appendix E: Mapping Activity Submissions

Appendix F: Ideas Board Comments

Appendix G: Statistical Survey Verbatim Comments

Appendix H: Public Questionnaires Verbatim Comments

Appendix I: Other Submissions

Appendix J: Supporting Information

ENGAGEMENT PROCESS OVERVIEW

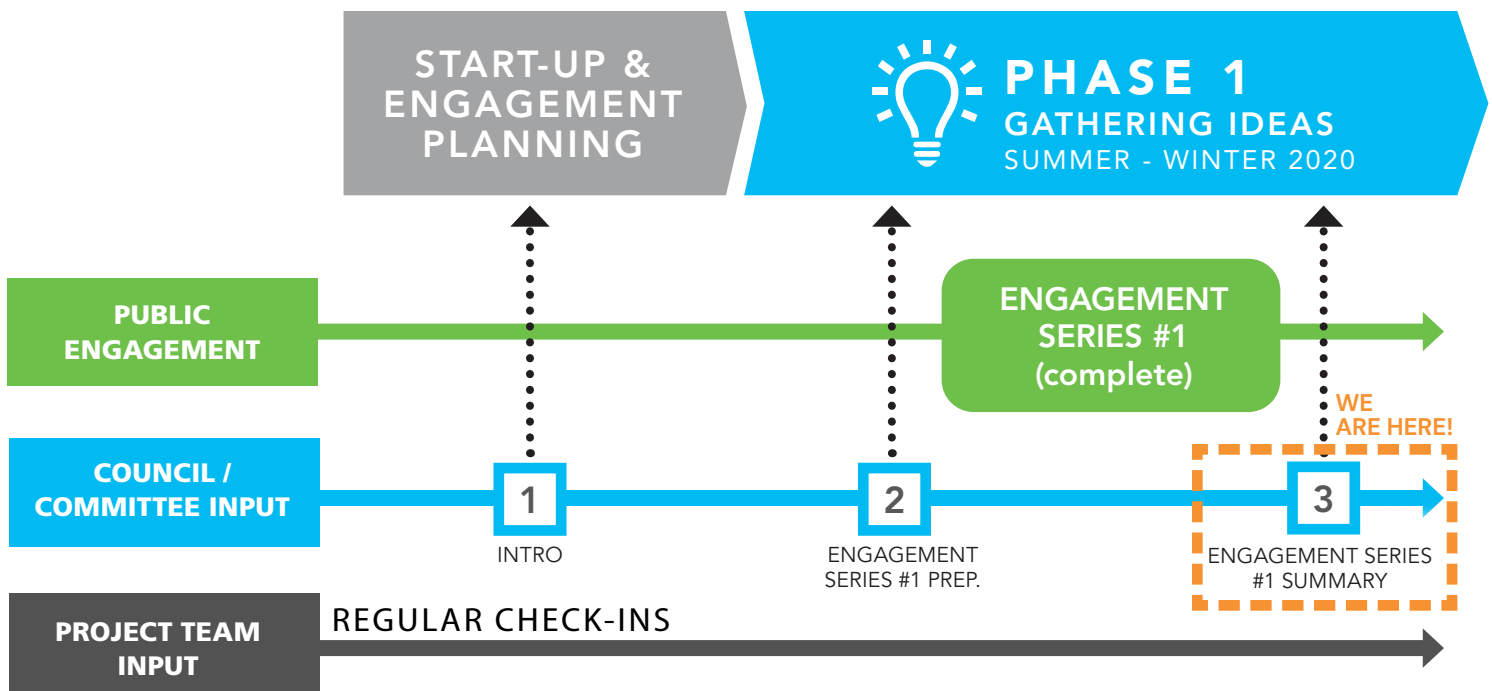
ENGAGEMENT PROCESS








REIMAGINE NANAIMO outdoor stakeholder meeting

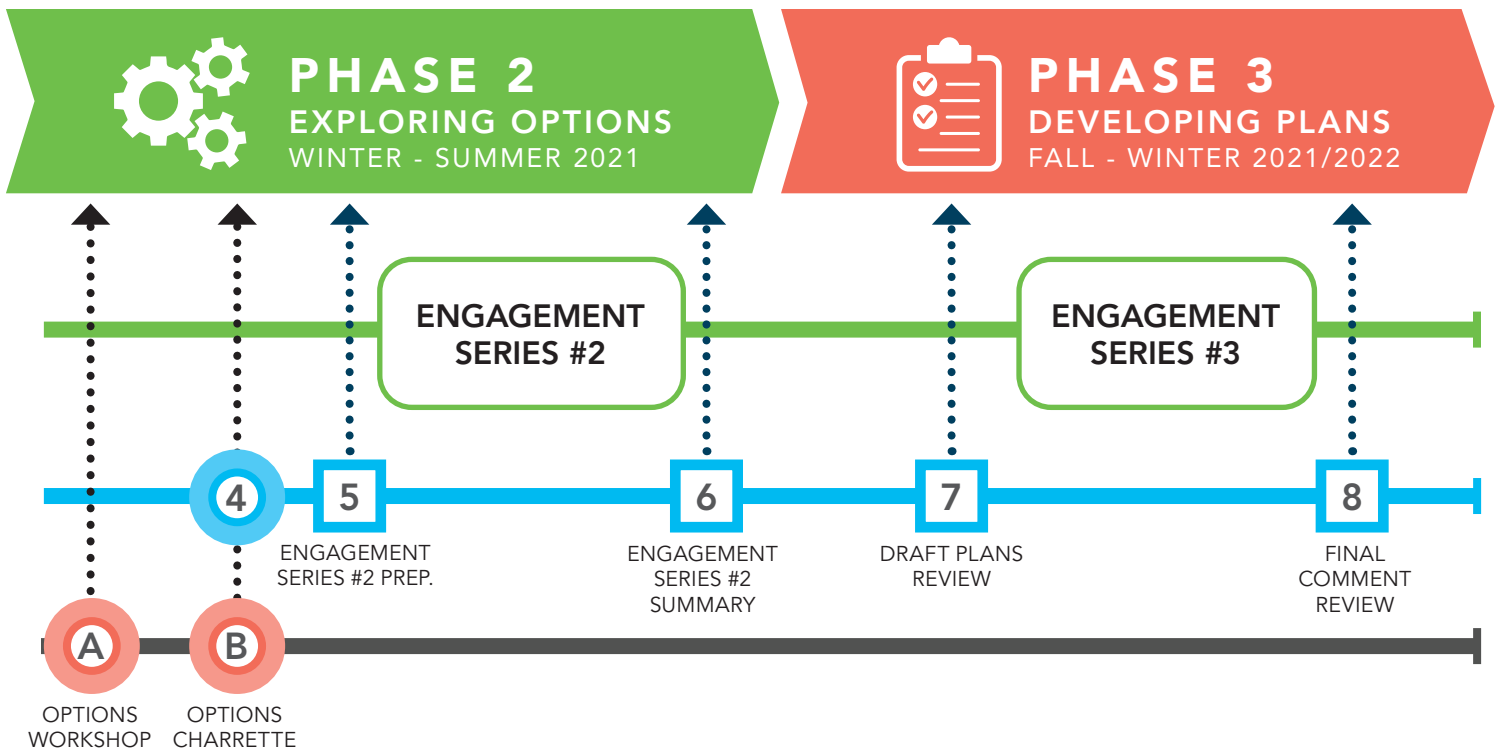
The diagram below illustrates the process for REIMAGINE NANAIMO. Public input will be requested during each phase of the process to inform the development of an updated Official Community Plan (OCP) and key supporting plans.

The chart to the right illustrates the International Association for Public Participation (IAP2) Public Participation Spectrum. REIMAGINE NANAIMO will include all four engagement levels shown in green. Committees of Council have and will continue to provide instrumental input to REIMAGINE NANAIMO and advice to Council. Nanaimo's elected Council will be delegated to make final decisions on the plans developed through REIMAGINE NANAIMO.



4 ENGAGEMENT LEVELS TO BE USED IN REIMAGINE NANAIMO

					
	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 » Print and digital ads » Background information 	<ul style="list-style-type: none"> » Stakeholder calls and emails » Surveys » Pop-up conversations » Online digital platform 	<ul style="list-style-type: none"> » Interactive displays » Focus groups » Community workshops » Stakeholder meetings 	<ul style="list-style-type: none"> » Committees » Task Forces » Workshops » Charrettes 	<ul style="list-style-type: none"> » Alternate Approval Process » Referendum » Election

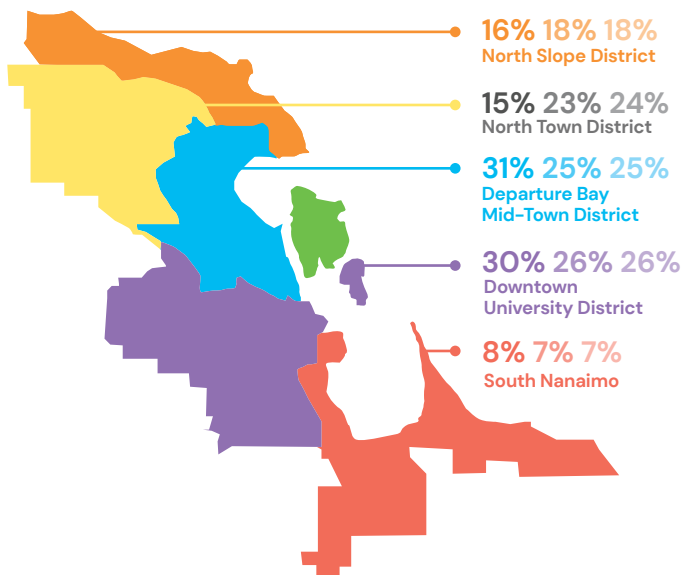


ENGAGEMENT HIGHLIGHTS

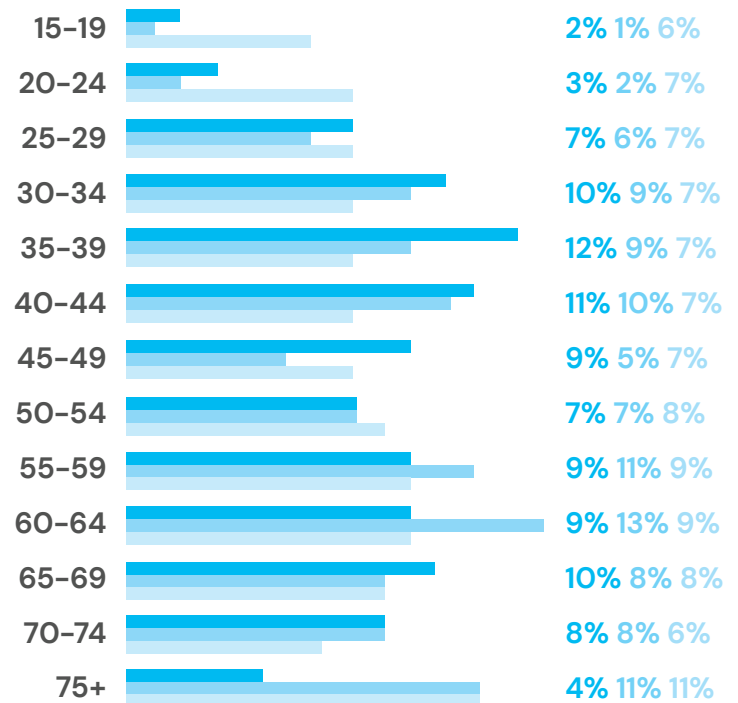
WHO PARTICIPATED?

For the percentages on both graphics shown below: the first number indicates public questionnaire participants, the second shows statistical survey respondents, the third is Nanaimo population data (2016 Census). The process saw representation from all geographical areas of the City and from all age ranges.

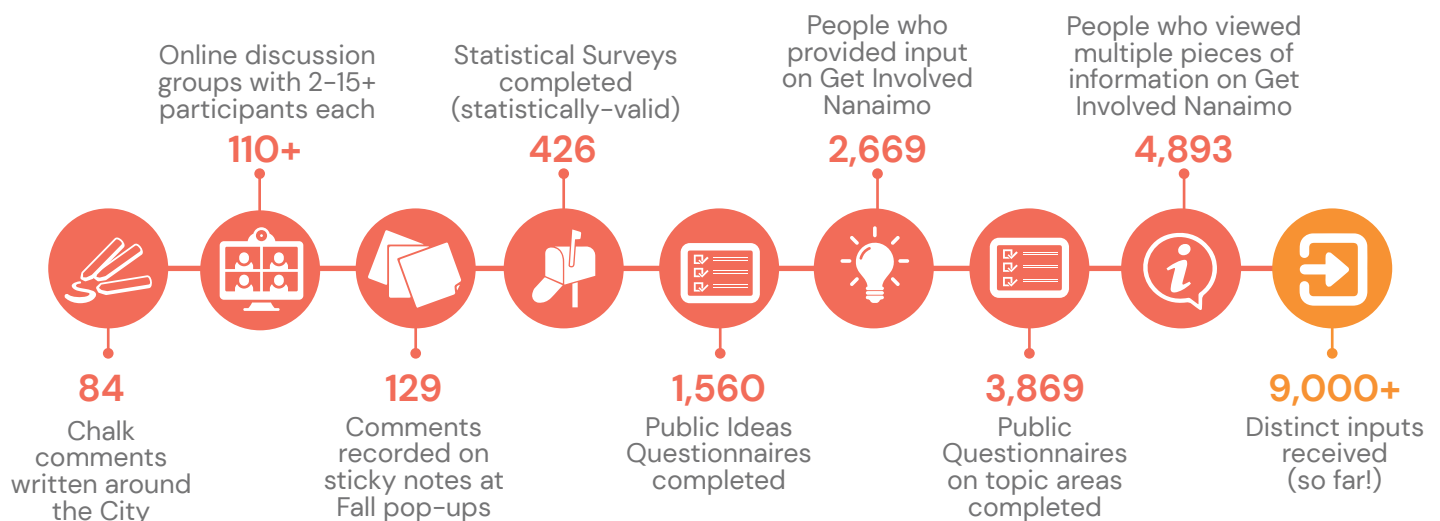
WHERE DO PARTICIPANTS LIVE?



HOW OLD ARE PARTICIPANTS?



HOW PARTICIPANTS SHARED THEIR IDEAS



WHAT WE LEARNED

WHAT DO PARTICIPANTS FEEL ARE NANAIMO'S STRENGTHS AND CHALLENGES?



TOP THINGS PEOPLE LOVE MOST ABOUT NANAIMO

- 1 Access to nature, parks, and open spaces
- 2 Beautiful waterfront
- 3 Role as Vancouver Island's central "hub" that is well-connected to other communities
- 4 A clean, green, and sustainable city
- 5 Accessible and diverse recreational services



TOP THINGS PARTICIPANTS ARE CONCERNED ABOUT

- 1 Homelessness
- 2 Social challenges such as public drug use and crime
- 3 Affordability of housing and daily needs
- 4 Safe routes of travel for pedestrians and cyclists
- 5 Loss of natural areas

KEY THEMES EMERGING AROUND TOPIC AREAS

Read the following pages for brief highlights on each topic area and visit the pages indicated for more details.



HOW WE LIVE

Creating safe and well-connected neighbourhoods with easy access to our daily needs (see p.41)



HOW WE MOVE

Planning safe routes for all residents, regardless of the modes of travel they choose (see p.83)



HOW WE CONNECT AND PLAY

Providing a range of cultural and recreational opportunities while protecting our natural areas (see p.49)



HOW WE WORK

Creating quality, sustainable jobs that encourage economic growth and improve quality of life (see p.93)



HOW WE ADAPT AND STAY GREEN

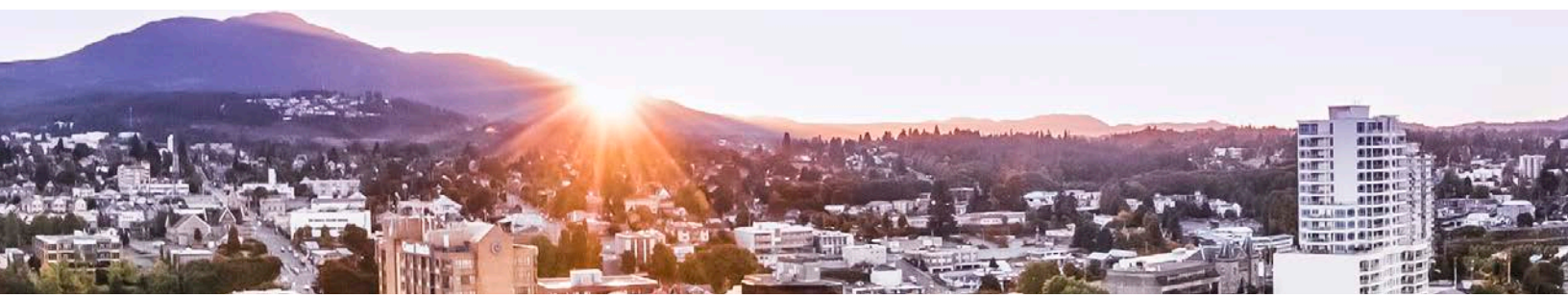
Reducing impacts to environmentally sensitive areas and addressing climate change impacts (see p.75)



HOW WE CARE

Providing diverse and affordable housing opportunities and health services for all (see p.99)

OUR CITY OVERALL



[Read this 1-page of highlights for a quick overview Our City Overall.](#)
[View Section 3.1 for more details.](#)

HIGHLIGHTS

Learning about Nanaimo's strengths, weaknesses, and opportunities today helps create building blocks for continued improvement. Participants shared what they love about Nanaimo, their concerns, information about their quality of life, and their vision for creating a thriving City for all.

WHAT ARE NANAIMO'S STRENGTHS AND CHALLENGES TODAY?



TOP 3 THINGS PEOPLE LOVE MOST ABOUT NANAIMO

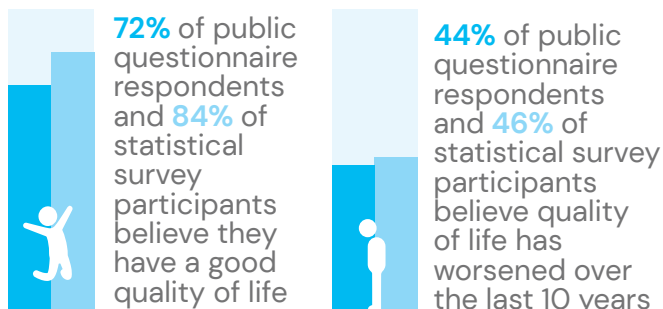
- 1 Access to nature, parks, and open spaces
- 2 Beautiful waterfront
- 3 Role as Vancouver Island's central "hub" that is well-connected to other communities



TOP THINGS PARTICIPANTS ARE CONCERNED ABOUT

- 1 Homelessness
- 2 Social challenges such as public drug use and crime
- 3 Affordability of housing and daily needs

HOW DO WE VIEW OUR QUALITY OF LIFE?



■ public questionnaire ■ statistical survey

WHAT IS OUR VISION FOR NANAIMO'S FUTURE?



A thriving and diverse downtown



A well-connected, vibrant waterfront



A supportive community for all



A climate change action leader

HOW WE LIVE



Read this 1-page of highlights for a quick overview of How We Live.
View Section 3.2 for more details.

HIGHLIGHTS

The places we call home – how they look and how they are located – affect the experience we have of our City. Each of Nanaimo’s neighbourhoods is unique and will continue to evolve. Learning about how people feel in their neighbourhoods today can help us focus on what to improve in the future.

HOW DO WE VIEW OUR NEIGHBOURHOODS TODAY?



TOP 3 THINGS PEOPLE FEEL ARE WELL-PROVIDED IN THEIR NEIGHBOURHOOD

- 1 good access to parks and trails
- 2 lots of trees and vegetation
- 3 a typical feeling of safety



TOP 3 THINGS PEOPLE FEEL ARE NOT WELL-PROVIDED IN THEIR NEIGHBOURHOOD

- 1 routes for children to walk to school
- 2 stores for daily needs within walking distance
- 3 good places for riding a bicycle

WHAT ARE PRIORITIES FOR OUR FUTURE NEIGHBOURHOODS?



A typical feeling of safety



Having parks and trails within easy walking distance



Good places for walking



Having stores for daily needs within easy walking distance



WHAT HOUSING CAN WE IMAGINE LIVING IN?

For each grouping below, the first number indicates responses from the public questionnaire and the second is from the statistical survey.

94%	92%	in a single family detached home
59%	49%	in a townhouse / rowhouse
52%	57%	in an apartment / condo <6 storeys
45%	33%	in a suite – detached or attached
35%	27%	in a duplex
30%	32%	in an apartment / condo 6+ storeys
34%	19%	in a mixed-use building

HOW WE CONNECT & PLAY



Read this 1-page of highlights for a quick overview of How We Connect and Play.
View Section 3.3 to find more details.

HIGHLIGHTS

Parks, recreation, and culture connect us and define us. These are the spaces and activities where memories are created and that make us love where we live. Many people love the opportunities that parks, recreation, and culture create today and have ideas about how these elements can evolve to support a great future.

HOW DO WE VIEW OUR EXISTING FACILITIES?



TOP 3 FACILITIES PEOPLE ARE MORE SATISFIED WITH

PUBLIC RECREATION AND CULTURAL

- 1 Aquatic Centres
- 2 Cinemas
- 3 Fitness Centres and Gymnasiums

PARKS AND OPEN SPACE

- 1 Walking / Hiking / Running Trails
- 2 Neighbourhood & Waterfront Parks
- 3 Playgrounds



TOP 3 FACILITIES PEOPLE ARE LESS SATISFIED WITH

PUBLIC RECREATION AND CULTURAL

- 1 Outdoor Performance Venues
- 2 Arts & Cultural Workshop Spaces
- 3 Large & Small Performance Spaces

PARKS AND OPEN SPACE

- 1 Community & Edible Gardens
- 2 Urban Plazas
- 3 Waterfront Parks

ARE WE PARTICIPATING IN ACTIVITIES ?



Over 84% of participants in both surveys have attended an event or activity at a City-owned arts and culture facility in the past 5 years



Over 50% of participants in both surveys have registered for a City-led parks and recreation program in the past 5 years

WHAT ARE OUR FUTURE PRIORITIES?



Providing diverse cultural opportunities



Protecting our natural areas



Ensuring good access to arts and cultural experiences



Providing public access to waterfront areas

HOW WE ADAPT & STAY GREEN



Read this 1-page of highlights for a quick overview of How We Adapt & Stay Green.
View Section 3.4 to find more details.

HIGHLIGHTS

Natural scenery and biodiversity are hallmarks of Nanaimo and preserving these elements are top of mind for City residents. Adaptation means responding to changes in our community and natural environment, while preparing for a successful and resilient future.

WHAT ARE OUR PRIORITIES RELATED TO ENVIRONMENT AND CLIMATE CHANGE?



STATEMENTS IDENTIFIED AS TOP ENVIRONMENT AND CLIMATE CHANGE PRIORITIES

- 1 managing impacts to environmentally sensitive areas
- 2 improving solid waste management of organics and reducing, reusing, and recycling
- 3 managing impacts to urban streams and wetlands related to human activities

OTHER COMMONLY MENTIONED PRIORITIES INCLUDE:



Improving the multi-modal transportation network



Offering environmental education opportunities



Creating green land-use plans and policies



Enhancing and supporting local food systems

HOW IMPORTANT ARE ENVIRONMENT AND CLIMATE CHANGE ISSUES?



Over **60%** of respondents in both surveys rated every environment / climate change issue in the surveys as very important or important



Typically, public questionnaire participants placed a slightly higher level of importance on environment and climate change statements than statistical survey participants

HOW WE MOVE



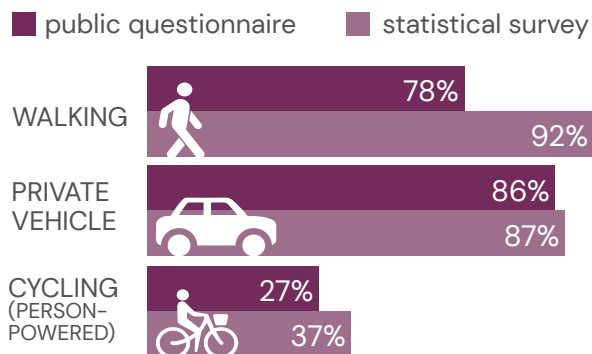
Read this 1-page of highlights for a quick overview of How We Move.
View Section 3.5 for more details.

HIGHLIGHTS

Everyone in our community needs to get around and decisions about transportation affect us all. As our community evolves, our transportation network will need to change accordingly.

HOW ARE WE MOVING IN NANAIMO TODAY?

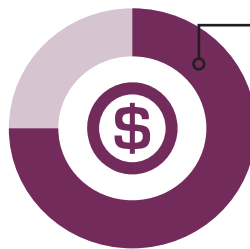
Following are the top 3 modes of transportation participants reported using at least somewhat frequently:



HAS IT BECOME EASIER OR HARDER TO GET AROUND NANAIMO?

Many respondents (30–80% in both surveys) were neutral for most modes. Trends suggested that more people felt that both electric and person-powered cycling has become easier, while private vehicle travel has become more difficult.

HOW DO WE VIEW ACTIVE TRANSPORTATION?



Over **75%** of respondents in both surveys believe active transportation infrastructure is a good use of tax dollars.

WHAT ARE OUR ACTIVE TRANSPORTATION PRIORITIES?



Feeling safe from vehicles



Creating dedicated cycling routes



Having safe walking routes

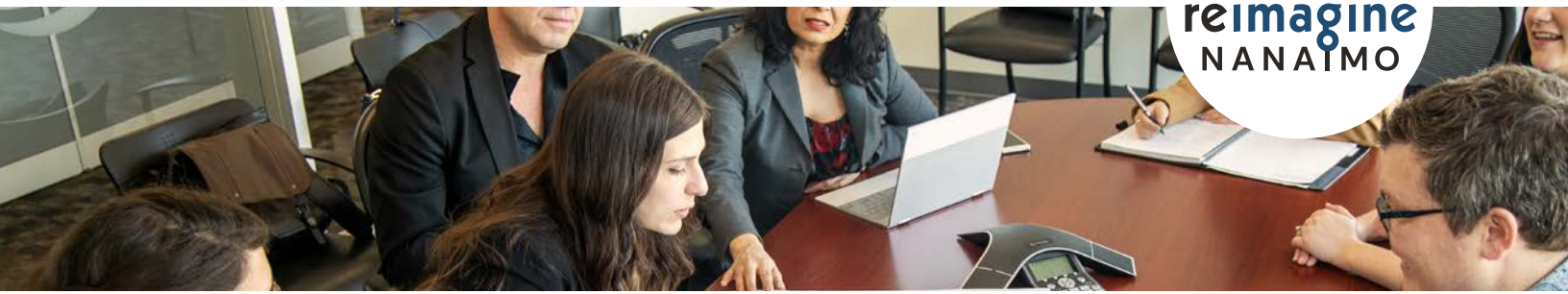


Having good transit service frequency

WHY ARE PEOPLE USING ACTIVE TRANSPORTATION?

- 92%** exercising or recreating
- 65%** spending time with family and friends
- 52%** going to shops, restaurants, or services
- 26%** traveling to work or school

HOW WE WORK



Read this 1-page of highlights for a quick overview of How We Work.
View Section 3.6 for more details.

HIGHLIGHTS

Jobs and businesses are essential for a community to thrive. Participants shared feedback on goals and objectives for creating a strong economy and the sectors where people see potential growth along with ideas for strengthening Nanaimo's economy.

WHAT ECONOMIC GOALS AND OBJECTIVES ARE MOST IMPORTANT ?

PARTICIPANTS' TOP 3 ECONOMIC DEVELOPMENT GOALS ARE:

- 1 creating quality, sustainable jobs
- 2 improving residents' overall quality of life
- 3 encouraging economic growth

PARTICIPANTS' TOP 3 ECONOMIC DEVELOPMENT OBJECTIVES ARE:

- 1 improving local infrastructure
- 2 expanding existing businesses
- 3 assisting entrepreneurs and startups

WHAT ECONOMIC SECTORS DO WE FEEL HAVE THE HIGHEST POTENTIAL?

For each grouping below, the first number indicates responses from the public questionnaire and the second is from the statistical survey.



84% 85%
Health and Public Services



81% 76%
Technology



71% 65%
Arts, Culture, and Entertainment



85% 83%
Tourism and Recreation



77% 74%
Education



55% 77%
Construction

HOW WE CARE



Read this 1-page of highlights for a quick overview of How We Care.
Visit Section 3.7 for more details.

HIGHLIGHTS

Everyone needs a place to live, food to eat, and to experience a sense of belonging in their community. How we care for our community and for one another is vital to Nanaimo being a livable city for today and for future generations. Participants shared their ideas for creating a more caring Nanaimo.

HOW DO WE VIEW SOCIAL EQUITY IN NANAIMO?



OVER 50% OF PUBLIC QUESTIONNAIRE PARTICIPANTS AGREE THAT CURRENTLY IN NANAIMO:

- 1 my household has access to educational opportunities to support our needs
- 2 I have access to the health services that I need
- 3 I have affordable access to the transportation services and amenities that I need to get around



OVER 35% OF PUBLIC QUESTIONNAIRE PARTICIPANTS DISAGREE THAT CURRENTLY IN NANAIMO:

- 1 progress is being made towards addressing homelessness
- 2 people from all walks of life are able to feel safe and enjoy public amenities
- 3 I am able to easily find housing that suits my needs

WHAT ARE TOP SOCIAL EQUITY PRIORITIES?

For each grouping below, the first number indicates responses from the public questionnaire and the second is from the statistical survey.



62% 62%
Strongly support improving the challenges of homelessness



60% 55%
Prioritize creating affordable housing



74% 51%
Support accessible and affordable health services



Snuneymuxw totems looking towards
Departure Bay Beach, by artist Joel Good



Summer pop-up at Maffeo Sutton Park



REIMAGINE NANAIMO on the bridge at Maffeo Sutton Park



1 ENGAGEMENT PROCESS

Connecting with the Nanaimo community and listening to what matters to people today is the foundation for **REIMAGINE NANAIMO**.

This section provides an overview of how people were invited to participate in planning their City's future.

1.1 OVERVIEW

WHAT IS REIMAGINE NANAIMO?

REIMAGINE NANAIMO is the community's opportunity to create a collective vision and road map for our future City. Together, we will identify our strengths to appreciate what we have today, and look forward to new opportunities to strengthen and grow our community. As our population grows beyond 100,000 residents, we need to collectively imagine how our spaces and places will evolve to better meet the needs of our natural environment and of all who call Nanaimo home.



PURPOSE OF ENGAGEMENT

The City of Nanaimo (City) is updating its Official Community Plan (OCP) to prepare for the City's growth over the coming 20 years. At the same time, the City is also undertaking a series of integrated plans including a Parks, Recreation, and Culture Plan update, an Active Transportation Plan, a Climate Action Plan, an Economic Development Plan, and a Water Supply Strategic Plan.

Community engagement is intended to create a strong foundation to support these plans so that they reflect community needs. **REIMAGINE NANAIMO** is inviting and documenting input from all voices that represent Nanaimo.

This engagement summary documents Phase 1 of the engagement process which has focused on listening to community members about what matters most, key concerns, and ideas. This input will form building blocks to options and scenarios explored in Phase 2 of **REIMAGINE NANAIMO**.




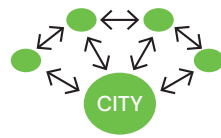

ENGAGEMENT OBJECTIVES

- ▶ Generate awareness and invite broad participation.
- ▶ Engage with people of all ages, interests, and lifestyles, involving more people in a community process than Nanaimo has achieved before.
- ▶ Educate about community planning and the role this integrated initiative plays in defining the future of Nanaimo.
- ▶ Study trends to understand demographics and community context as a basis for planning our future.
- ▶ Build upon the best practices for public engagement identified by the citizen-based Community Engagement Task Force.
- ▶ Listen carefully, to understand key issues and opportunities, and relate these to future planning topics such as land use, transportation, parks, recreation, culture, climate, and more.
- ▶ Communicate findings and articulate how this information flows into the options to be explored in next steps.
- ▶ Facilitate an inclusive, transparent engagement that focuses on shared values and helps build a supported path forward.

LEVEL OF ENGAGEMENT

The chart below 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). REIMAGINE NANAIMO will include a mix of engagement levels throughout the process (all levels shown in green), with most activities focusing between the “Involve” and “Collaborate” levels of the spectrum. Committees of Council have and will continue to provide instrumental input to REIMAGINE NANAIMO and advice to Council. Nanaimo’s elected Council will be delegated to make final decisions on the plans developed through REIMAGINE NANAIMO.

4 ENGAGEMENT LEVELS TO BE USED IN REIMAGINE NANAIMO

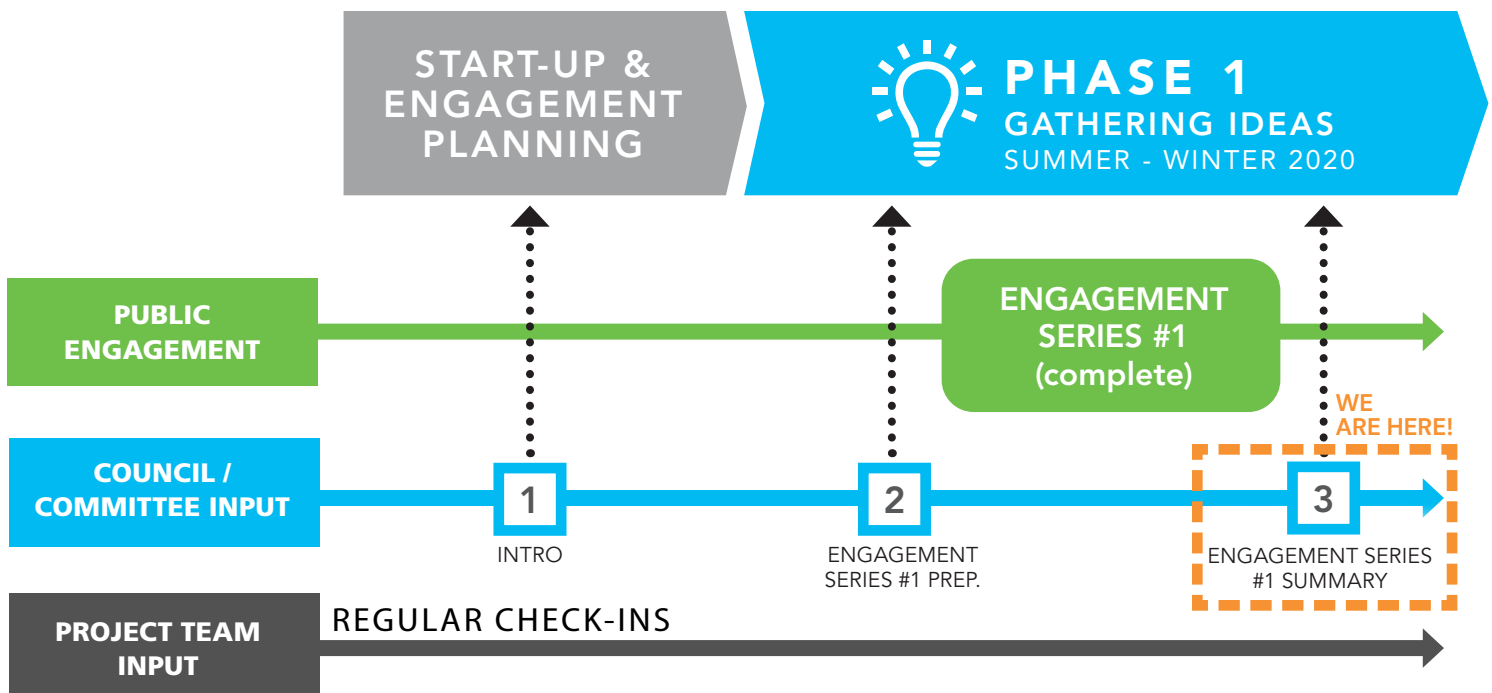
					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities, and/or solutions.	To obtain public feedback on analysis, alternatives, and/or decisions.	To work directly with the public 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 » Print and digital ads » Background information 	<ul style="list-style-type: none"> » Stakeholder calls and emails » Surveys » Pop-up conversations » Online digital platform 	<ul style="list-style-type: none"> » Interactive displays » Focus groups » Community workshops » Stakeholder meetings 	<ul style="list-style-type: none"> » Committees » Task Forces » Workshops » Charrettes 	<ul style="list-style-type: none"> » Alternate Approval Process » Referendum » Election

ENGAGEMENT PROCESS



City staff in REIMAGINE NANAIMO t-shirts to promote the process

The diagram below illustrates the process for REIMAGINE NANAIMO. Public input will be requested during each phase of the process to inform the development of an updated Official Community Plan (OCP) and key supporting plans.

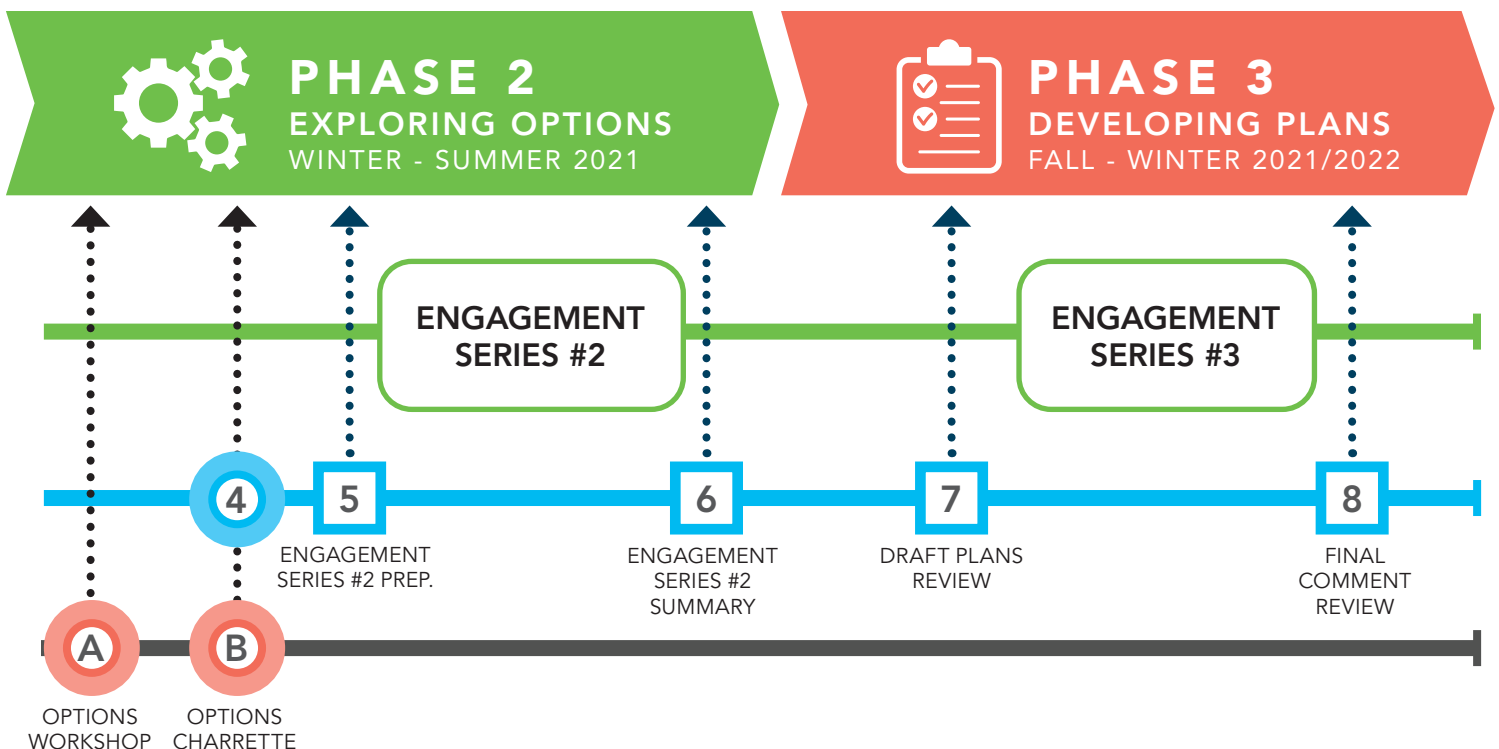


ALIGNING WITH THE COMMUNITY ENGAGEMENT TASK FORCE

In July 2017, the Community Engagement Task Force (CETF) was formed to assist Council to advance community engagement and public conversation. The CETF held a series of pilot community engagement sessions to understand how people experience community engagement and how the City could make engagement a part of everyday life in the City. Six recommendations were provided:

1. Be committed to working more closely with the community to improve engagement and participation in Council decisions, so that residents feel empowered to be more active in shaping their community and future.
2. Begin with something as simple as a published calendar of what Council intends to engage residents about over the next year.
3. Ensure that existing methods for community engagement are fully understood and utilized.
4. Begin a process of strengthening and empowering neighbourhoods to better ensure that programs and projects are actually meeting community needs.
5. Consider how to improve community engagement through advertising, social media, and online technology.
6. Consider establishing a central focus for community engagement within the City.

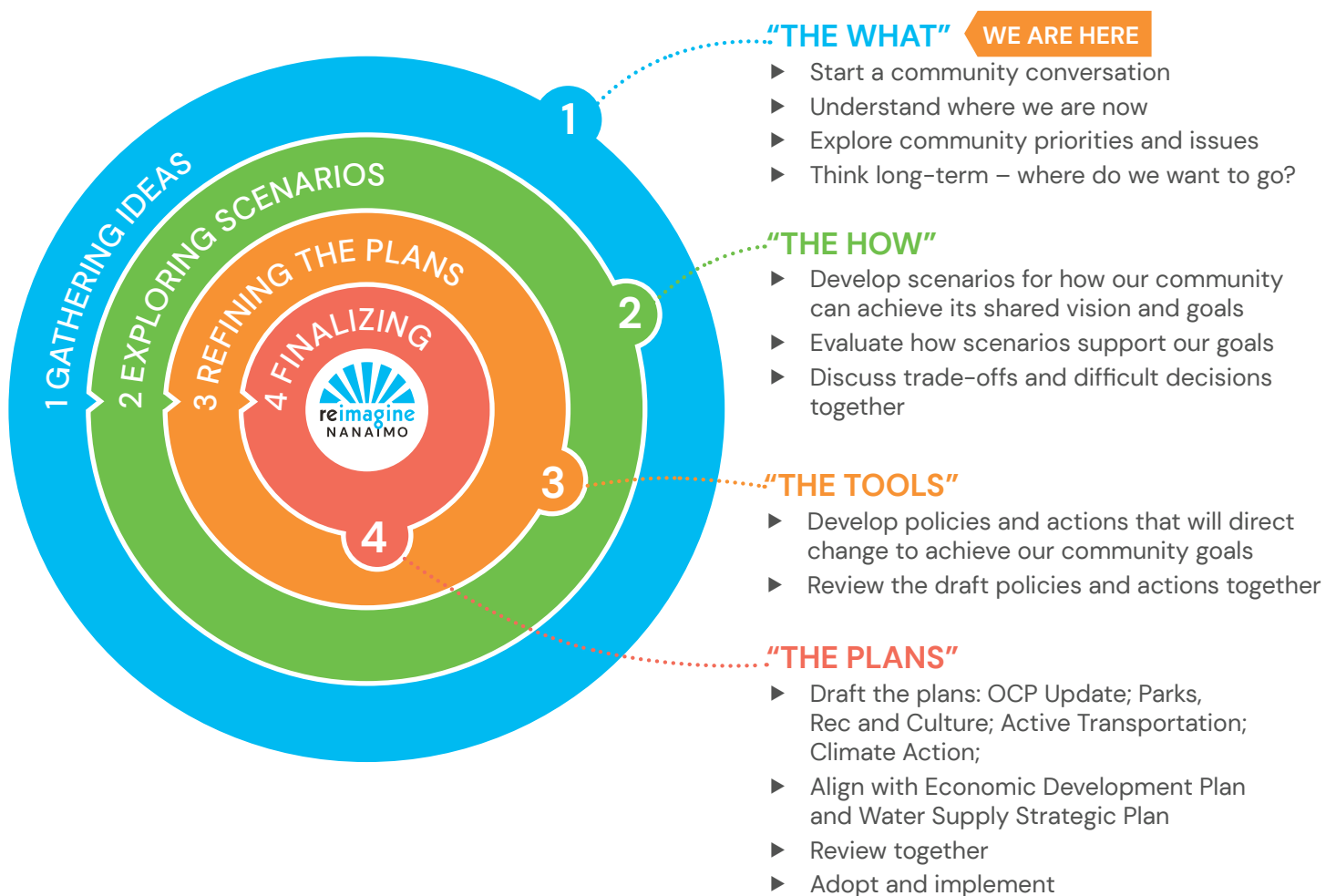
The REIMAGINE NANAIMO process aims to build on the CETF's learnings to provide opportunity for people to be involved in their City's future.



MOVING FROM BIG IDEAS TO FOCUSED DIRECTION

REIMAGINE NANAIMO is an integrated planning process that will ultimately lead to creation of an Updated Official Community Plan (OCP) and supporting key plans including a Parks, Recreation and Culture Plan; an Active Transportation Plan; and a Climate Action Strategy, along with support for advancing strategies on Economic Development and Water Supply. As the process evolves, opportunities to combine some or all of these plans will be explored to create a clear and integrated path forward.

The REIMAGINE NANAIMO process becomes more and more focused with each step. The process starts broadly to consider where the City is today and invite input and ideas about where to go in the future. The process becomes more specific and detailed as it proceeds and plans are developed and refined. REIMAGINE NANAIMO is currently in the first stage, Gathering Ideas, which is a critical step to identifying what needs to be addressed in the plans.





AUDIENCES

Engagement focused on obtaining input from people who care about Nanaimo – residents from across all Nanaimo neighbourhoods, as well as those who work, shop, go to school, or play in Nanaimo.

An important goal for REIMAGINE NANAIMO is to hear from all voices in the community, but there can be obstacles to participation. An objective for engagement was to shift barriers so participants could have an equal opportunity to be involved in a way that works for them.

During engagement the Project team reached out to organizations, institutions, and individuals to request their assistance in encouraging others to participate and figuring out ways to connect with those who may not be able to participate online.

ENGAGEMENT DURING COVID-19

The COVID-19 pandemic required adjustments to the planned engagement process in 2020. The process was adapted from a largely in-person format to a series of online and key in-person opportunities that could follow physical distancing guidelines. The aim was to be safe, while still meeting engagement goals. The change included an extended engagement period that ran from July through November 2020.



Summer pop-ups hosted by the Parks, Recreation & Culture department allowed for some in-person activities while following current COVID-19 guidelines.

1.2 OUTREACH

How did we tell people about REIMAGINE NANAIMO?

DIGITAL OUTREACH July – Nov. 2020



78 Facebook posts
@cityofnanaimo



65 Tweets
@cityofnanaimo



16 Instagram posts
54 Instagram stories
@cityofnanaimo



8 email updates to
subscribers to Get
Involved Nanaimo



16 videos on the City
Youtube channel
and social media



posts and activities on
Get Involved Nanaimo
(getinvolvednanaimo.ca)

MEDIA & ANNOUNCEMENTS July – Nov. 2020



4 media releases



radio spots:
48 on 102.3 the *Wave*
42 on 106.9 the *Wolf*



3 weeks of online ads on
the *Wave*, the *Wolf*, and
Nanaimo News Now



17 weekly features in
the *My Nanaimo This
Week* newsletter



11 ads in the *Nanaimo
News Bulletin*



announcements by
Current Planning
during Public Hearings
(with meetings
streamed online)

AROUND THE CITY Aug. – Nov. 2020



150 vehicle decals
on City fleet



56 signs in Nanaimo
buses (one in each bus)



59 door and window
decals posted by
organizations



50+ posters dropped
to local coffee shops



50+ posters and static
signs put up in local
parks and along trails



information on the
Beban Park reader board
(on Bowen Road)



ambassador
stations at parks and
recreation facilities



banners on Bastion
Street Bridge (over
Terminal Ave) and at new
fire station construction
site on Fitzwilliam St



REIMAGINE NANAIMO
logo on centre ice at
Nanaimo Ice Centre

OUT & ABOUT Aug. – Dec. 2020



34 summer pop-ups: parks, seawalks, trails, playgrounds, farmers markets



chalk engagement questions in parks and along trails



5 fall pop-ups: Woodgrove, Country Club, North Nanaimo Town Centre, University Village, Chase River Country Grocer



100+ workshops, meetings, and discussion groups led by City staff (with numbers ranging from 2 to 15+ participants)

OTHER ACTIVITIES Aug. – Nov. 2020



1 postcard mailed to all Nanaimo addresses



8 backgrounders with key information about the process and Nanaimo today



emails / calls to stakeholders and user group representatives, and organizations to invite participation and collect ideas and input



discussions and input from Committees of Council: Environment Committee, Advisory Committee on Accessibility and Inclusiveness, Economic Development Committee, and Health and Housing Task Force



a Creative Community Contest open to all to share their creative ideas



3 commissioned responses by local art leaders: a poem by Youth Poet Laureate Valina Zanetti, a song by Sonnet L-Abbé, and an illustration by Sebastian Abboud



information shared with intergovernmental and community agencies

YOUTH & STUDENT OUTREACH Sept. – Nov. 2020



VIU-led student week-long outreach program on VIU communication platforms: Student Pulse E-Newsletter, VIU Co-Curricular app, Twitter, and Facebook



KidsPlan activity books distributed by schools and summer day camps

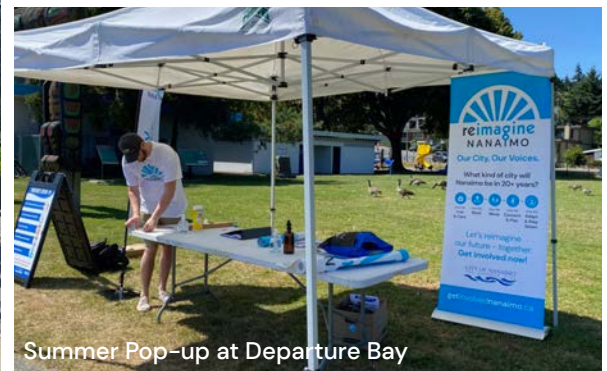


SD68 PAC circulation of survey information via parent distribution lists



City planner virtual classroom visits to hear from students

What did REIMAGINE NANAIMO outreach look like?





Postcard mailed to all city residents



reimagine NANAIMO
Our City, Our Voices.

What kind of city will Nanaimo be in 20+ years?
REIMAGINE NANAIMO is our once-a-decade opportunity to create a collective vision and road map for our City's future. As our population grows to 140,000 and beyond in the next 25+ years, we need voices from across the community to imagine how we evolve and grow to better meet the needs of all.

ONLINE AT: getinvolvednanaimo.ca

PHASE 1 of this process ends on November 30, but look for more ways to participate in 2021.

KEY WAYS TO PARTICIPATE TODAY:

IDEAS QUESTIONNAIRE

CREATIVE COMMUNITY CONTEST

OPEN UNTIL **NOVEMBER 30th**

GREAT PRIZES!





reimagine NANAIMO

CITY OF NANAIMO

Our City, Our Voices.

take 10 minutes and help us imagine how we can grow to better meet the needs of all in our community.

[TAKE QUESTIONNAIRE](#)

1.3 ENGAGEMENT ACTIVITIES

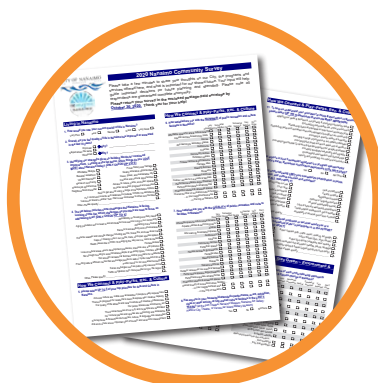
How was REIMAGINE NANAIMO input received?



Public Questionnaires

A main Ideas Questionnaire and six Topic Questionnaires were administered online through Get Involved Nanaimo or available in paper format. These were open to all participants.

+



Statistical Survey

The statistical survey, which asked similar questions to the public questionnaires, was mailed to a random sample of 2,000 Nanaimo addresses to obtain a statistically-valid response (426 responses).

+



Online Welcome Meetings

At the start of the engagement, the City hosted four online welcome meetings. The focus of the meetings was to introduce the process, identify how to involve others, and hear initial discussions on opportunities and challenges.



Community Mapping on Get Involved Nanaimo

Community mapping encouraged participants to share their knowledge about Nanaimo by dropping pins to record places they love, places they feel need improvement, and places where they have ideas for the future.

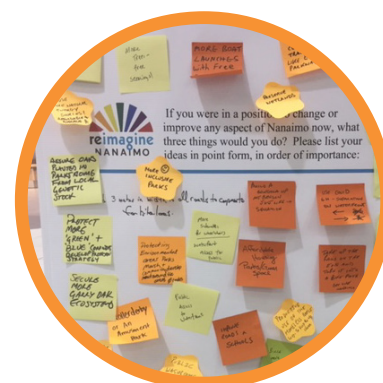
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Ideas Boards Submissions on Get Involved Nanaimo

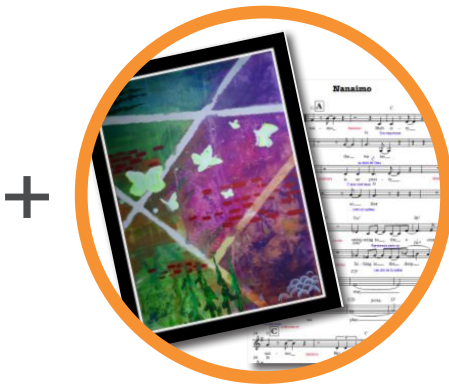
Questions on different topics were posted regularly and participants shared their responses online for others to see.

+



Sticky note posts at Pop-ups

Key questions were featured on display boards to collect responses on sticky notes from participants who visited the pop-ups.



Creative Community Contest

The contest encouraged creative exploration, idea generation, and fun. Creative submissions about Nanaimo and its future were invited from people of all ages and abilities and in any media! Art pieces, music, video, poetry, photography, and more were shared.



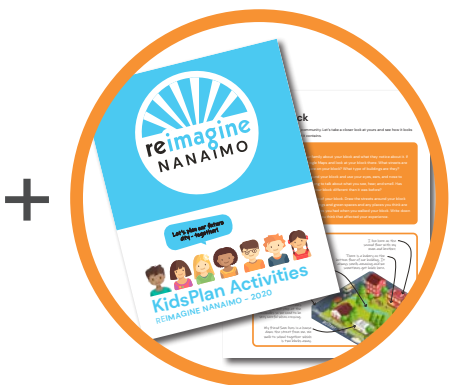
Chalk Activities

In public spaces around the City, key questions were chalk painted on walkways and people were encouraged to use sidewalk chalk to draw or write their responses to the questions.



Culture & Events Dialogues

The City of Nanaimo Culture and Events team hosted facilitated dialogues with stakeholders from Nanaimo's Cultural Sector on five key topics: Spaces for Culture; Collaborations & Partnerships; Reconciliation & Decolonization; Our People; and Sustainability.



Youth & School Engagement

To reach youth voices, the Project team distributed a KidsPlan Activity guide to gather ideas from younger participants and joined in discussions with school classrooms in the City. The Project team also visited a VIU Master of Community Planning class to hear university student insights.



Stakeholder Meetings & Interviews

From September through December, City staff held dozens of ideas meetings and discussions via online platform or physically-distant settings with stakeholder groups to gather varied perspectives on challenges, opportunities, and priorities.



Input from Related Meetings & Workshops

In addition to specific REIMAGINE NANAIMO engagement, key findings from related City engagements including the Nanaimo Health and Housing Design Labs in March 2020 and the Economic Development Strategy Focus Group Sessions in June 2020 were shared as input to this process.

What stakeholders were engaged for REIMAGINE NANAIMO?

During Phase 1 of REIMAGINE NANAIMO, the City endeavoured to connect with as many Nanaimo stakeholders as possible. These connections took many forms – online meetings, physically-distant in-person meetings, community dialogues, phone calls, emails, and more. The information shared provides profound insights about our City’s future needs. Contributions were diverse and multi-faceted, so key themes are captured within the different topics summarized in Section 3 and meeting notes are in Appendix A. Stakeholder engagement is ongoing and will continue in upcoming phases. Thank you to all who gave their time and energy so far.





- Snuneymuxw Knowledge Keepers
- Nanaimo Art Gallery
- Western Edge Theatre
- Port Theatre
- Local Artists & Musicians
- Nanaimo Community Archives
- Nanaimo Arts Council
- L' Association Des Francophones de Nanaimo
- Vancouver Island University Theatre
- Nanaimo Historical Society
- Central Vancouver Island Multicultural Society
- Nanaimo Museum
- Crimson Coast Dance Society
- Literacy Central Vancouver Island
- Vancouver Island Symphony
- Opera Nanaimo



- Tillicum Lelum Aboriginal Friendship Centre
- Food Production Representatives
- City Program Representatives
- Health & Wellness Representatives
- Outdoor Fitness Representatives
- Specialized & Accessible Recreation Representatives
- Sports Clubs & Organizations Representatives
- Environmental & Ecological Stewardship Representatives
- Youth Program Representatives
- Adventure Sport Representatives



- Regional District of Nanaimo
- Members of the Blind / Partially-sighted Community
- Limited Mobility Representatives
- Hub City
- Modo Car Share
- Active Transportation Representatives

100+
Stakeholder
Groups Engaged
(so far!)



Nanaimo Night Market on Commercial Street



Fall pop-up at University Village



2 WHO PARTICIPATED?

This section summarizes who participated in the first phase of engagement and how participation compares with the City of Nanaimo's demographic profile.

This information helps identify how input reflects the make-up of our community and potential gaps and focus areas for future phases of engagement.

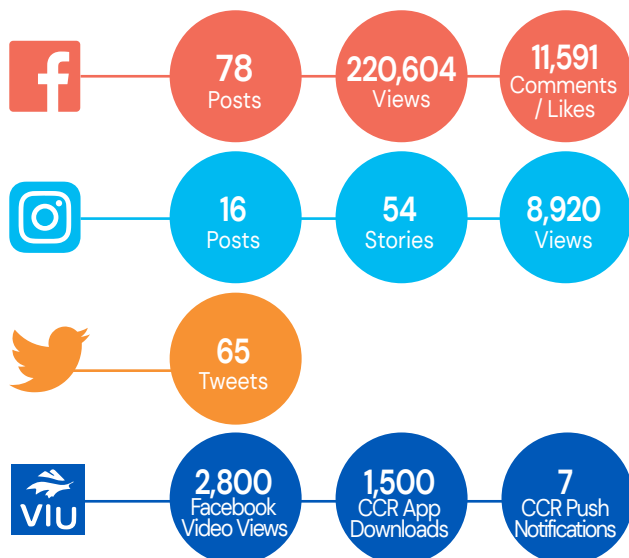


Fall pop-up at Woodgrove Mall

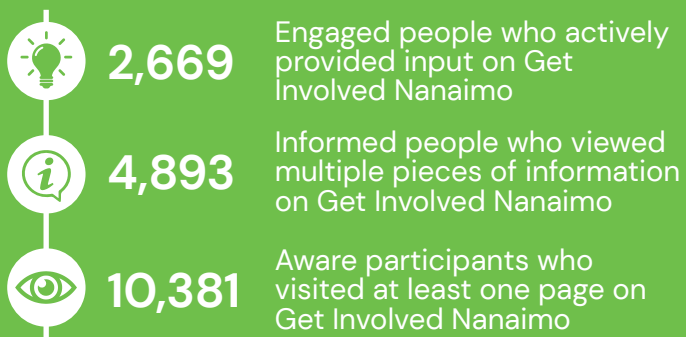
2.1 PARTICIPATION HIGHLIGHTS



SOCIAL MEDIA STATS



GET INVOLVED NANAIMO

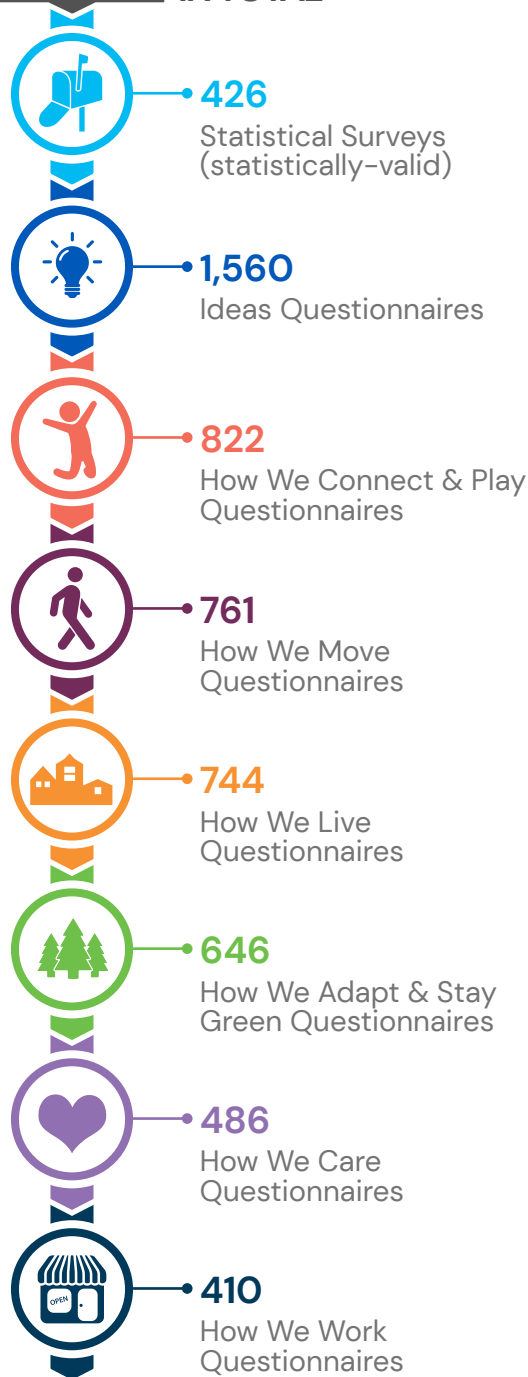


IN-PERSON CONNECTIONS



SURVEYS & QUESTIONNAIRES

5,855 COMPLETED IN TOTAL



2.2 PARTICIPANT DETAILS

To get a sense of who participated in the engagement process, the Public Questionnaire and the Statistical Survey asked participants key questions about themselves, their household, and their relationship to Nanaimo. The following charts summarize participant responses compared with demographic details about the City.

NOTES:

- ▶ Demographic information was collected through the Public Questionnaire and Statistical Survey only. Other sources of input including stakeholder meetings and workshops, online activities, written submissions, and other inputs did not collect demographic information and therefore are not represented here.
- ▶ Not all demographic questions could be included on the Statistical Survey due to space constraints. Each question identifies sources of information beneath the title.
- ▶ Not all percentages will add up to 100% due to rounding or the nature of the question.

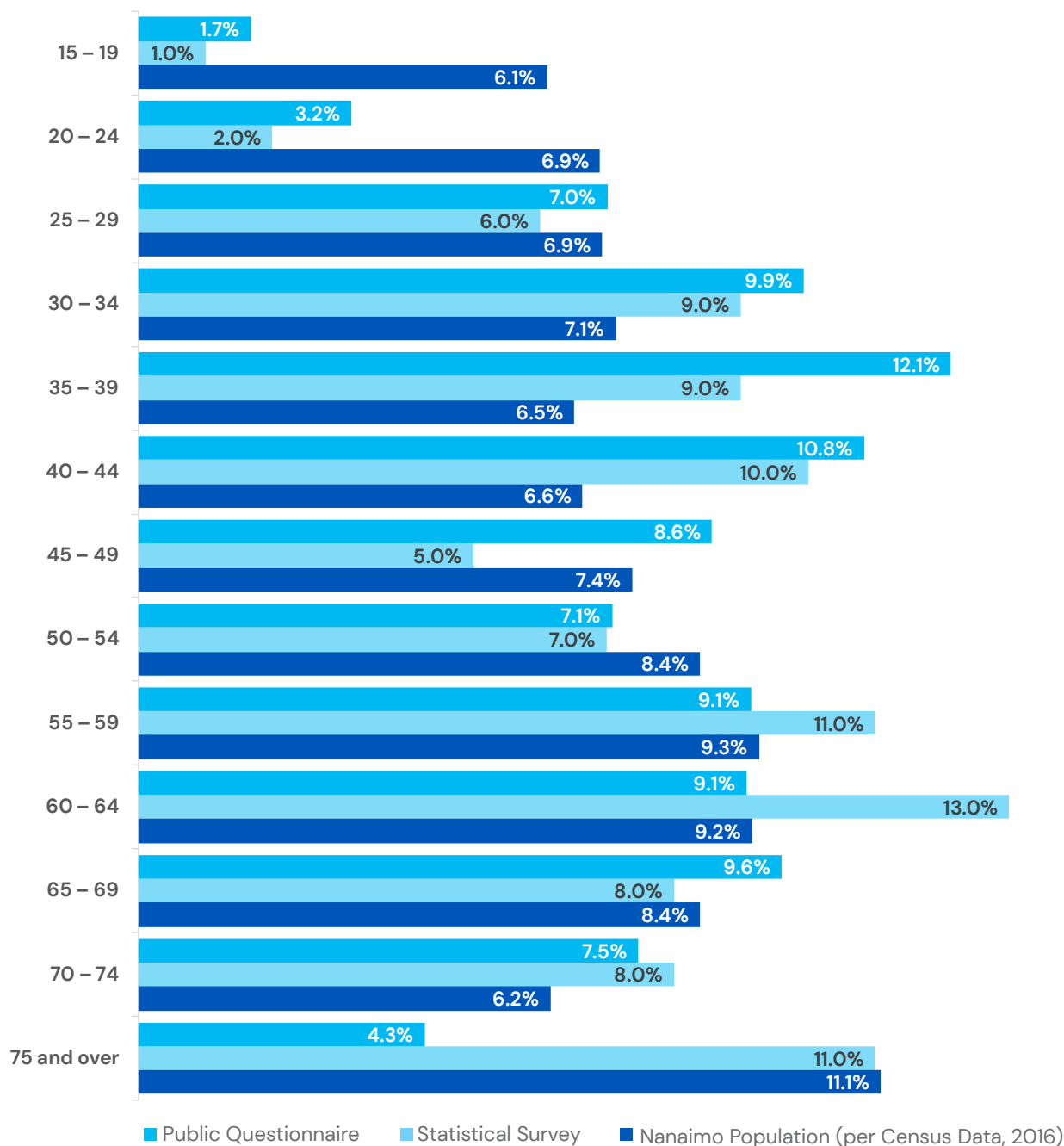


Nanaimo Night Market on Commercial Street



PARTICIPATE AGE

Public Questionnaire & Statistical Survey



KEY OBSERVATIONS

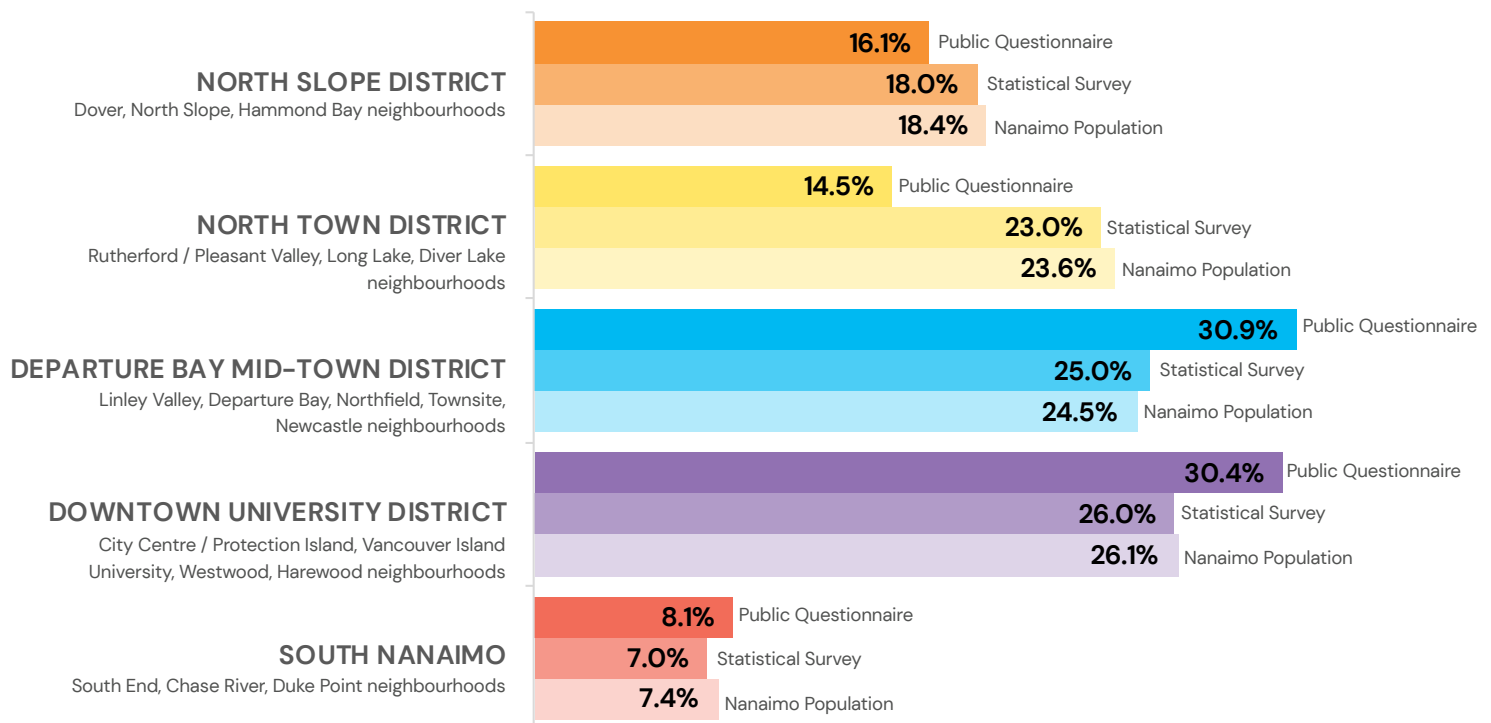
- Between the two formats, most age groups in Nanaimo were well represented, with more limited representation from the 15-24 ages
- There was strong participation from the 30-44 age groups
- Participants 49 and under were more likely to participate online, while those 55 and over were more strongly represented in the statistical survey (with some exceptions)



GEOGRAPHICAL LOCATION

Public Questionnaire & Statistical Survey

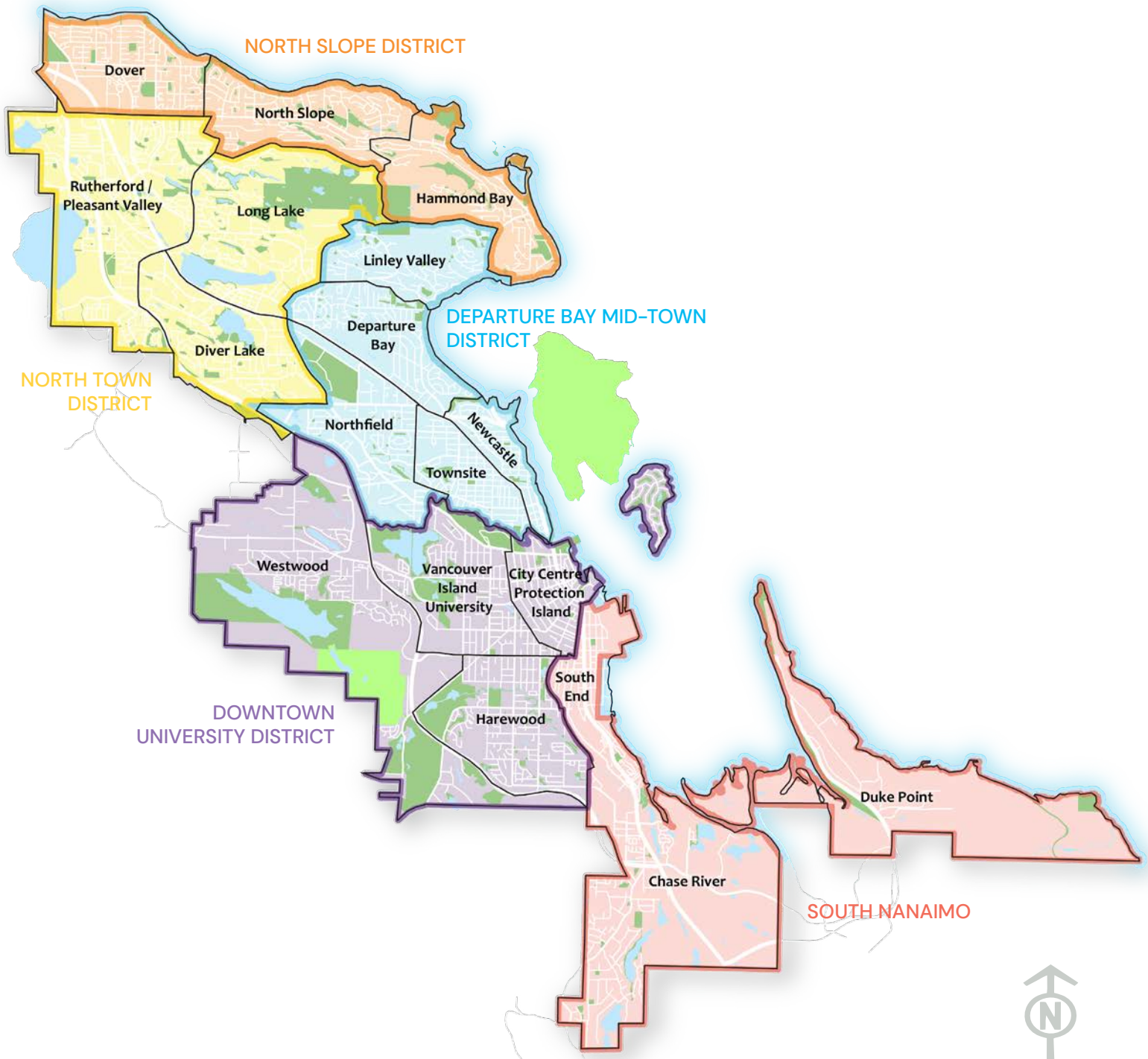
The chart below summarizes participation from each of five geographical districts in Nanaimo. The map on the adjacent page indicates which neighbourhoods fall in each district and the colours on the chart correspond with the map colours.



KEY OBSERVATIONS

- Geographical representation through the statistical survey was within 1% representation for all five districts, demonstrating geographically-equitable participation
- Geographical representation through the self-selected public questionnaire indicated slightly higher participation from the Departure Bay / Mid-Town and Downtown University Districts and slightly lower participation from the North Town District

NANAIMO DISTRICTS & NEIGHBOURHOODS MAP



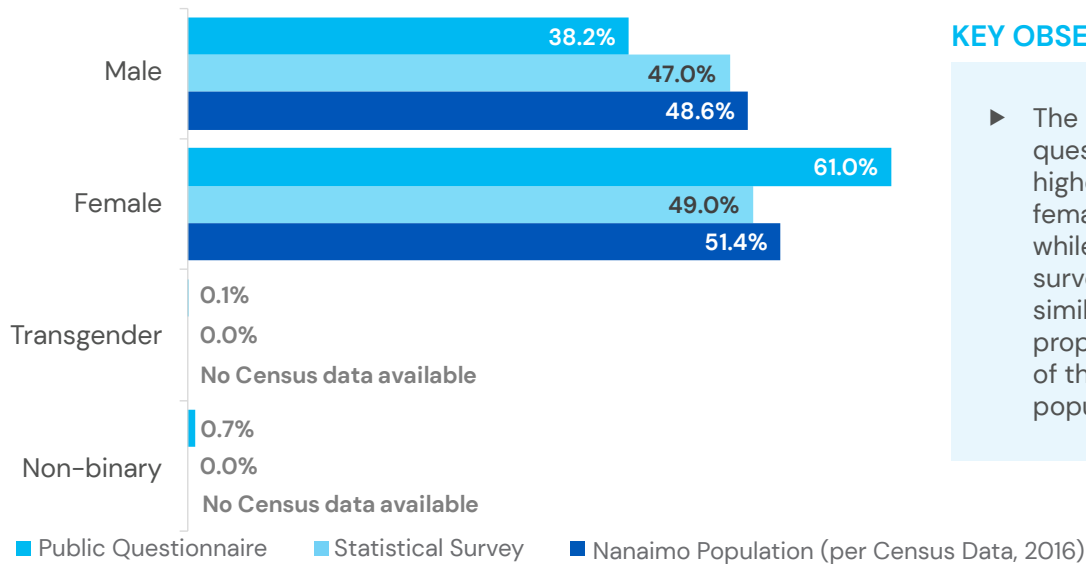


PARTICIPANT IDENTITY

Public Questionnaire & Statistical Survey

GENDER IDENTITY

Public Questionnaire & Statistical Survey

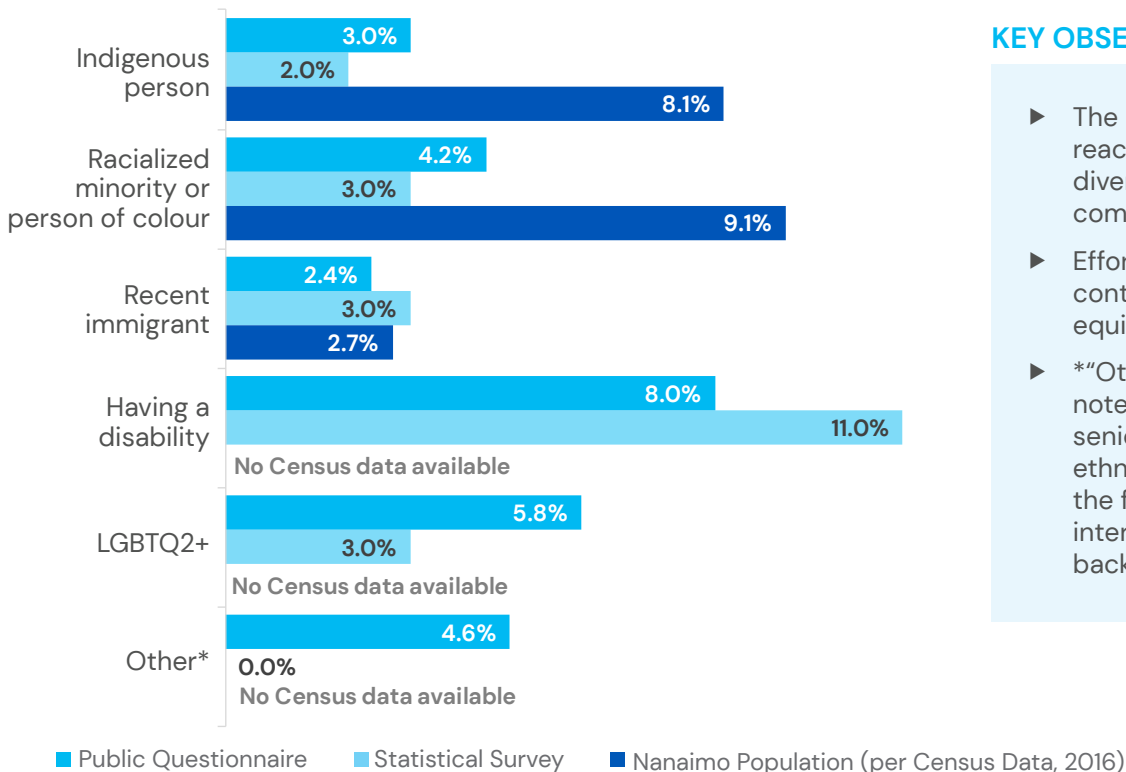


KEY OBSERVATIONS

- ▶ The public questionnaire saw a higher proportion of female participants while the statistical survey saw more similar participation proportions reflective of the Nanaimo population

HOW PEOPLE IDENTIFY

Public Questionnaire & Statistical Survey



KEY OBSERVATIONS

- ▶ The process aims to reach a broad and diverse group of community members
- ▶ Efforts will need to be continued to support equitable participation
- ▶ *"Other" identifiers noted included senior, retiree, multi-ethnic, member of the faith community, international student, background of trauma



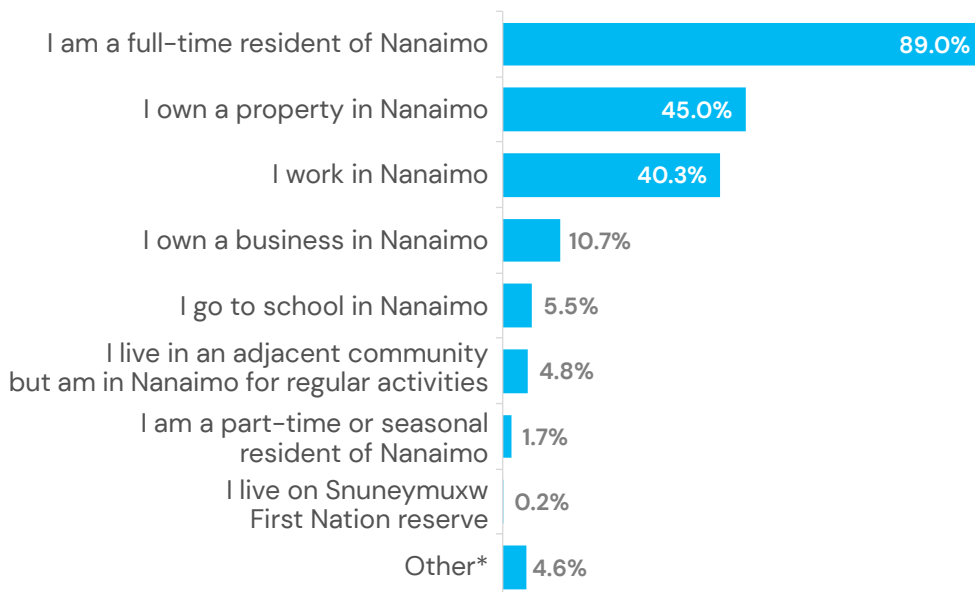
RELATIONSHIP TO NANAIMO

Public Questionnaire & Statistical Survey



HOW DO PEOPLE DESCRIBE THEIR RELATIONSHIP TO NANAIMO?

Public Questionnaire

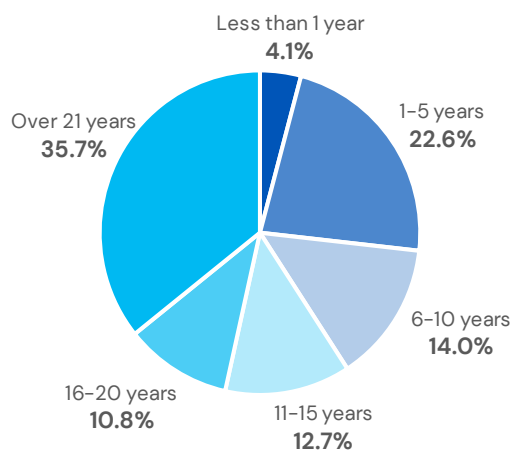


KEY OBSERVATIONS

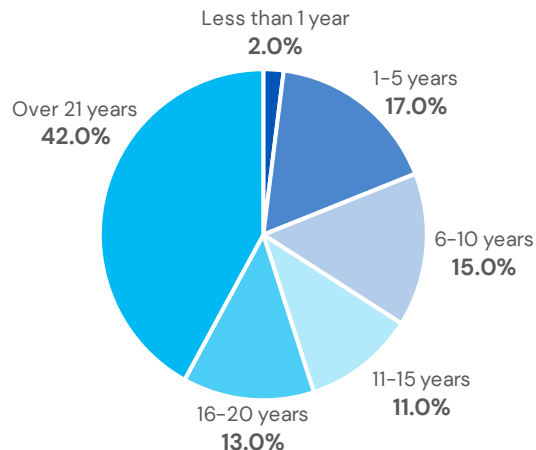
- Most participants were full-time Nanaimo residents
- *"Other" relationships noted included former resident, grew up in Nanaimo, family members in Nanaimo, active citizen, landlord, marina resident, frequent visitor

LENGTH OF TIME IN NANAIMO

Public Questionnaire



Statistical Survey



KEY OBSERVATIONS

- Both the public questionnaire and statistical survey indicated participation from people who have lived varied lengths of time in Nanaimo
- Over a third of participants in both formats have lived in Nanaimo for over 21 years
- The public questionnaire saw participation from twice the number of newcomers (less than 1 year) than the statistical survey

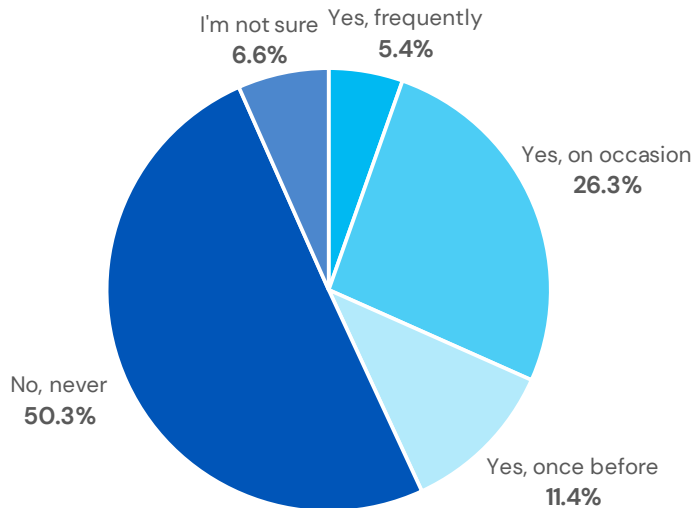


PREVIOUS CITY PROCESS PARTICIPATION

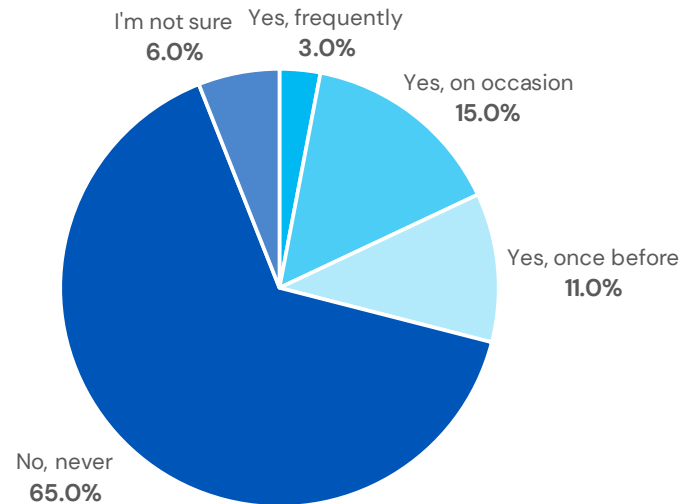
Public Questionnaire & Statistical Survey

HAVE PEOPLE PARTICIPATED IN A CITY PROCESS BEFORE?

Public Questionnaire



Statistical Survey



KEY OBSERVATIONS

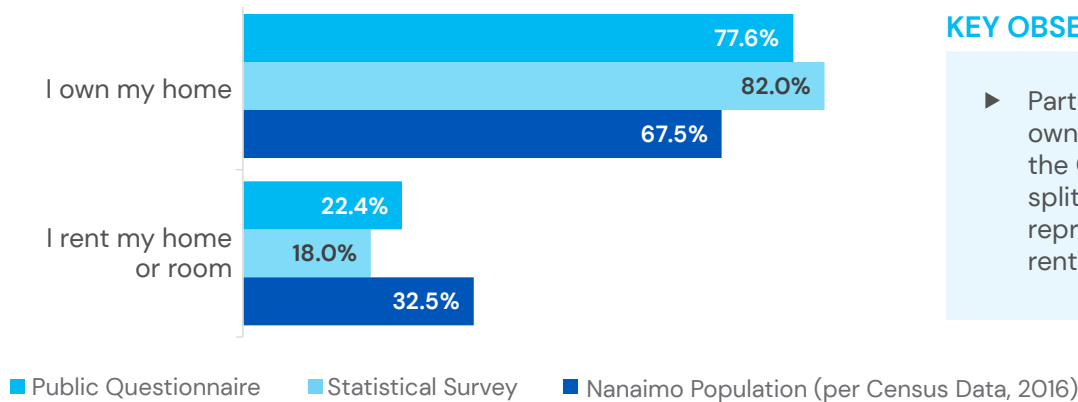
- ▶ A large proportion – over half of respondents in both the public questionnaire (**50.3%**) and statistical survey (**65.0%**) indicated that they have **never** participated before in a city process
- ▶ The statistical survey was a powerful tool for reaching people who had not previously participated



Physically-distant meeting at the Nanaimo Brain Injury Society



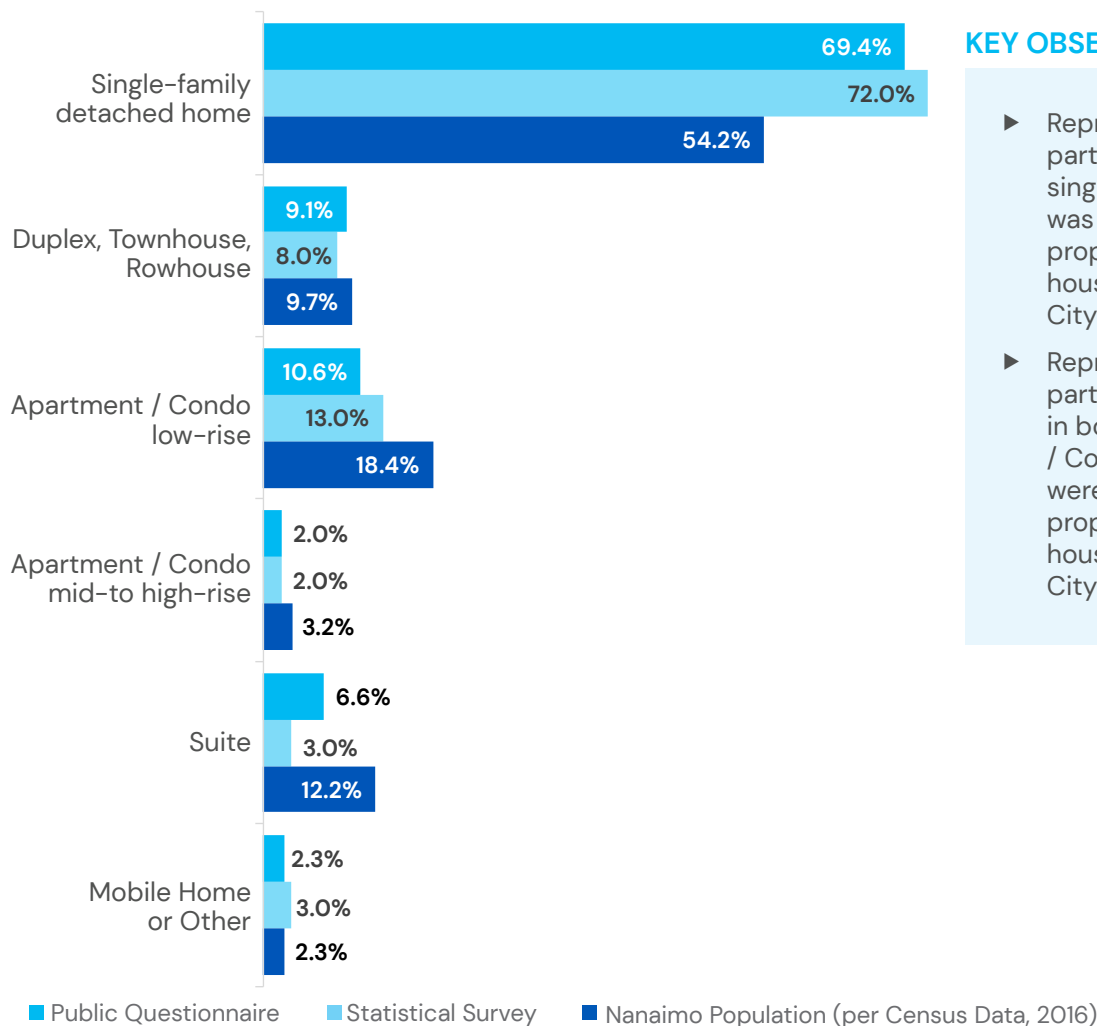
DO PEOPLE RENT OR OWN?



KEY OBSERVATIONS

- Participation by home owners was higher than the City own / rent split, indicating lower representation among renters

WHAT TYPE OF HOUSING DO PEOPLE LIVE IN?



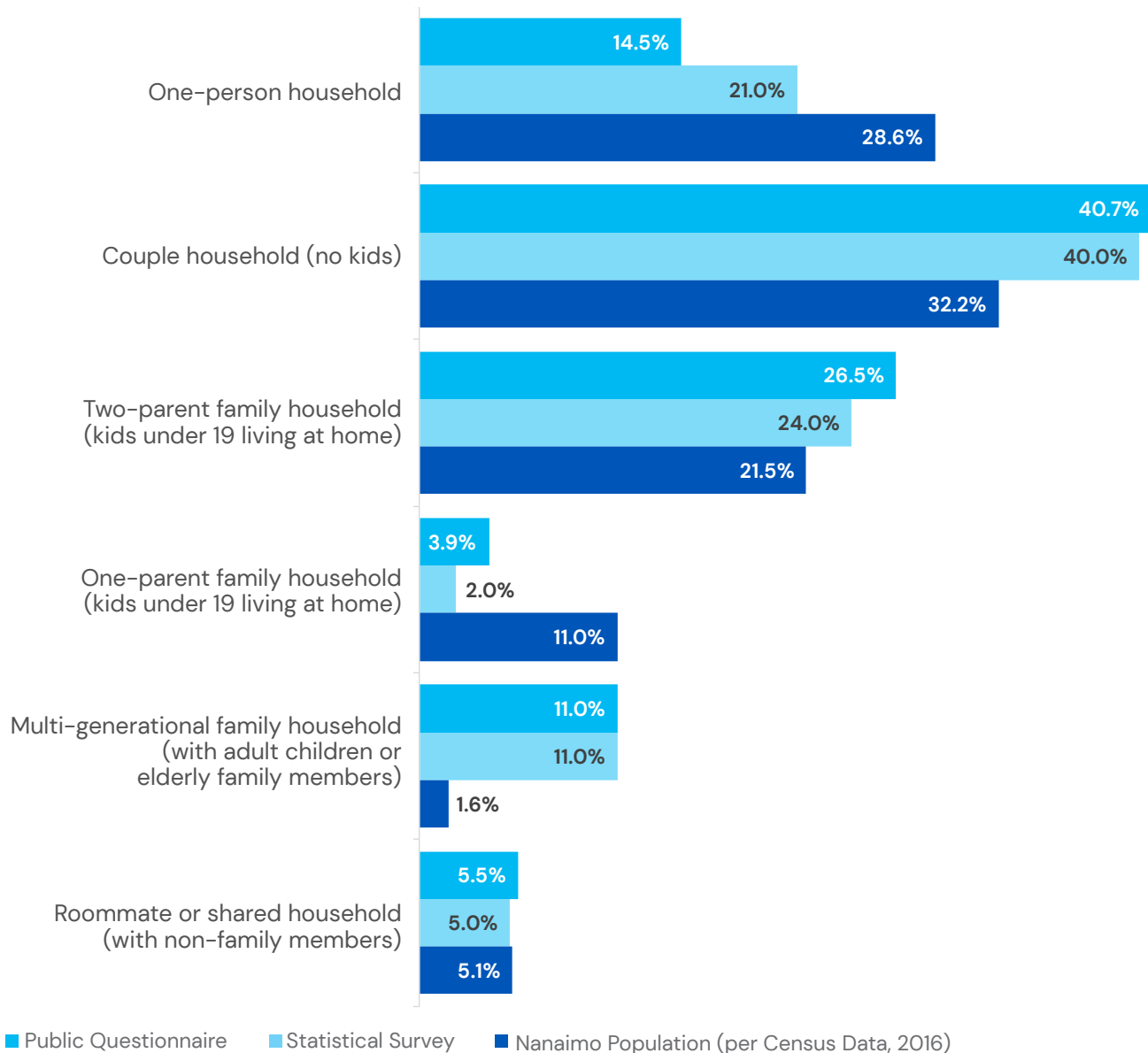
KEY OBSERVATIONS

- Representation of participants living in single-family homes was higher than the proportion of this housing type in the City
- Representation of participants living in both Apartments / Condos or Suites were lower than the proportion of this housing type in the City



HOUSEHOLD MEMBERS

Public Questionnaire & Statistical Survey

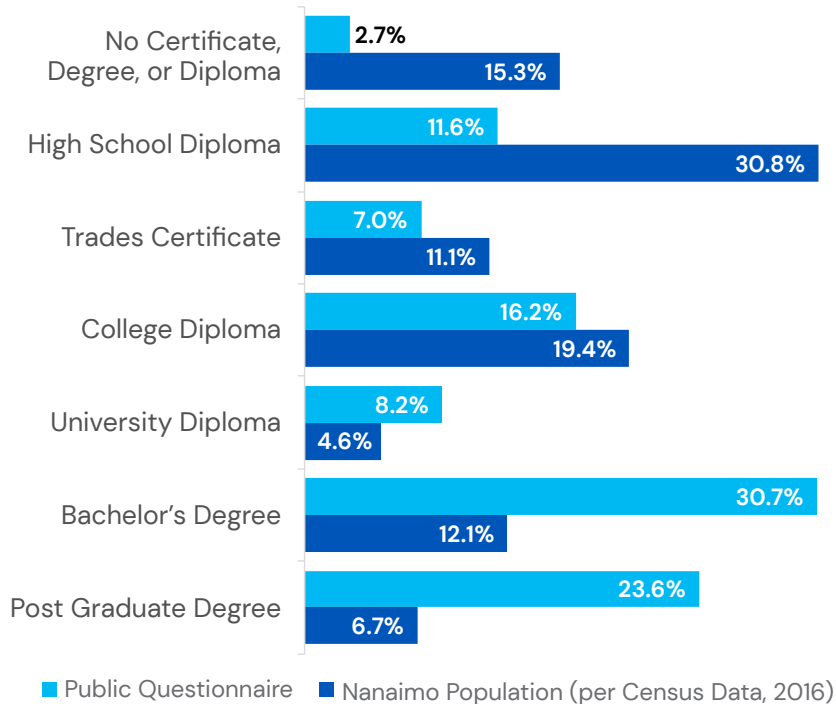


KEY OBSERVATIONS

- The strongest representation was from couple households with no kids and was over-represented when compared with City demographics
- One person households and one-parent family households with kids under 19 living at home were both under-represented when compared with City demographics
- Participation from multi-generational family households were notably higher than comparable City demographics, potentially in part related to changes occurring during the COVID-19 pandemic



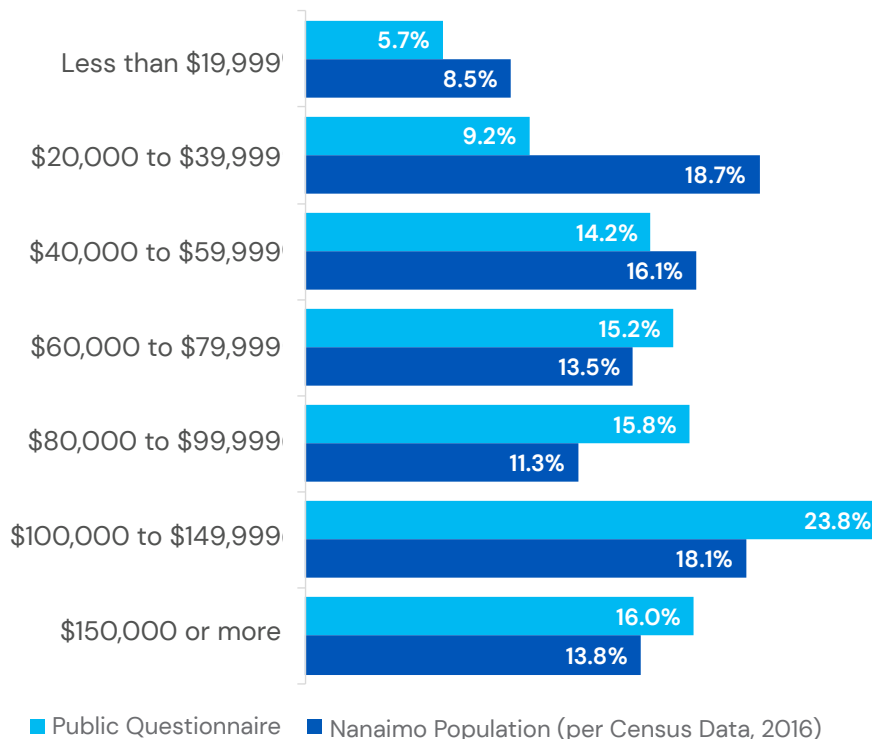
HIGHEST LEVEL OF EDUCATION



KEY OBSERVATIONS

- Public questionnaire participants indicated education levels of a University Diploma, Bachelor's Degree, or Post Graduate Degree at higher rates than City census data

ANNUAL HOUSEHOLD INCOME



KEY OBSERVATIONS

- Public questionnaire participants also indicated higher annual household incomes than City census data
- It is notable that the census data is from 2016 and would not reflect overall average income growth in the past 5 years

Tsumkwaut (Deborah Good) Snuneymuxw, drummer and singer, leader of the Foot Prints of the Wolf, performing a traditional song at the Port Theatre





Fall pop-up at North
Nanaimo Town Centre



3 WHAT WE HEARD

Creating plans for the future is all about sharing ideas and thinking together, so the first phase of **REIMAGINE NANAIMO** aimed to learn what Nanaimo is and should be to all those who care about its future.

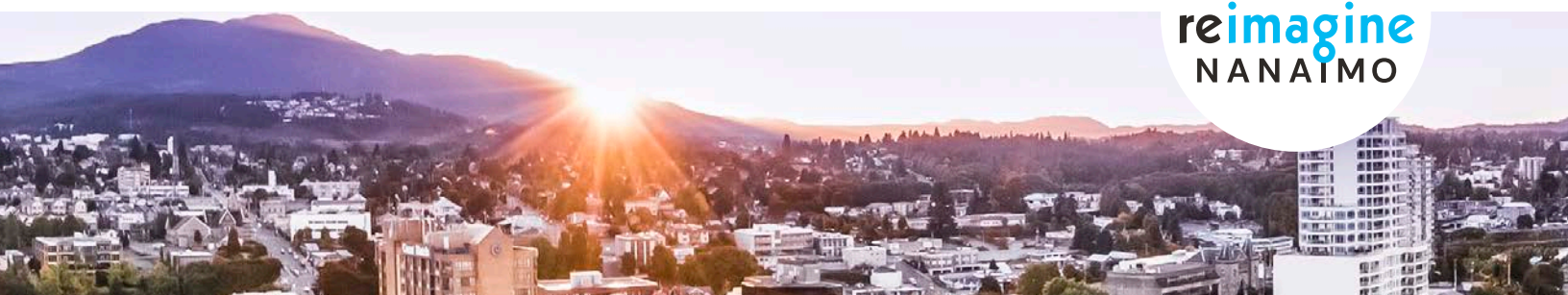
This section summarizes what participants shared during the first phase of engagement through all of the engagement activities.

In this phase of engagement, the City undertook the preparation and distribution of both a Statistical Survey (statistically-valid) and Public Questionnaires. Both formats asked similar questions, with the intent that the Statistical Survey would provide an accurate measure of the views of Nanaimo's general population. Figures on the following pages are labeled to indicate if they are referring to the Statistical Survey, the Public Questionnaires, or both.

Young performer playing piano in Diana Krall Plaza



3.1 OUR CITY OVERALL



Read this 1-page of highlights for a quick overview of this section.
The below information reflects what we learned from all engagement opportunities.
View the pages that follow to find more details.

HIGHLIGHTS

Learning about Nanaimo's strengths, weaknesses, and opportunities today helps create building blocks for continued improvement. Participants shared what they love about Nanaimo, their concerns, information about their quality of life, and their vision for creating a thriving City for all.

WHAT ARE NANAIMO'S STRENGTHS AND CHALLENGES TODAY?



TOP 3 THINGS PEOPLE LOVE MOST ABOUT NANAIMO

- 1 Access to nature, parks, and open spaces
- 2 Beautiful waterfront
- 3 Role as Vancouver Island's central "hub" that is well-connected to other communities



TOP THINGS PARTICIPANTS ARE CONCERNED ABOUT

- 1 Homelessness
- 2 Social challenges such as public drug use and crime
- 3 Affordability of housing and daily needs

HOW DO WE VIEW OUR QUALITY OF LIFE?



72% of public questionnaire respondents and 84% of statistical survey participants believe they have a good quality of life



44% of public questionnaire respondents and 46% of statistical survey participants believe quality of life has worsened over the last 10 years

■ public questionnaire ■ statistical survey

WHAT IS OUR VISION FOR NANAIMO'S FUTURE?



A thriving and diverse downtown



A well-connected, vibrant waterfront



A supportive community for all

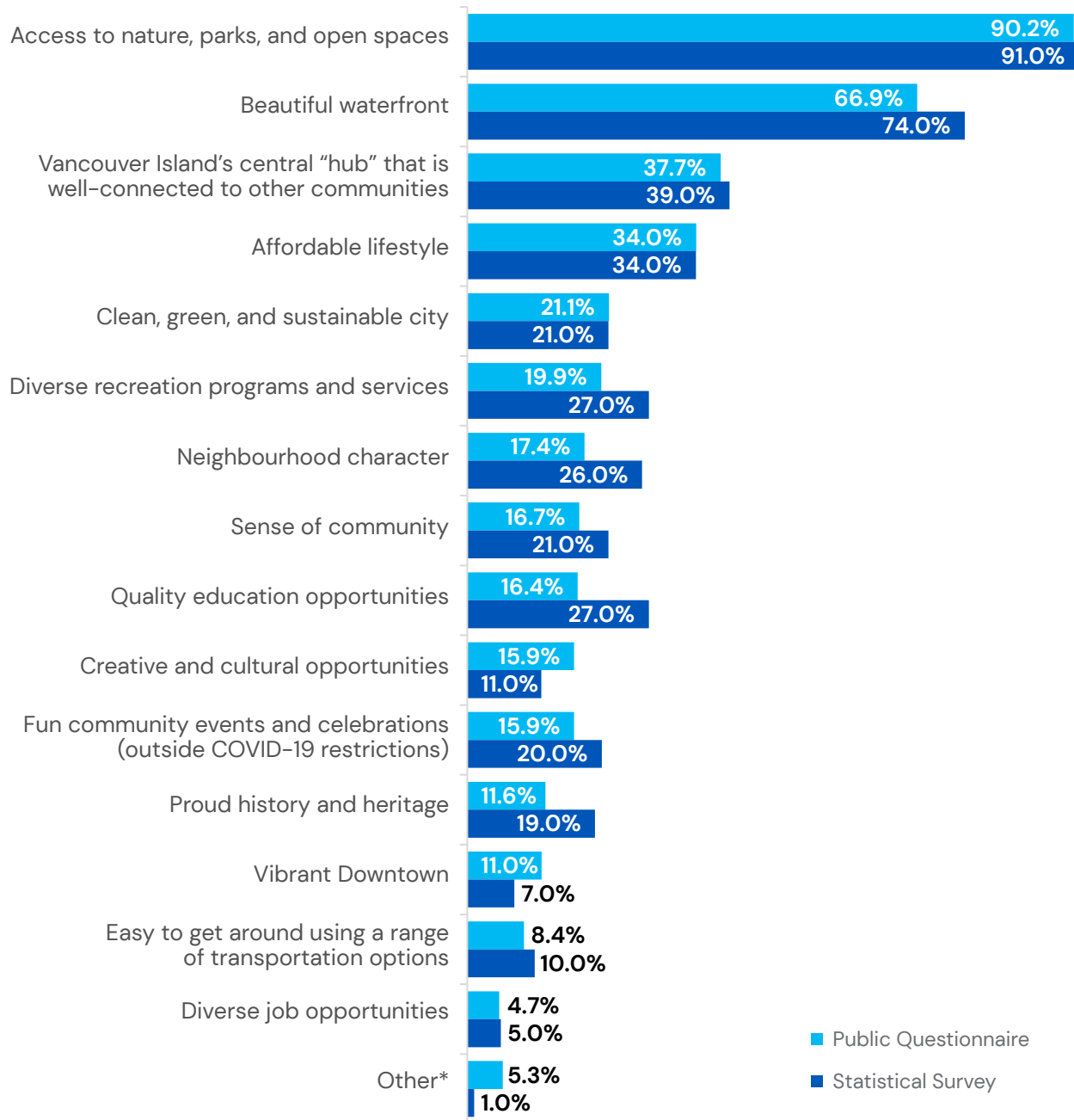


A climate change action leader



WHAT PEOPLE LOVE MOST ABOUT NANAIMO

Public Questionnaire & Statistical Survey



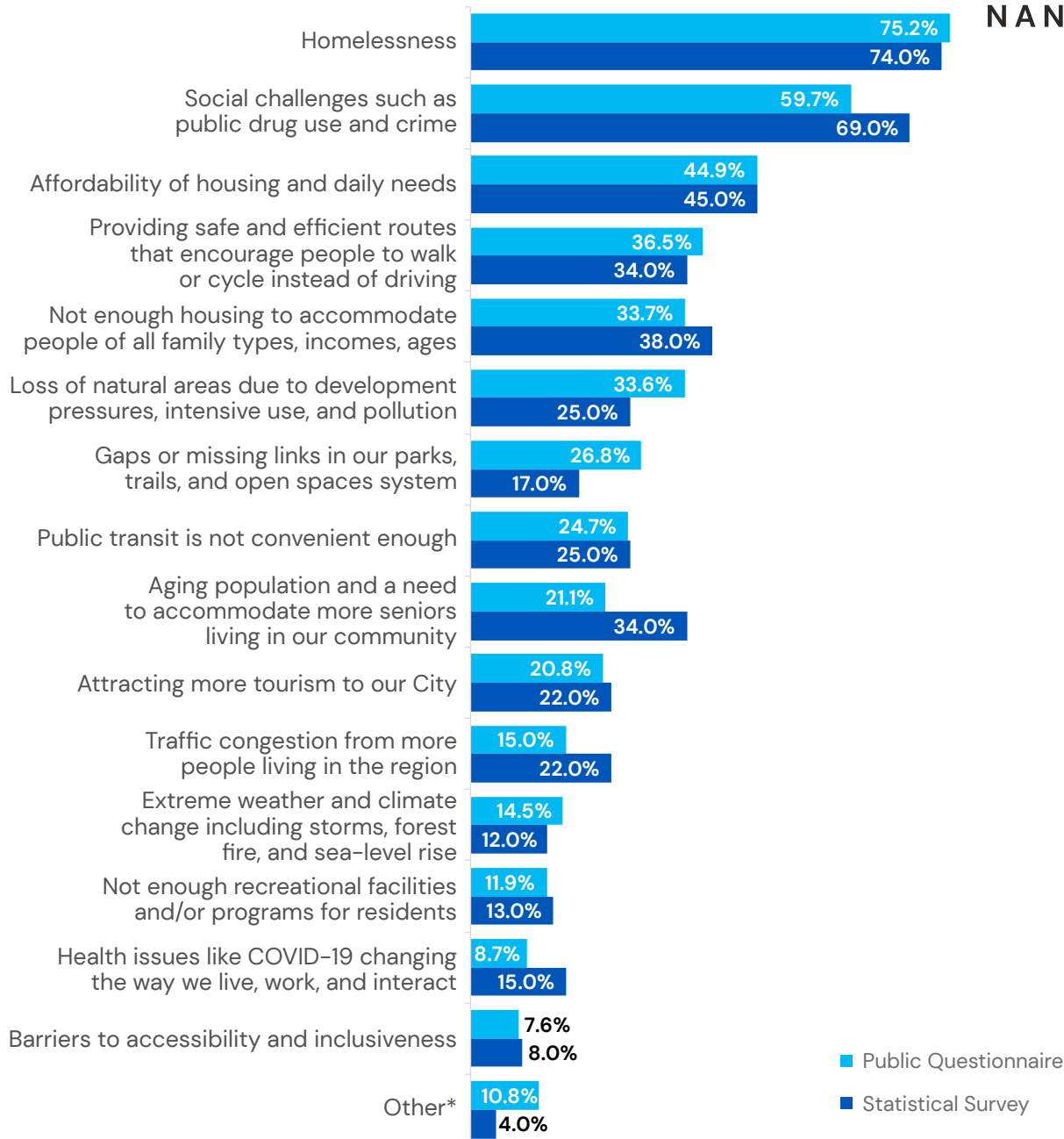
*COMMON "OTHER" THEMES NOTED

- ▶ City size – not too big, not too small, not too dense
- ▶ Friendly people
- ▶ Climate and weather
- ▶ Indigenous culture
- ▶ Great potential
- ▶ Local businesses and restaurants
- ▶ Infrastructure (e.g., water supply)
- ▶ Air quality
- ▶ Relaxed / "Island time" character
- ▶ Safe
- ▶ Increasing diversity and welcoming to all
- ▶ Spiritual programming
- ▶ All of the above
- ▶ None of the above



WHAT CONCERNS PEOPLE ABOUT NANAIMO

Public Questionnaire & Statistical Survey



*COMMON "OTHER" THEMES NOTED

- ▶ Safety and aesthetic concerns about downtown
- ▶ Neglected spaces and vacant lots
- ▶ Abundance of chain retail / not enough support for local businesses
- ▶ Not enough interesting public spaces and streetscapes
- ▶ Gap in local food security
- ▶ Not enough doctors
- ▶ Need more spaces for arts and culture
- ▶ Not enough walkability in neighbourhoods
- ▶ Condition of healthcare facilities
- ▶ Cost of taxes



QUALITY OF LIFE IN NANAIMO

Public Questionnaire & Statistical Survey

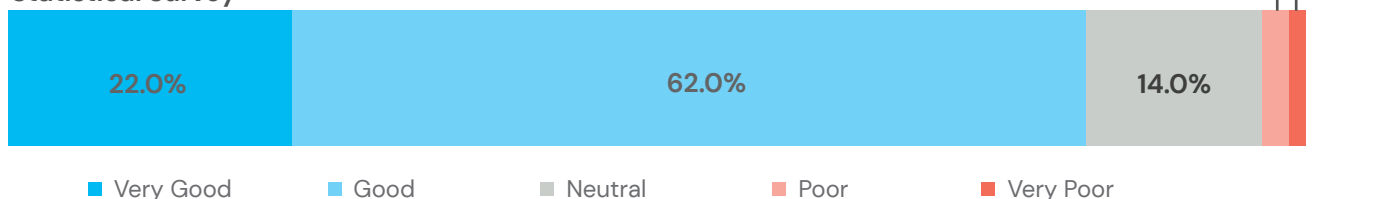
We asked people to share their feelings about their quality of life in Nanaimo and how it's changed in the past decade.

HOW DO PEOPLE RATE CURRENT QUALITY OF LIFE?

Public Questionnaire



Statistical Survey



HAS QUALITY OF LIFE IMPROVED OR WORSENERD OVER THE LAST 10 YEARS?

Public Questionnaire



Statistical Survey



KEY OBSERVATIONS:

- ▶ Overall, the **majority of participants** feel they have a **good** or **very good** quality of life in Nanaimo
- ▶ Statistical survey participants (**84%**) tended to rate their quality of life higher than public questionnaire participants (**71.3%**)
- ▶ **Just over half** of participants in both surveys feel like quality of life has **improved** or **stayed the same** in the last 10 years.
- ▶ Unfortunately, about **45%** of participants in both surveys feel quality of life has **worsened** in the last 10 years
- ▶ Statistical survey participants were less optimistic about the last 10 years with slightly more (**46%**) feeling like it has worsened compared with online participants (**44.2%**)

Participants were asked to share their comments on **how** quality of life has changed for them in the last 10 years. Here is what participants had to say:



WHY DO PARTICIPANTS FEEL QUALITY OF LIFE HAS IMPROVED?

- ▶ Urban development standards have improved our transportation networks and public places
- ▶ An enhanced parks, trails, and open space network
- ▶ Additional recreational opportunities
- ▶ More community cultural events and art
- ▶ An improved multi-modal transportation network including complete streets, increased walkability, and more bike paths and lanes
- ▶ Upgraded civic amenities
- ▶ New restaurants and shops opening



WHY DO PARTICIPANTS FEEL QUALITY OF LIFE HAS WORSENERD?

- ▶ More instances of people experiencing homelessness
- ▶ Increased drug / substance use including more visible activity and evidence of drug paraphernalia in public places
- ▶ A lack of affordable housing following from a dramatic increase in rent and housing prices over the last 10 years
- ▶ Deterioration of the downtown area including vacant and aging buildings, increased crime, and heightened safety concerns
- ▶ Deterioration and loss of natural areas
- ▶ Urban sprawl or unrestricted development
- ▶ Increased traffic
- ▶ Public transit system not adapting quickly enough to meet increased demand; bus routes / frequency not sufficient
- ▶ More prevalence of litter and graffiti
- ▶ Challenges to find family doctors accepting new patients



Nanaimo is a much more diverse and interesting city than it was even 10 years ago, but there is still much room for improvement. This city is still built for the "car," but I am heartened to see new subdivisions being developed for walking, biking, and community spaces to gather. We live in a spectacularly beautiful geographical area, but there are still many things that could be done to showcase this beauty.



As a female living in the downtown area, I feel as though I am unable to safely walk in the evenings alone, which limits my ability to be outside and impacts my feelings of safety in my own home. As a young adult, living in Nanaimo is expensive, giving me limited options for being able to choose the neighbourhood I live in.



For a full list of verbatim comments, refer to Appendix H



IDEAS FOR OVERCOMING COVID-19 IMPACTS

Public Questionnaire

COVID-19 has had an impact on Nanaimo. Participants were asked to offer their ideas, big or small, that could help Nanaimo be resilient to the short-term impacts of COVID-19 while also supporting our long-term success. Here are some of the ideas that were frequently shared:



SUPPORT LOCAL BUSINESSES

- ▶ Find ways to encourage shopping local
- ▶ Consider financial support to local businesses, (e.g., rent relief)
- ▶ Create more outdoor spaces (i.e., patios for restaurants) to encourage patronage
- ▶ Consider closing Commercial Street to cars to allow businesses to occupy the street (similar to Government Street in Victoria)



EXPAND SAFE OUTDOOR GATHERING AND RECREATION OPPORTUNITIES

- ▶ Integrate more covered spaces for socially-distanced gatherings in public parks and plazas
- ▶ Plan for more outdoor events and recreational opportunities (e.g., drive-in movies, socially-distanced outdoor concerts, children's programming)
- ▶ Prioritize new parks and trail connections to facilitate safe outdoor recreational opportunities for all



IMPROVE HEALTH AND SOCIAL SERVICES

- ▶ Work to attract health-care professionals to Nanaimo to address existing shortages and prepare for the future
- ▶ Encourage expansion of public health and social services and community forums for safe interaction
- ▶ Provide financial and emotional support for vulnerable populations (e.g., the elderly, youth, those struggling to find housing)



Closing Commercial Drive [Street] downtown even a couple times per week to encourage outdoor restaurant seating, shopping, and activities that inspire a sense of community in safe ways.



Isolation has been one of the biggest challenges, so it would be good to have a greater awareness of social networks available to you (online and in situ) that you can safely engage in. As someone new to the Island from another country, alternative and safe ways of getting to know people is important.



Equip small businesses with the tools necessary to weather the tough times.



PARTICIPANTS ALSO SHARED IDEAS ABOUT:

- ▶ Additional opportunities for walkable outdoor retail (markets, etc.)
- ▶ Increasing access to food for those in need

For a full list of verbatim comments, refer to Appendix H



VISION IDEAS

Public Questionnaire, Online Ideas Boards, Pop-ups



Participants were asked to share in a few words or a short phrase, the future Nanaimo they'd like to see in 2030. Here are themes that were commonly noted:



A THRIVING DOWNTOWN

- ▶ Participants' priorities ranged from addressing social challenges to promoting higher-density mixed use development that brings people to the City's core
- ▶ Strong enthusiasm exists to revitalize vacant or aging properties to create new landmarks that fit the image of a flourishing and successful downtown
- ▶ Many envision a walkable downtown with better connectivity to the waterfront and surrounding neighbourhoods
- ▶ Participants value cultural events like markets and festivals



A destination for tourism and business which offers consumers, neighbours, and residents opportunities to co-exist in a sustainable environment. A city centre that... [defines] Nanaimo as a place to live, learn, and celebrate the embedded rich culture of the environment, especially Indigenous culture.



A SUPPORTIVE COMMUNITY

- ▶ Participants envision a future where housing opportunities and social services are provided to support those in need
- ▶ There is a desire for the City's parks, streets, and neighbourhoods to feel safe and welcoming for all
- ▶ Many see a future with increased support for community members living with addiction or mental health challenges



A WATERFRONT FOR ALL

- ▶ Many ideas were shared for enhancing Nanaimo's waterfront, including connecting a multi-modal waterfront trail from downtown to Departure Bay
- ▶ Participants envisioned restaurants and commercial opportunities popping up along the waterfront



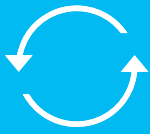
A GREEN APPROACH

- ▶ Many feel access to nature is one of the City's greatest assets and prioritize preservation and restoration of natural areas
- ▶ Participants envision the City in a leadership role in addressing issues related to climate change.
- ▶ Strong support exists for sustainable development and promotion of locally sourced and grown goods

PARTICIPANTS ALSO SHARED VISIONS ABOUT:

- ▶ Increasing affordable housing
- ▶ Improving mobility
- ▶ Strengthening the economy
- ▶ Enhancing parks, trails, and green spaces
- ▶ Reducing urban sprawl
- ▶ Enhancing regional transportation

For a full list of verbatim comments, refer to Appendix H



WHAT WOULD YOU CHANGE?

Public Questionnaire, Online Ideas Boards, Pop-ups

Participants were asked if they were in a position to change or improve any aspect of Nanaimo now, what would they change? Here are themes that were commonly noted:



SOCIAL CHALLENGES

- ▶ Participants commonly expressed a desire to improve housing opportunities and social services for those in need, including using vacant buildings for short term-housing
- ▶ Many feel additional support for community members living with addiction and mental health challenges is necessary, including opportunities for rehabilitation, counseling programs, life skills training, and job placement



DOWNTOWN CHARACTER

- ▶ Many would like to develop or re-establish existing vacant or aging properties and single-use buildings to encourage mixed-use development that supports small, locally-owned businesses
- ▶ Participants would like to make downtown more pedestrian and cyclist friendly, with better connectivity to the waterfront and surrounding neighbourhoods
- ▶ Many noted they would like to see a downtown marketplace (similar to Granville Island)



HOUSING COSTS AND AVAILABILITY

- ▶ Many ideas for lowering housing costs and increasing availability (e.g., lower property taxes, rent control, "tiny home" communities)
- ▶ Suggestions for development of more and newer seniors residences



CRIME AND SAFETY

- ▶ Many participants expressed concerns about crime and public safety, specifically in the downtown area and parks
- ▶ Suggestions for increasing pedestrian safety (e.g., additional lighting, flashers at crosswalks)



I would create incentives for first time home buyers and young families to move to Nanaimo. It is a very attractive city for young professionals who are looking for alternatives to the larger cities. However, with the high cost of living on the west coast and the economic downturn of COVID-19, first time home buyers and young families need all the help they can get.



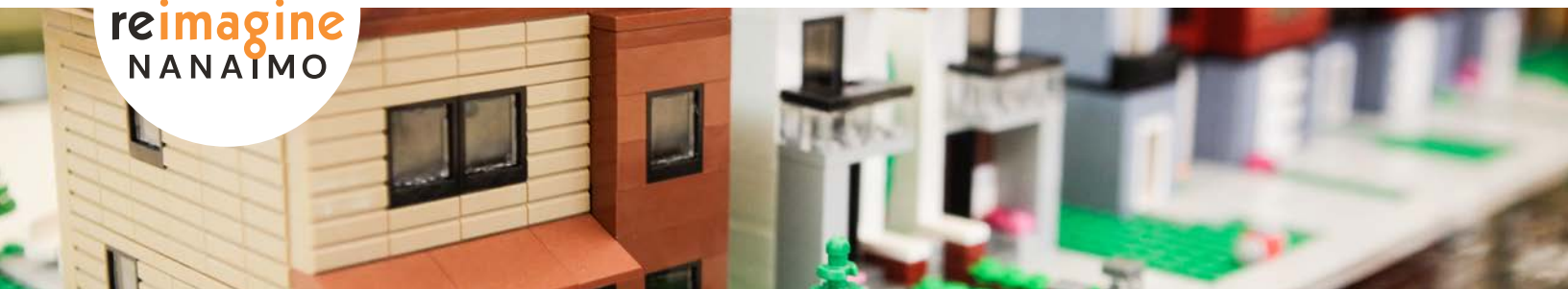
PARTICIPANTS WOULD ALSO LIKE TO IMPROVE:

- ▶ Waterfront character and connectivity
- ▶ Existing transportation networks
- ▶ Maintenance and protection of parks and natural areas
- ▶ Job opportunities
- ▶ Sense of community

For a full list of verbatim comments, refer to Appendix H



3.2 HOW WE LIVE



Read this 1-page of highlights for a quick overview of this section.
The below information reflects what we learned from all engagement opportunities.
View the pages that follow to find more details.

HIGHLIGHTS

The places we call home – how they look and how they are located – affect the experience we have of our City. Each of Nanaimo’s neighbourhoods is unique and will continue to evolve. Learning about how people feel in their neighbourhoods today can help us focus on what to improve in the future.

HOW DO WE VIEW OUR NEIGHBOURHOODS TODAY?



TOP 3 THINGS PEOPLE FEEL ARE WELL-PROVIDED IN THEIR NEIGHBOURHOOD

- 1 good access to parks and trails
- 2 lots of trees and vegetation
- 3 a typical feeling of safety



TOP 3 THINGS PEOPLE FEEL ARE NOT WELL-PROVIDED IN THEIR NEIGHBOURHOOD

- 1 routes for children to walk to school
- 2 stores for daily needs within walking distance
- 3 good places for riding a bicycle

WHAT ARE PRIORITIES FOR OUR FUTURE NEIGHBOURHOODS?



A typical feeling of safety



Having parks and trails within easy walking distance



Good places for walking



Having stores for daily needs within easy walking distance



WHAT HOUSING CAN WE IMAGINE LIVING IN?

For each grouping below, the first number indicates responses from the public questionnaire and the second is from the statistical survey.

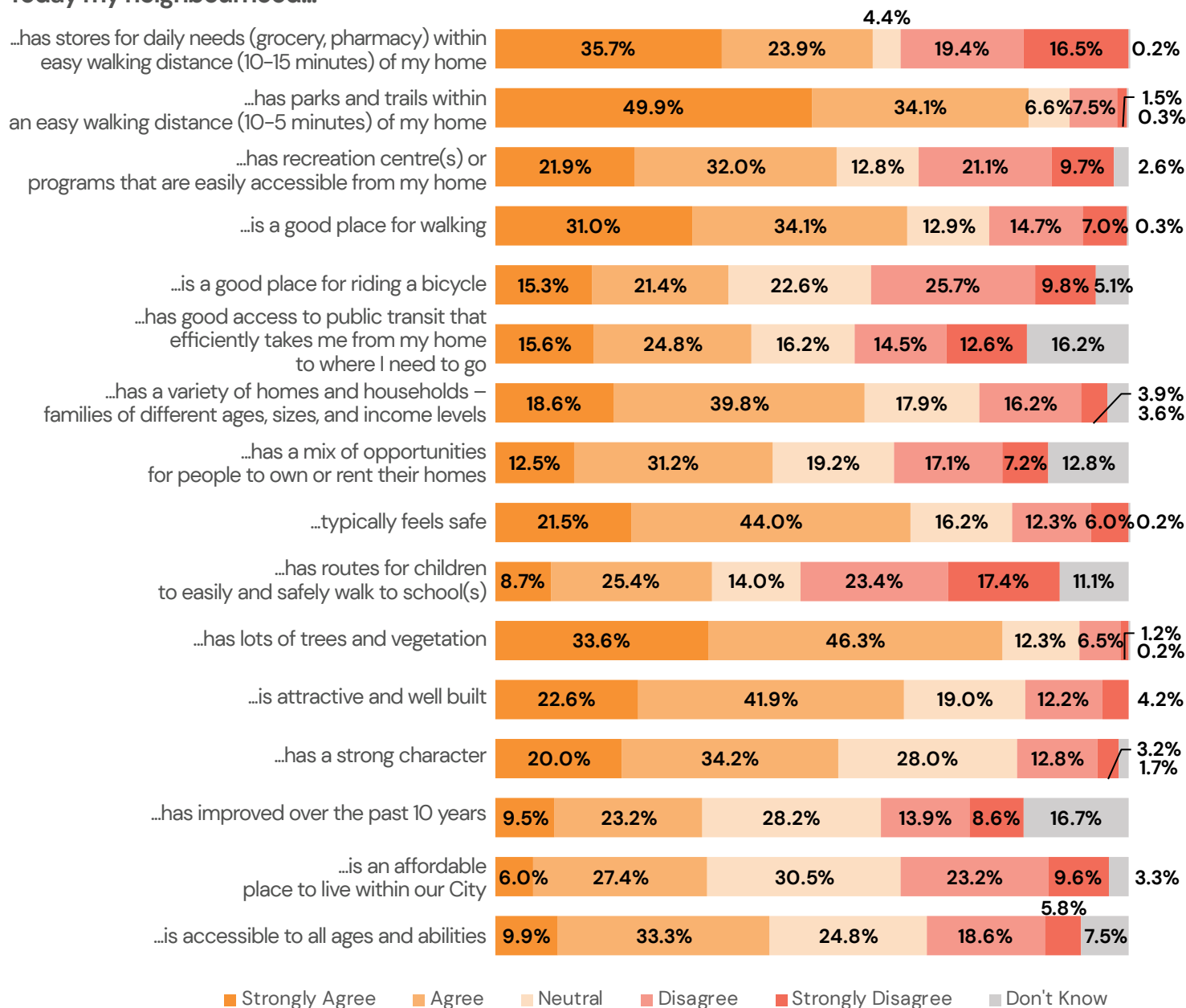
94%	92%	in a single family detached home
59%	49%	in a townhouse / rowhouse
52%	57%	in an apartment / condo <6 storeys
45%	33%	in a suite – detached or attached
35%	27%	in a duplex
30%	32%	in an apartment / condo 6+ storeys
34%	19%	in a mixed-use building



HOW DO PEOPLE VIEW THEIR NEIGHBOURHOODS TODAY?

Public Questionnaire

Today my neighbourhood...



Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know

KEY OBSERVATIONS:

The most **positive** feedback was about the following elements of participants' neighbourhoods:

- 1 good access to parks and trails
- 2 lots of trees and vegetation
- 3 a typical feeling of safety

The most **negative** feedback was about the following elements of participants' neighbourhoods:

- 1 routes for children to walk to school
- 2 stores for daily needs within walking distance
- 3 good places for riding a bicycle



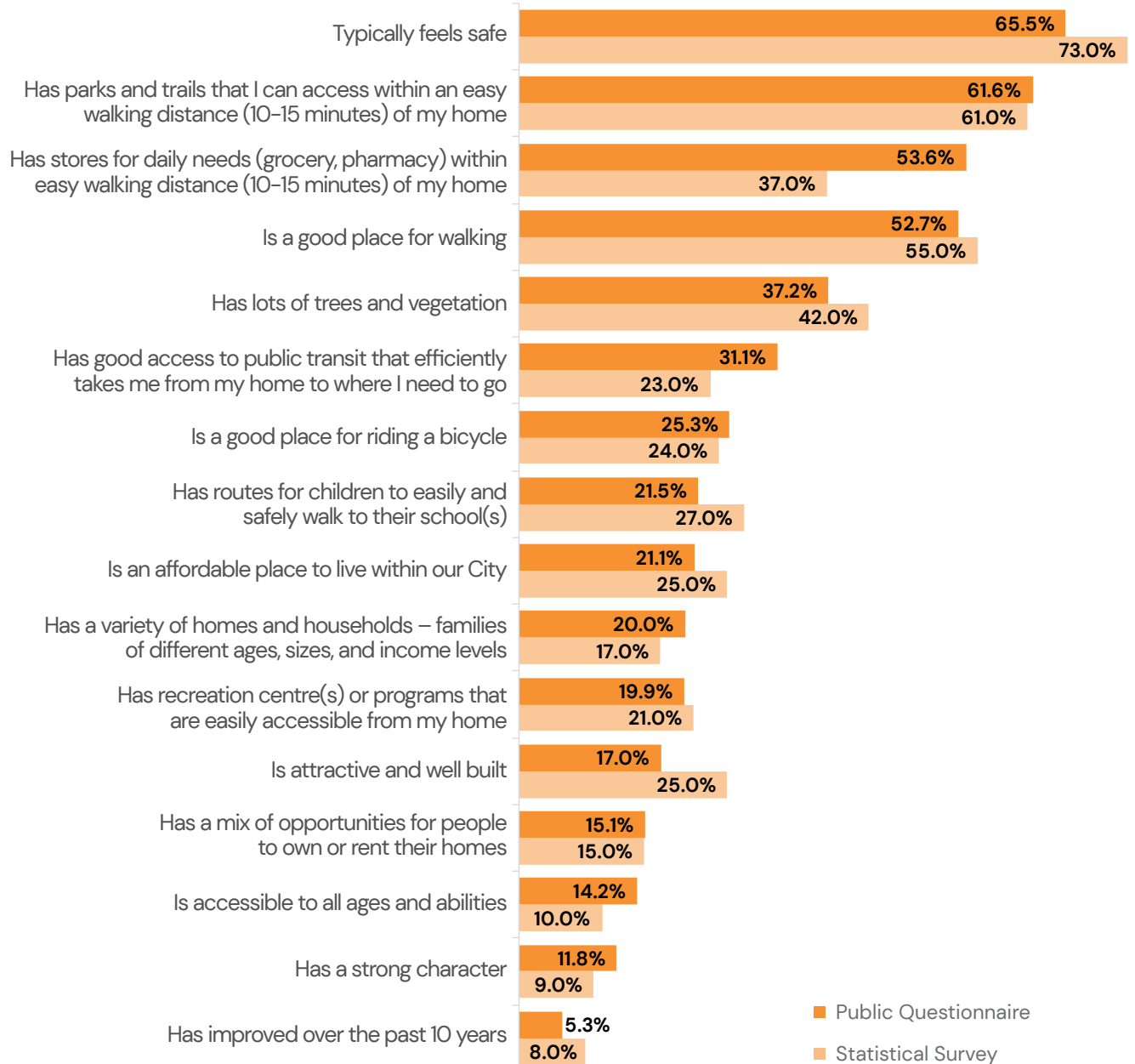
WHAT ARE PRIORITIES FOR FUTURE NEIGHBOURHOODS?

Public Questionnaire & Statistical Survey



It is most important that my neighbourhood...

% OF PARTICIPANTS WHO SELECTED OPTION IN THEIR TOP 5



KEY OBSERVATIONS:

Top priorities participants have for their **future neighbourhoods**:

- 1 a feeling of safety
- 2 parks and trails within walking distance
- 3 good places for walking

Feedback that varied by participant type:

- **Public Questionnaire participants:** Over half (**54%**) prioritized having stores for daily needs within walking distance
- **Statistical Survey participants:** Only **37%** prioritized stores for daily needs within walking distance

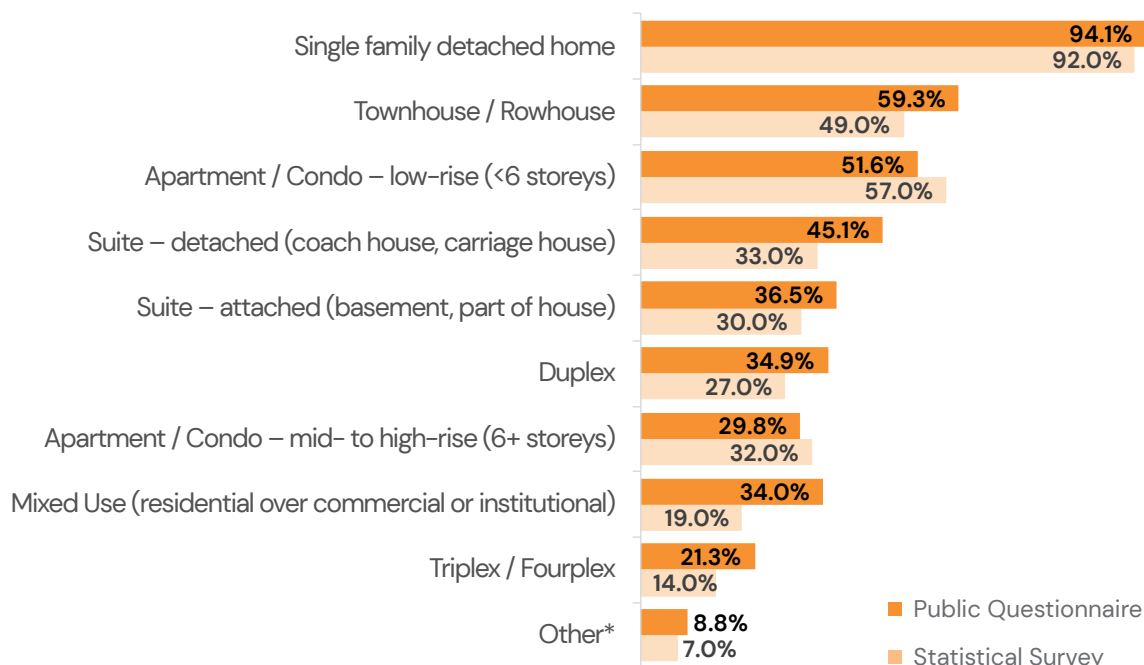


HOUSING NEEDS

Public Questionnaire & Statistical Survey

IN WHAT TYPE OF HOUSING CAN YOU IMAGINE LIVING?

Thinking about housing needs during each stage of life (from a young child to a young adult to a working family to a senior) what different types of housing could people imagine living in during the entire course of their life?



DO YOU RENT OR OWN YOUR HOME?

Public Questionnaire



Statistical Survey



■ I own my home

■ I rent my home or room

■ Other

KEY OBSERVATIONS:

- ▶ Nearly all (90%+) participants could see themselves living in a **single-family home** at some point in their lives
- ▶ Over 50% of participants in both surveys could also envision living in certain types of **multi-family units** including townhouses / rowhouses and low-rise apartments or condos during their lifetime
- ▶ *"Other" places people could envision living included a mobile / manufactured home, live aboard boat, tiny home, assisted or supportive living, seniors independent living, rooming house / student housing, live / work unit, co-housing, converted industrial unit, accessible home



OVERVIEW

Over the months of October and November, members of the REIMAGINE NANAIMO project team met with a number of neighbourhood groups affiliated with the Nanaimo Neighbourhood Network to help identify challenges, opportunities, and priorities for various areas of the City from a resident's perspective. These discussions were instrumental in identifying strengths and weaknesses of neighbourhood areas and to help understand where resources, planning, and problem solving could be focused in the future. These discussions also served to build upon the ongoing need for neighbourhood-level public engagement as identified as part of a citizen-based Community Engagement Task Force report received and endorsed by City Council in January, 2019. Highlights of the discussions are included below. All neighbourhood associations were contacted to inform them of the REIMAGINE NANAIMO process and the range of opportunities to participate. The notes recorded here document input from those associations able to participate in a stakeholder meeting during this round of engagement. See Appendix A for a map of existing Nanaimo neighbourhood associations.

KEY INSIGHT HIGHLIGHTS (SEE APPENDIX A FOR FULL SUMMARY)

CHASE RIVER

- ▶ New development in the area needs to be supported by amenities suitable for the demographic (e.g., infrastructure, parks, community space)
- ▶ Transportation and transit routing updates would support better connections and encourage people to rely less on personal vehicles
- ▶ Sandstone development will bring new opportunities for the area (along with new population)
- ▶ Traffic / speeding challenges exist and traffic calming will be needed to support viable active transportation
- ▶ Desire for a new community centre

HAREWOOD

- ▶ Fast growing which affects services, infrastructure, transportation
- ▶ Concerns for loss of rural character and environmental areas
- ▶ Increasing numbers of families – therefore more needs for playgrounds and potentially schools
- ▶ Growth has increased traffic, leading to safety concerns and challenging walkability
- ▶ Perception that a social divide is increasing and vulnerable populations need more support
- ▶ Commercial development has been an asset and has helped keep local businesses; however, health services and community recreation facilities remain a gap
- ▶ Active transportation projects (e.g., Bruce bike lanes) are an asset and can be built upon
- ▶ Green spaces are a positive asset, but need regular upkeep



KEY INSIGHT HIGHLIGHTS CONTINUED (SEE APPENDIX A FOR FULL SUMMARY)

PROTECTION ISLAND

- ▶ Concerns about forest / tree health and desire for management planning and fire smart approaches
- ▶ Need to ensure ongoing, guaranteed ferry access (currently not a public asset)
- ▶ Dust suppression issues, especially in drought conditions
- ▶ Recreation interests include court upgrades, additional community garden space, and improved spaces for community recreation and play
- ▶ Limitations for protected deep-water moorage
- ▶ Considerations needed for aging in place

OLD CITY

- ▶ Concerns about loss of identity and character of Old City
- ▶ Concerns about derelict properties
- ▶ Desire for investment in cycling and walking infrastructure
- ▶ Support for changes that effectively reduce emissions (building code, vehicles)
- ▶ Desire for more green space and agriculture / food security in Old City
- ▶ Concerns about increased opioid use and persons experiencing homelessness
- ▶ There are opportunities for affordable housing, partnerships, retrofits, non-market housing in the area that should be leveraged

LOST LAKE

- ▶ Traffic increases and limited sidewalks has led to concerns about safety, especially for children and elderly
- ▶ Public transit is difficult to access
- ▶ Need to increase active transportation connections, especially safe routes to school

WELLINGTON ACTION COMMITTEE

- ▶ Concerns about loss of green space in neighbourhood / limited park dedication
- ▶ Increased use and security concerns at Loudon Park
- ▶ Diver Lake trail conditions are often an issue
- ▶ Need more sidewalks in the neighbourhood
- ▶ Potential for beautification, tree planting, street aesthetic enhancements
- ▶ Challenges at Island Hwy / Norwell Drive / Jingle Pot intersection
- ▶ Desire to preserve and increase public access to the water at Long Lake and Diver Lake parks

NEWCASTLE

- ▶ Concerns about increased criminal activity and social disorder and a feeling that neighbourhood morale and public space has diminished in recent years
- ▶ Stewart Avenue traffic calming is a priority
- ▶ Desire for a sustainable long-term solution to BC Housing at 250 Terminal Avenue
- ▶ Desire for more neighbourhood recreation / community space
- ▶ Views are important and should be a key consideration for all future development
- ▶ Concerns about business closures

WESTWOOD LAKE

- ▶ Natural area is vital and park planning should be undertaken for the area
- ▶ Neighbourhood is changing – some impacts like loss of dark skies, traffic, development impacts on park / natural areas, and parking
- ▶ Area lacks access to services like shopping or medical care
- ▶ Desire to enlarge and protect Westwood Lake Park. Concerns about growing use and user conflicts

SOUTH END COMMUNITY ASSOCIATION

- ▶ Need to advance changes identified in Terminal Nicol Re-Imagined to address impacts from this busy corridor
- ▶ Pedestrian infrastructure is not supporting the large number of pedestrians in the area
- ▶ Concerns about proposed supportive housing and number of units – looking for more information and discussion
- ▶ Need for accessible meeting space / community gathering space
- ▶ Minor improvements like bus shelters and benches would be small, yet beneficial improvements
- ▶ Desire to maintain the character of the neighbourhood
- ▶ Interest in more waterfront access / park space

GENERAL

- ▶ Consider re-establishment of Plan Nanaimo Advisory Committee (or similar) that supported neighbourhood representation during OCP amendments
- ▶ Interest in understanding how neighbourhood plans will fit within the updated OCP and be implemented
- ▶ Desire for neighbourhood design character to be respected in the development approvals process

For complete notes from stakeholder sessions, refer to Appendix A

Sonnet L'Abbé on stage
at the Port Theatre
performing "Song for
Nanaimo"



3.3 HOW WE CONNECT & PLAY



Read this 1-page of highlights for a quick overview of this section.
The below information reflects what we learned from all engagement opportunities.
View the pages that follow to find more details.

HIGHLIGHTS

Parks, recreation, and culture connect us and define us. These are the spaces and activities where memories are created and that make us love where we live. Many people love the opportunities that parks, recreation, and culture create today and have ideas about how these elements can evolve to support a great future.

HOW DO WE VIEW OUR EXISTING FACILITIES?



TOP 3 FACILITIES PEOPLE ARE MORE SATISFIED WITH

PUBLIC RECREATION AND CULTURAL

- 1 Aquatic Centres
- 2 Cinemas
- 3 Fitness Centres and Gymnasiums

PARKS AND OPEN SPACE

- 1 Walking / Hiking / Running Trails
- 2 Neighbourhood & Waterfront Parks
- 3 Playgrounds



TOP 3 FACILITIES PEOPLE ARE LESS SATISFIED WITH

PUBLIC RECREATION AND CULTURAL

- 1 Outdoor Performance Venues
- 2 Arts & Cultural Workshop Spaces
- 3 Large & Small Performance Spaces

PARKS AND OPEN SPACE

- 1 Community & Edible Gardens
- 2 Urban Plazas
- 3 Waterfront Parks

ARE WE PARTICIPATING IN ACTIVITIES ?



Over 84% of participants in both surveys have attended an event or activity at a City-owned arts and culture facility in the past 5 years



Over 50% of participants in both surveys have registered for a City-led parks and recreation program in the past 5 years

WHAT ARE OUR FUTURE PRIORITIES?



Providing diverse cultural opportunities



Protecting our natural areas



Ensuring good access to arts and cultural experiences



Providing public access to waterfront areas

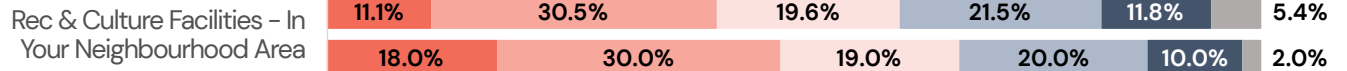
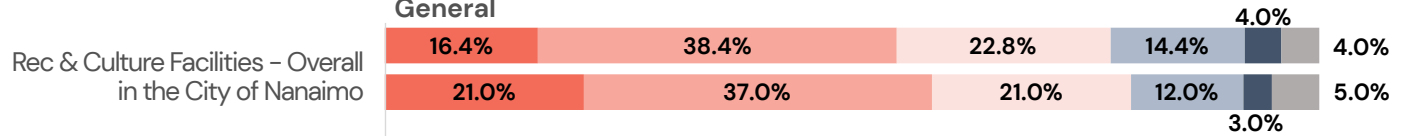


SATISFACTION WITH THE NUMBER OF PUBLIC RECREATION AND CULTURE FACILITIES IN NANAIMO

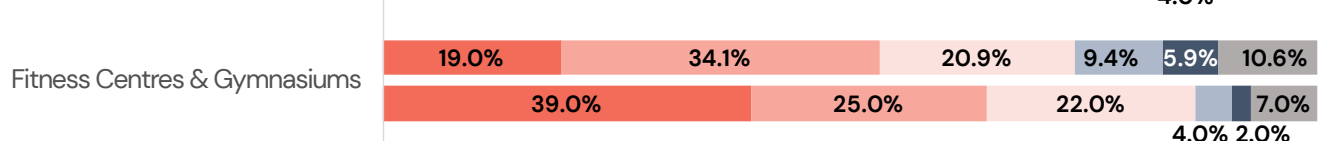
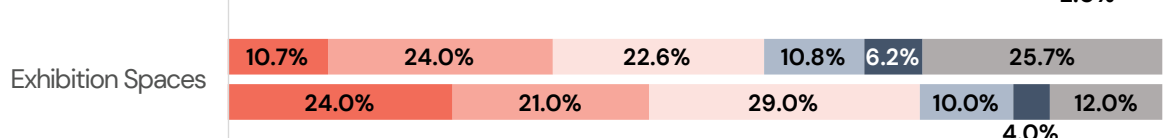
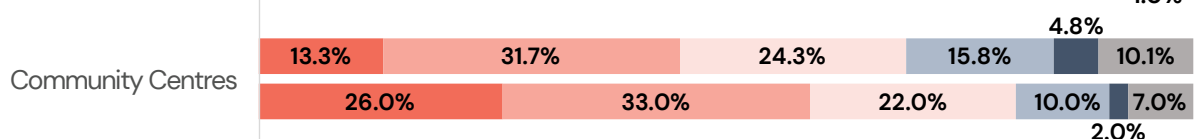
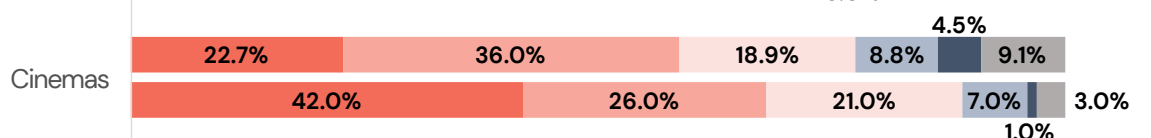
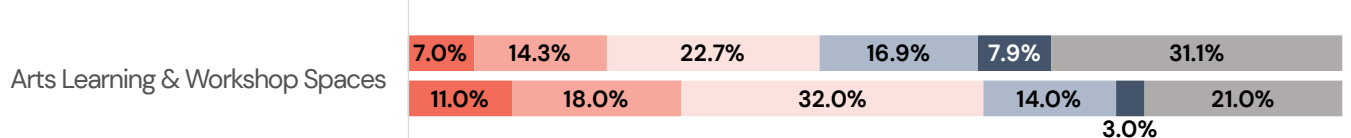
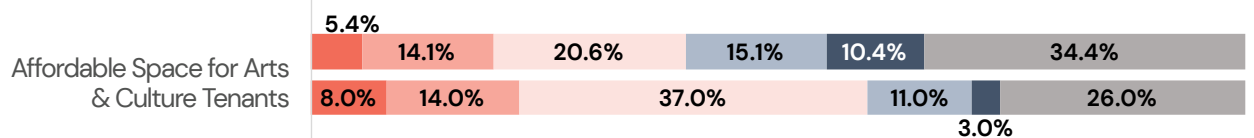
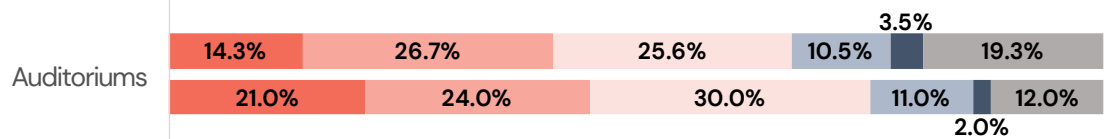
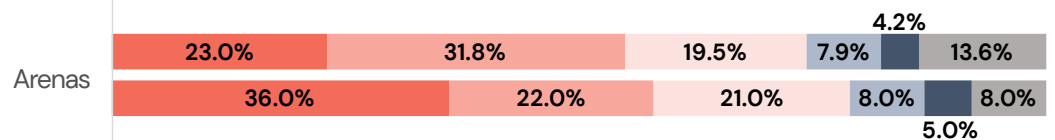
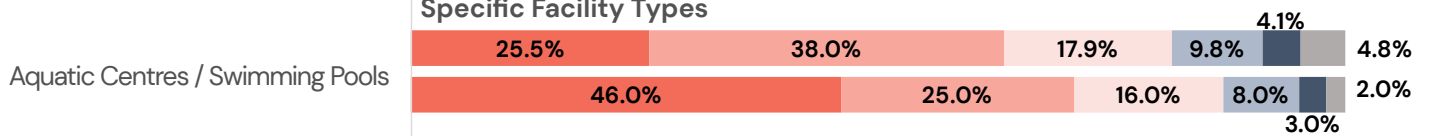
Public Questionnaire & Statistical Survey

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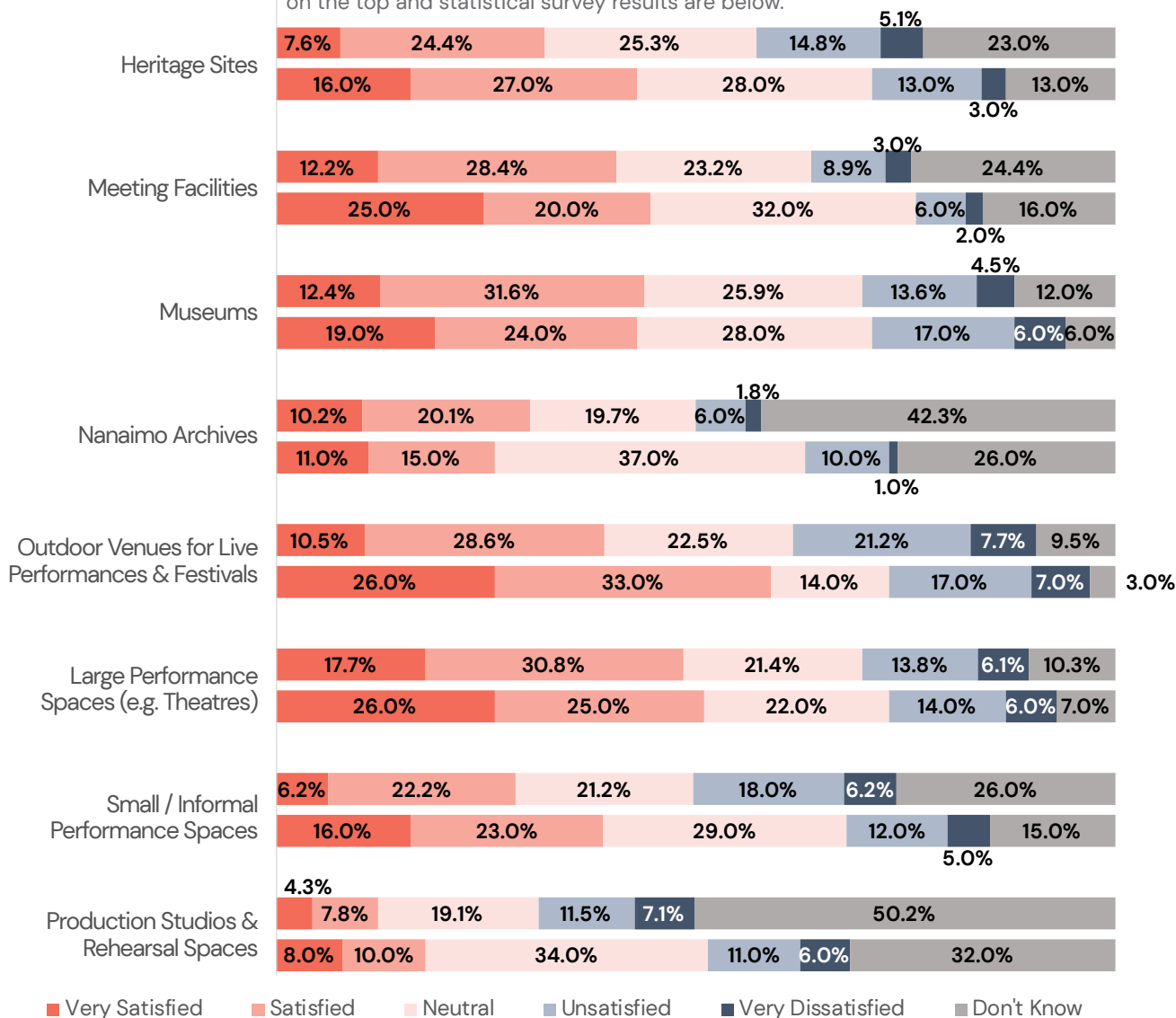
General



Specific Facility Types



For each category, public questionnaire results are shown on the top and statistical survey results are below.



KEY OBSERVATIONS:

Participants in both surveys indicated higher levels of satisfaction with the **number** of:

- 1 Aquatic Centres
- 2 Cinemas
- 3 Fitness Centres and Gymnasiums
- 4 Arenas

Participants in both surveys indicated higher levels of dissatisfaction with the **number** of:

- 1 Rec & Culture Facilities in Your Neighbourhood Area
- 2 Outdoor venues for live performances and festivals
- 3 Arts learning and workshop spaces
- 4 Large performance spaces

► Over **50%** of participants in both surveys are satisfied with the **number** of recreation and culture facilities in the City overall, but **30%+** reported being dissatisfied with the **number** of facilities within their neighbourhood

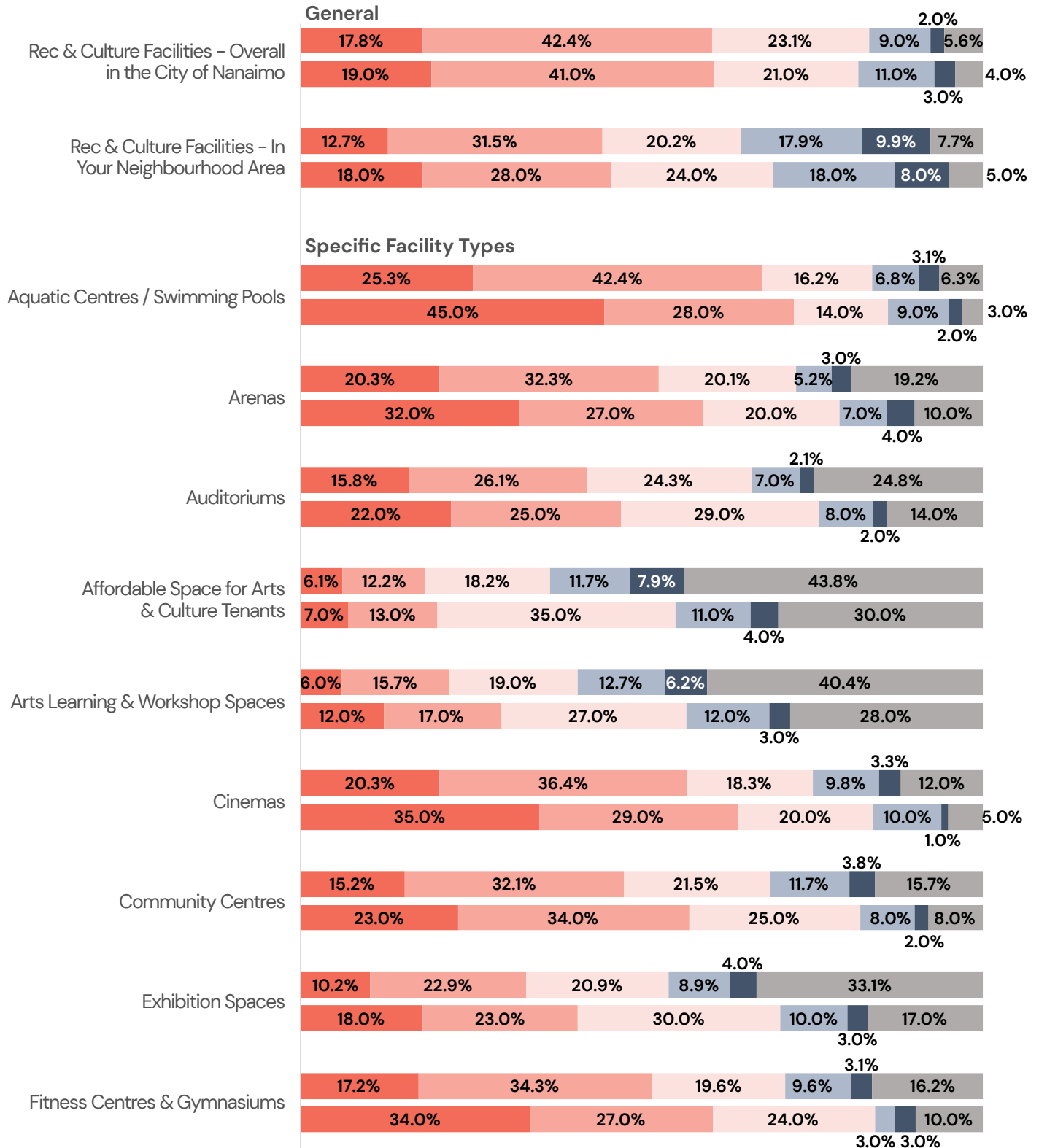
► Public questionnaire participants indicated higher levels of dissatisfaction than statistical survey participants



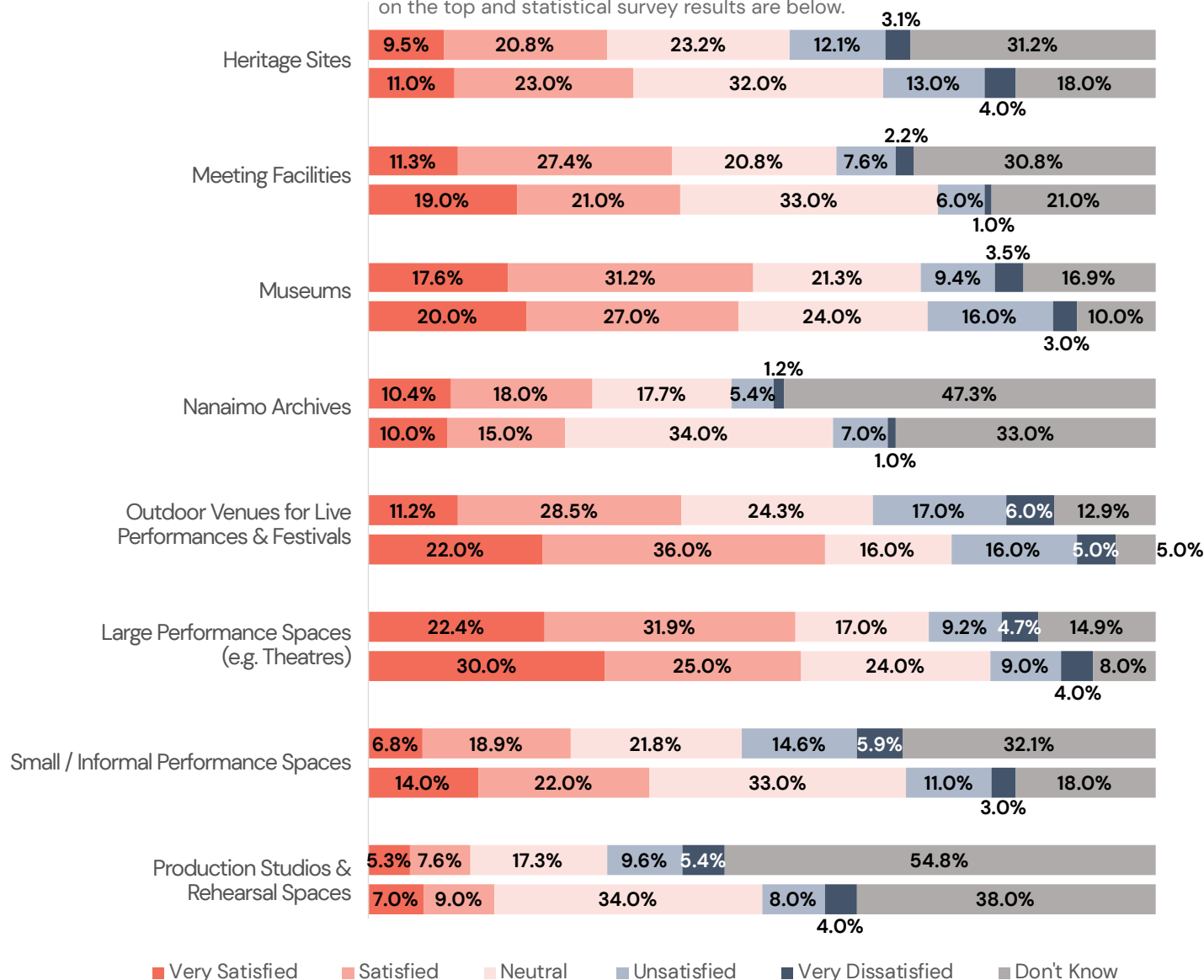
SATISFACTION WITH THE QUALITY OF PUBLIC RECREATION AND CULTURE FACILITIES IN NANAIMO

Public Questionnaire & Statistical Survey

For each category, public questionnaire results are shown on the top and statistical survey results are below.



For each category, public questionnaire results are shown on the top and statistical survey results are below.



KEY OBSERVATIONS:

Participants in both surveys indicated higher levels of satisfaction with the **quality** of:

- 1 Aquatic Centres
- 2 Cinemas
- 3 Fitness Centres and Gymnasiums
- 4 Arenas

Participants in both surveys indicated higher levels of dissatisfaction with the **quality** of:

- 1 Rec & Culture Facilities in Your Neighbourhood Area
- 2 Outdoor venues for live performances and festivals,
- 3 Affordable space for arts and culture tenants
- 4 Small / informal performance spaces

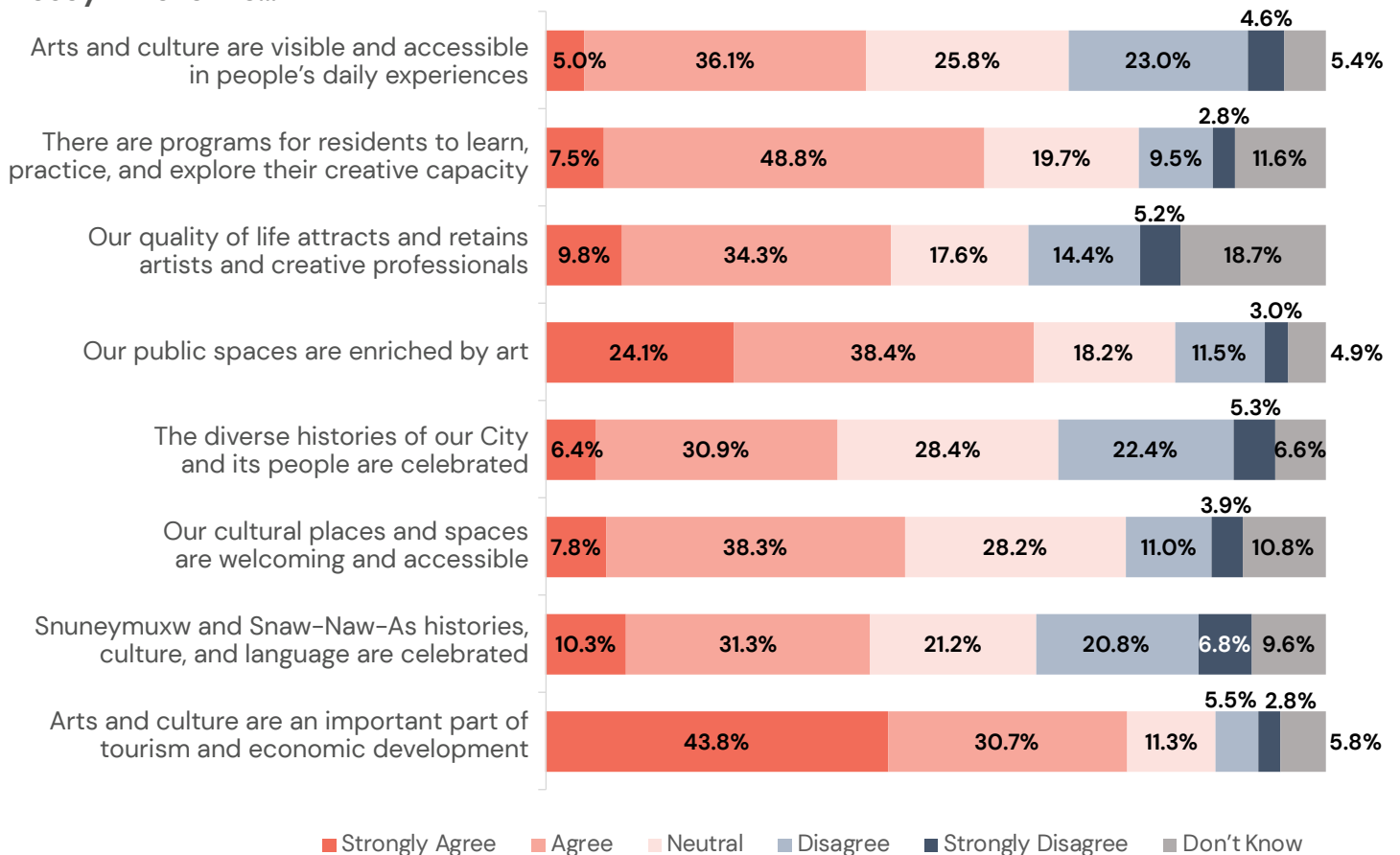
► Over **60%** of participants in both surveys are satisfied with the **quality** of recreation and culture facilities in the City overall, but over **25%** of participants identified being dissatisfied with the **quality** of facilities within their neighbourhood



HOW DO PEOPLE VIEW CULTURE TODAY?

Public Questionnaire

Today in Nanaimo...



HAVE PEOPLE ATTENDED A PERFORMANCE, EVENT, EXHIBITION, CLASS, OR OTHER ACTIVITY AT CITY-OWNED CULTURE FACILITIES IN THE LAST 5 YEARS?

Public Questionnaire & Statistical Survey

Public Questionnaire



Statistical Survey



Yes No I'm not sure

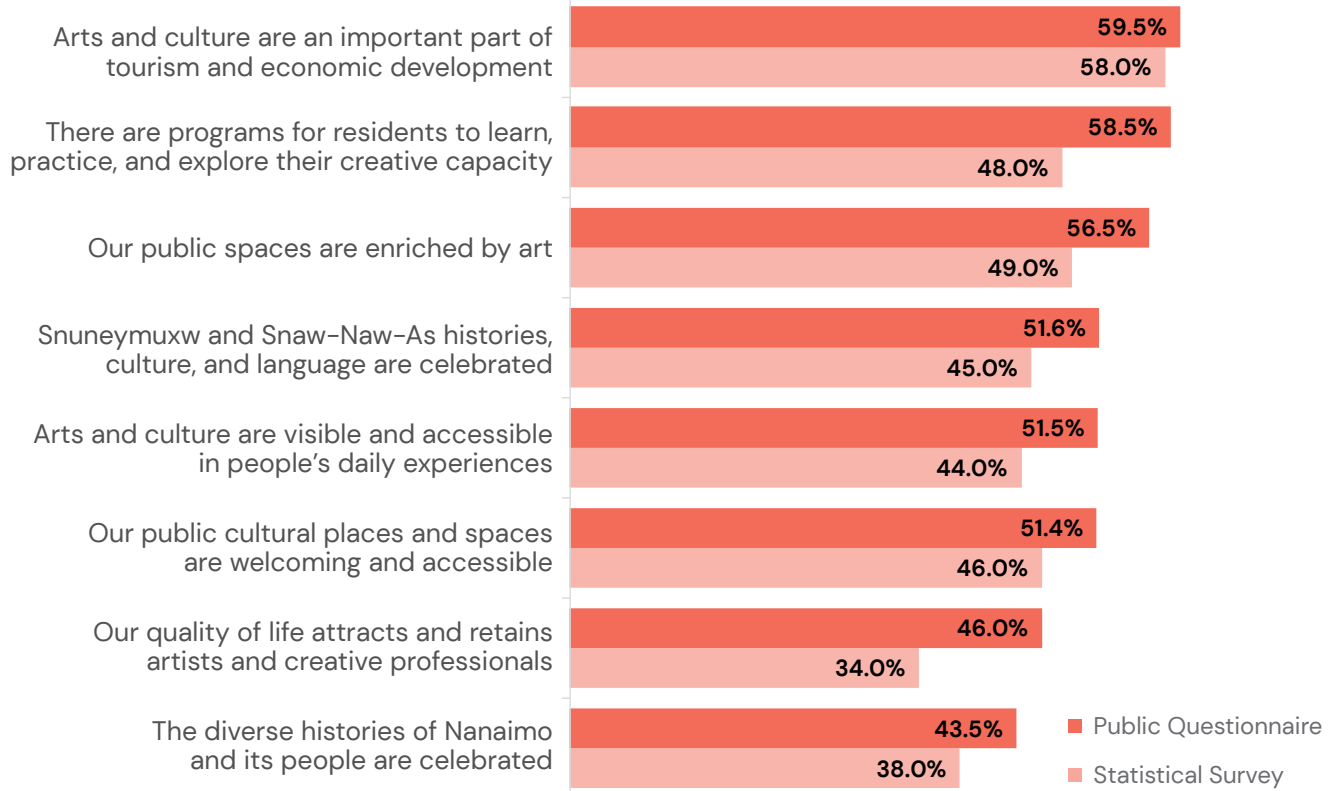


WHAT ARE PRIORITIES FOR CULTURE?

Public Questionnaire & Statistical Survey



% OF PARTICIPANTS WHO SELECTED OPTION IN THEIR TOP 5



KEY OBSERVATIONS:

Most (**50%+**) participants agree that currently in Nanaimo:

- 1 Arts and culture are an important part of tourism and economic development
- 2 Our public spaces are enriched by art
- 3 There are programs for residents to learn, practice, and explore their creative capacity

While many agree, a larger proportion of participants than for other statements (**+25%**) disagree with the following statements (suggesting potential areas for focus). Currently in Nanaimo:

- 1 The diverse history of our City and its people are celebrated
- 2 Snuneymuxw and Snaw-Naw-As histories, culture, and language are celebrated
- 3 Arts and culture are visible and accessible in people's daily experiences

- Nearly all of participants (**84%+**) in both surveys have attended a performance, event, exhibition, class, or other activity at City-owned culture facilities in the past 5 years
- Participants ranked priorities for the future of culture in Nanaimo relatively equally – suggesting there is a common level of importance for all of the statements



ISSUES, OPPORTUNITIES & IDEAS FOR HOW WE CONNECT (CULTURE)

Culture & Events Dialogues



OVERVIEW

Between October 23 and November 5, 2020, the Nanaimo Culture and Events team met with stakeholders from Nanaimo's Cultural Sector, including Cultural Knowledge Keepers from the Snuneymuxw First Nation, representatives of arts and cultural non-profit organizations, for-profit arts and cultural companies, and individual practitioners, for a series of Zoom meetings – the purpose of which was to cultivate stakeholder vision and feedback around the REIMAGINE NANAIMO planning process. The sessions were organized into five key topics: Spaces for Culture; Collaborations & Partnerships; Reconciliation and Decolonization; Our People; and Sustainability.

KEY INSIGHT HIGHLIGHTS (SEE APPENDIX A FOR FULL SUMMARY)

LEADERSHIP

- ▶ Participants imagined the City providing a leadership role within the culture sector, potentially involving:
 - » Intellectual Leadership – enabling, for example, the general public to engage in new ways through dialogues related to the role and potential of public art
 - » Knowledge Leadership – assessing this sector's knowledge needs, gaps, and opportunities and creating a vision by which to address these
 - » Connecting Leadership – convening dialogues that bring people and organizations together in new ways, that tap into untapped potentials, and that activate latent resources for the betterment of the sector at-large
 - » Cultural Leadership – a willingness to model cultural safety and humility and the pursuit of new forms of relationship with Snuneymuxw First Nation and with BIPOC (Black, Indigenous, People of Colour) communities

RECONCILIATION AND DECOLONIZATION

- ▶ Many expressed a desire to connect meaningfully with Cultural Leaders from the Snuneymuxw First Nation and to engage in processes of decolonization
- ▶ Teachings provided by Snuneymuxw Elders and Knowledge Keepers emphasized the need to acknowledge local histories of cultural oppression. This acknowledgment was seen as necessary in enabling the cultural sector to recognize and come to terms with the damage that has been done through colonization and part of this process involves looking at historic symbols of colonization, such as the Bastion and the Miners Memorial, and uncovering (and publicly reckoning with) the historic injustices entwined with these symbols
- ▶ Encouragement from Knowledge Keepers to recognize the power of Coast Salish art in catalyzing processes of identity formation and in developing a culture of respect and honour for Snuneymuxw values and traditions
- ▶ City has a role to play in continuing to cultivate conversations between Snuneymuxw Knowledge Keepers and cultural leaders and there is much work to be done

SPACE, PEOPLE, PARTNERSHIPS

- ▶ Space scarcity was an issue pre-COVID and has been exacerbated
- ▶ There should be a strong connection between ecological thinking in relation to development of cultural spaces
- ▶ Discussion pointed to the existing Culture Plan, the need for high quality, affordable, accessible spaces, and possibilities for collaboration:
 - » expansion of the Nanaimo Art Gallery
 - » a multi-use community arts space
 - » spaces for learning and creation
 - » small rehearsal and performance space
 - » enhanced outdoor spaces
- ▶ It is seen the City has a role to play in developing spaces, though the exact role is to be defined – potentially ranging from funding to convening and capacity-building
- ▶ Opportunities exist to collaborate and activate underused spaces – for example, the Conference Centre, commercial spaces, and key outdoor facilities
- ▶ Space development is seen as happening through both ‘strategic development’ (i.e., setting and completing a vision) and ‘incremental’ (i.e., responding to opportunity) development
- ▶ Human resource issues are of key concern:
 - » Inadequate succession planning is a key vulnerability with a dearth of trained cultural management professionals available to enter into key leadership roles as others leave or retire
 - » Loss of volunteers and staff is of critical concern to continuity of organizations
 - » Connectedness with students through VIU and enhanced linkages to retain students post-graduation presents a key opportunity
 - » Opportunities for resource-sharing between cultural organizations such as marketing and communications resources, cultural management resources, board and organizational development resources, etc.
- ▶ Consensus among organizations that deep collaboration, including knowledge and resource-sharing, will be needed to mitigate the effects of COVID and enable forward motion on projects of benefit to the sector at-large

ETHICS AND REPRESENTATION

- ▶ Many acknowledged the sector’s need to connect more deeply and authentically with BIPOC (Black, Indigenous, People of Colour) communities – not just to ‘engage’ but to engage in processes of deep listening and relationship-building through which cultural power is shared and the cultural needs and expressions of the BIPOC communities are foregrounded
- ▶ Acknowledged the colonial structures underlying many current cultural facilities and ways in which BIPOC communities have been systemically excluded
- ▶ City is seen to play a role in helping to create space for the development of relationships, and in systemically encouraging these through funding criteria premised on meaningful BIPOC collaborations

IMPACTS OF COVID

- ▶ COVID has impacted all organizations, with differences by type of organization:
 - » Large organizations expressed concerns about retaining staff, maintaining financial viability, and serving their publics
 - » Small organizations identified concerns about loss of volunteers and membership
- ▶ Organizations have experimented with digital technologies to reach audiences with mixed success
- ▶ Identified a need for digital capacity-building in the sector and there is likely a role for the City in this process

For complete notes from dialogue sessions, refer to Appendix A

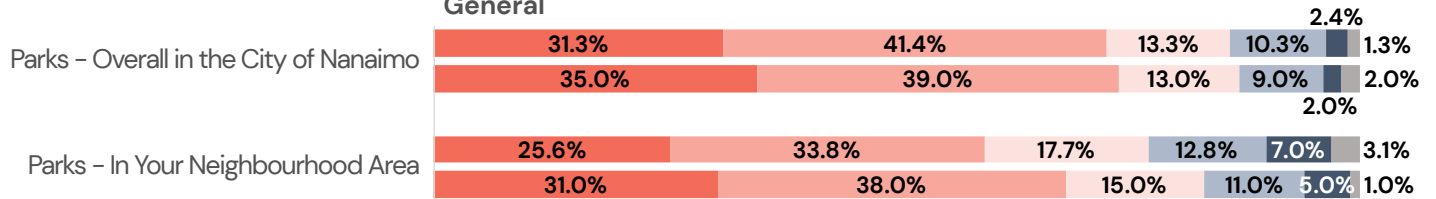


SATISFACTION WITH THE NUMBER OF PARKS AND OPEN SPACES IN NANAIMO

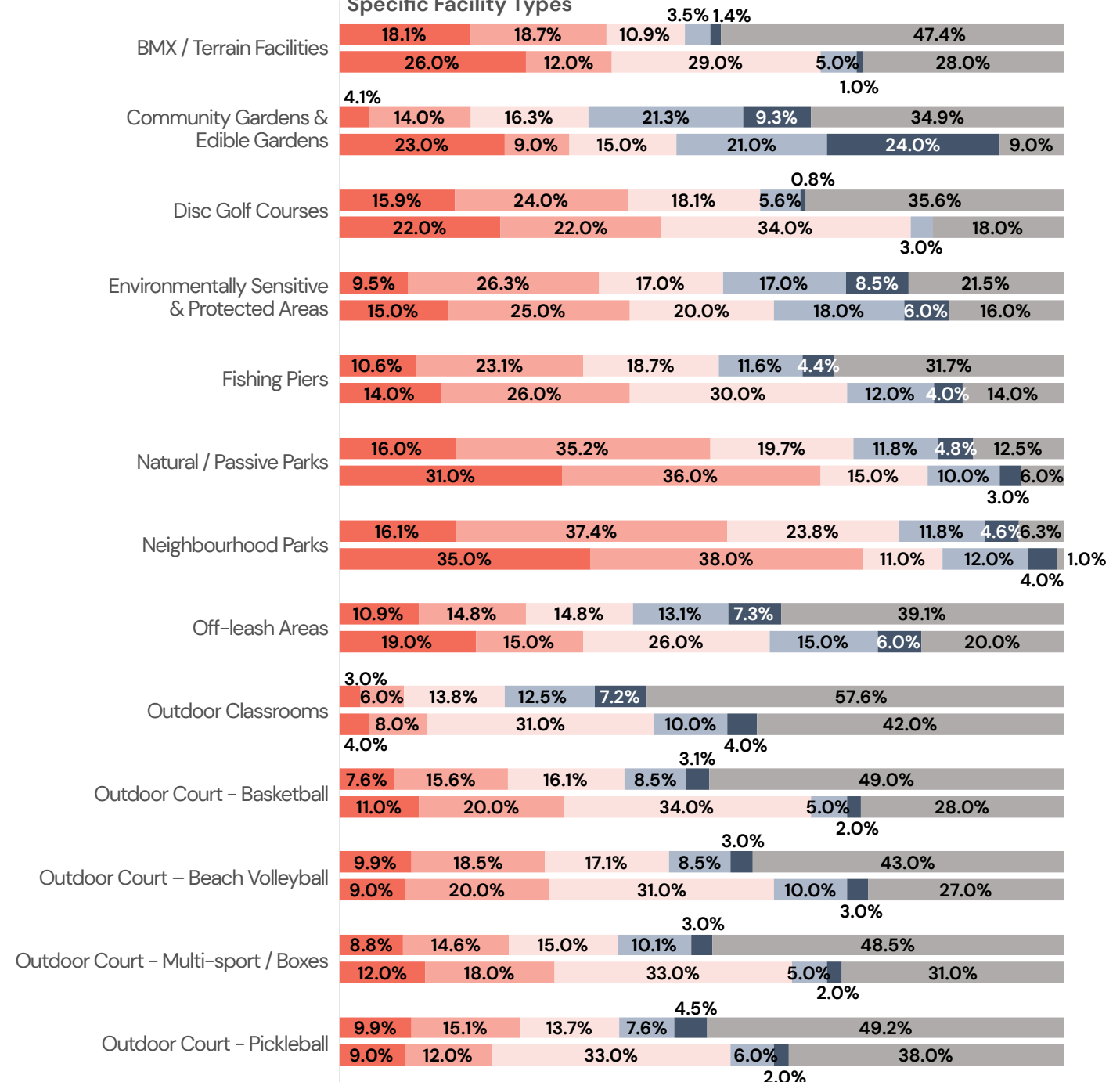
Public Questionnaire & Statistical Survey

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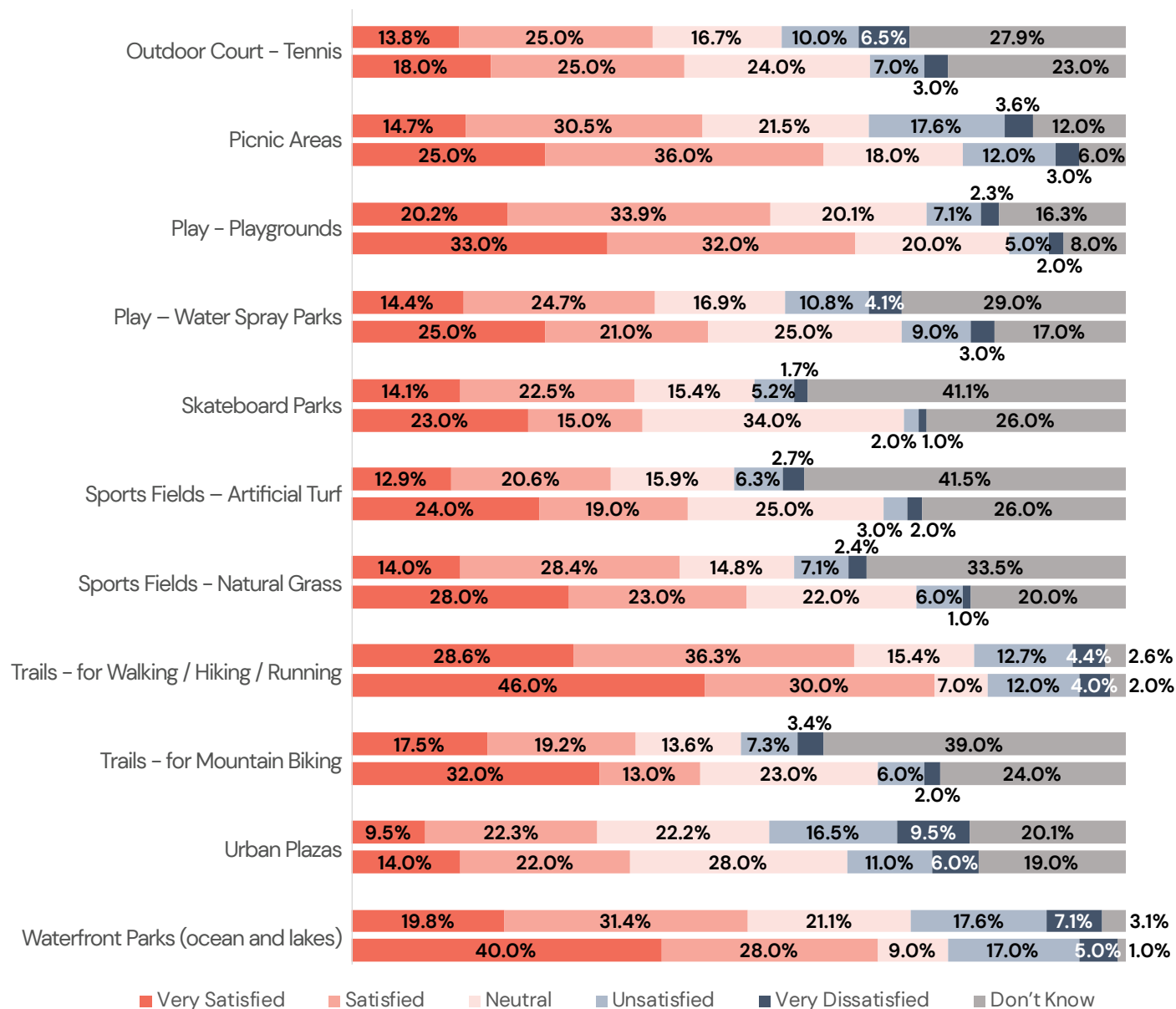
General



Specific Facility Types



For each category, public questionnaire results are shown on the top and statistical survey results are below.



KEY OBSERVATIONS:

Participants in both surveys indicated higher levels of satisfaction with the **number** of:

- 1 Trails – for Walking / Hiking / Running
- 2 Neighbourhood Parks
- 3 Playgrounds
- 4 Natural / Passive Parks
- 5 Waterfront Parks

Participants in both surveys indicated higher levels of dissatisfaction with the **number** of:

- 1 Community Gardens & Edible Gardens
- 2 Environmentally Sensitive & Protected Areas
- 3 Waterfront Parks
- 4 Urban Plazas
- 5 Off-Leash Areas

- ▶ Over **70%** of participants in both surveys are satisfied with the **number** of parks and open space facilities in the City overall
- ▶ While about **60%** of participants in both surveys are satisfied with the **number** of parks and open spaces in their neighbourhood, about **15%–20%** are dissatisfied

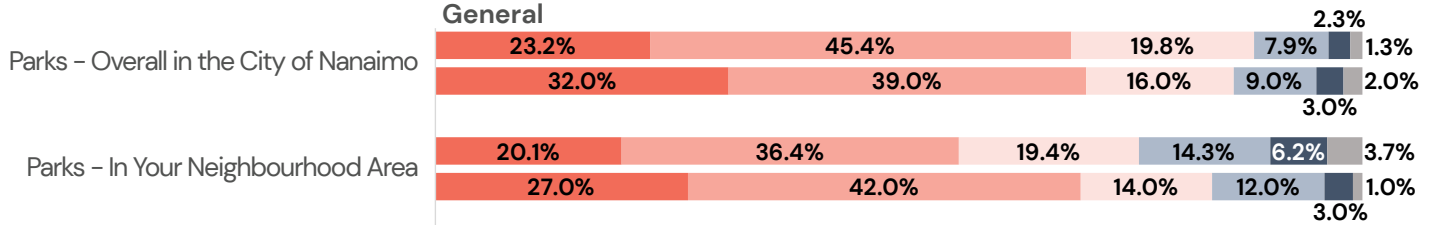


SATISFACTION WITH THE QUALITY OF PARKS AND OPEN SPACES IN NANAIMO

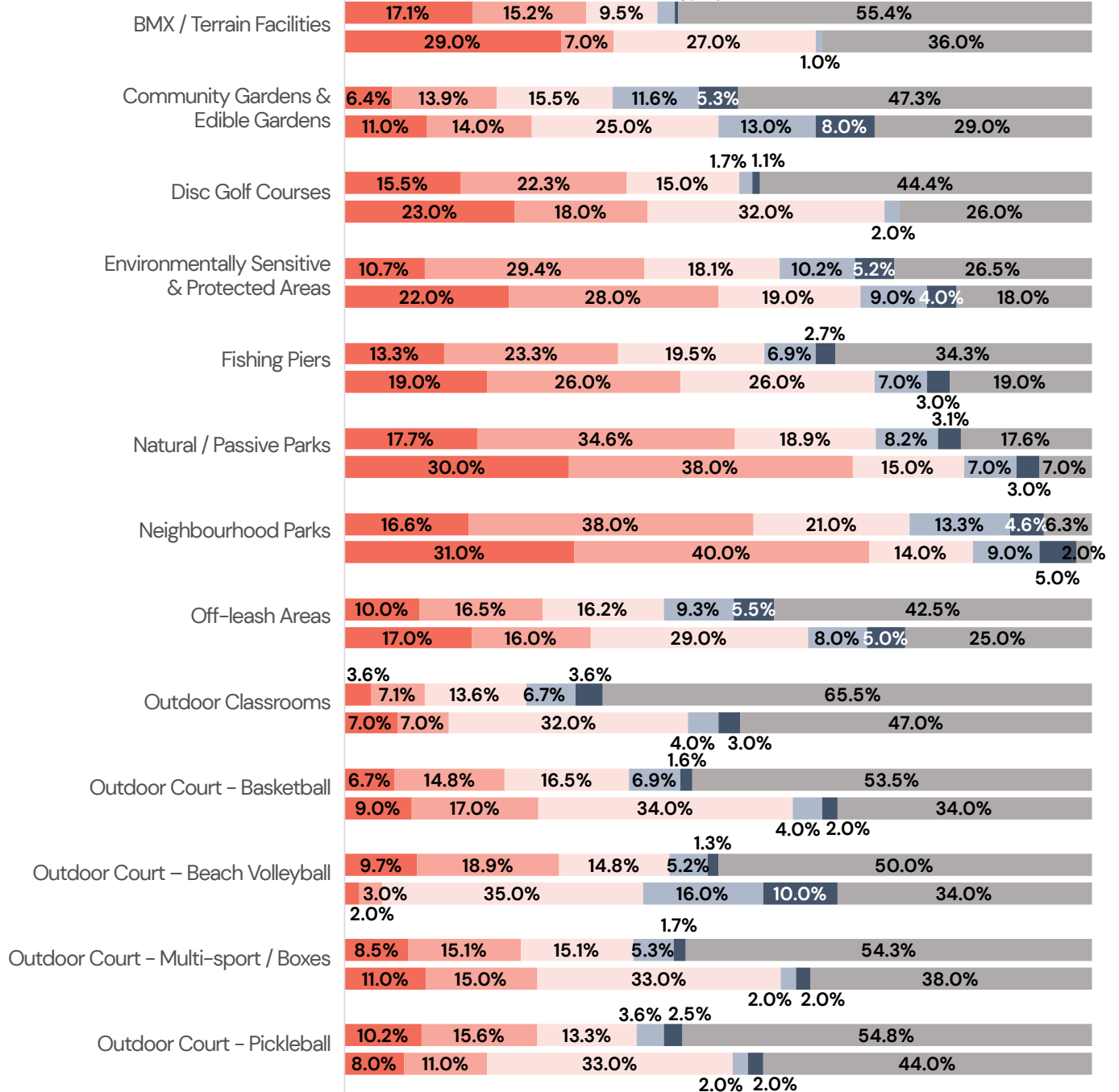
Public Questionnaire & Statistical Survey

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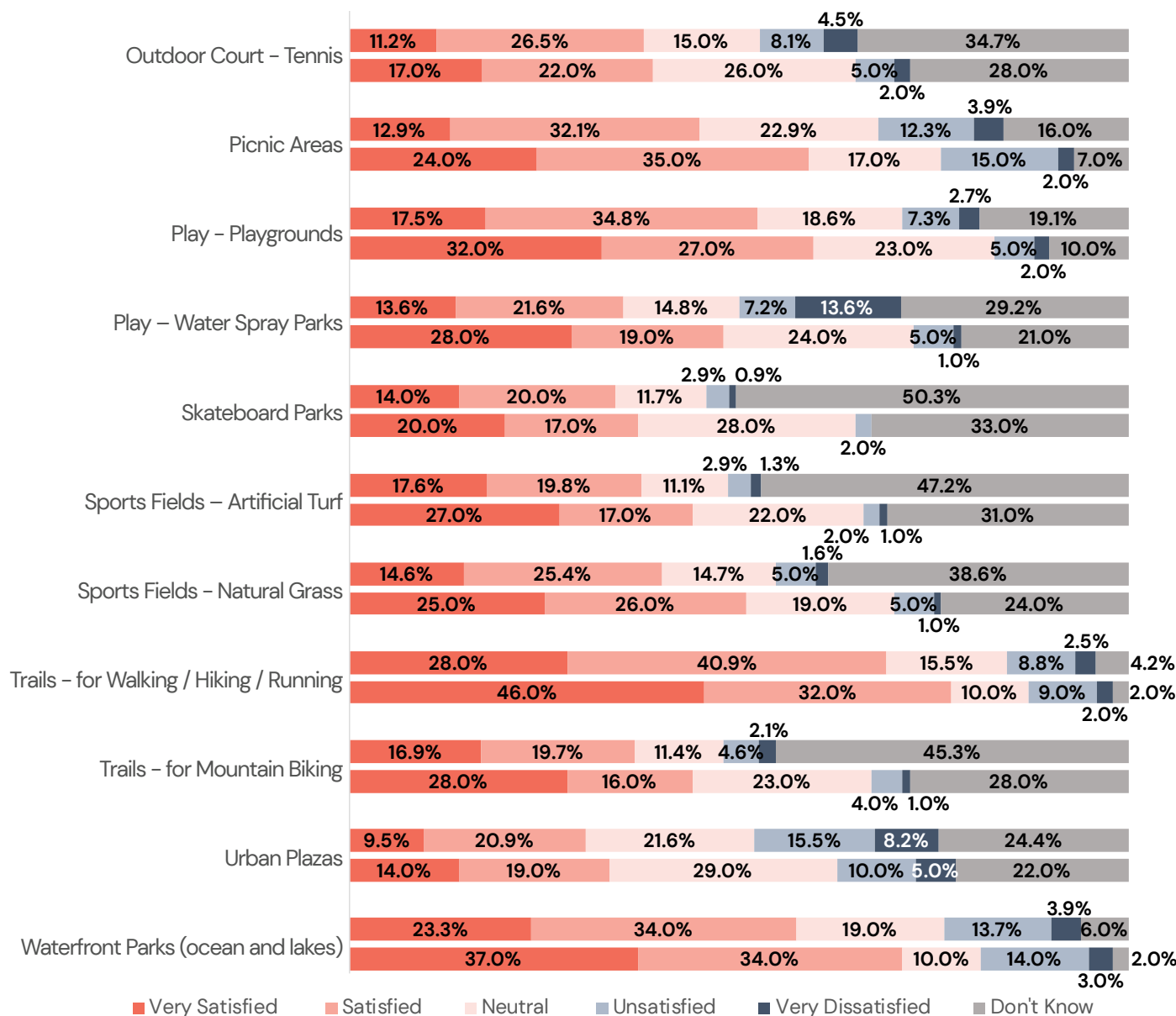
General



Specific Facility Types



For each category, public questionnaire results are shown on the top and statistical survey results are below.



KEY OBSERVATIONS:

Participants in both surveys indicated higher levels of satisfaction with the **quality** of:

- 1 Trails - for Walking / Hiking / Running
- 2 Waterfront Parks
- 3 Neighbourhood Parks
- 4 Playgrounds
- 5 Natural / Passive Parks

Participants in both surveys indicated higher levels of dissatisfaction with the **quality** of:

- 1 Urban Plazas
- 2 Community Gardens & Edible Gardens
- 3 Waterfront Parks
- 4 Picnic Areas
- 5 Neighbourhood Parks

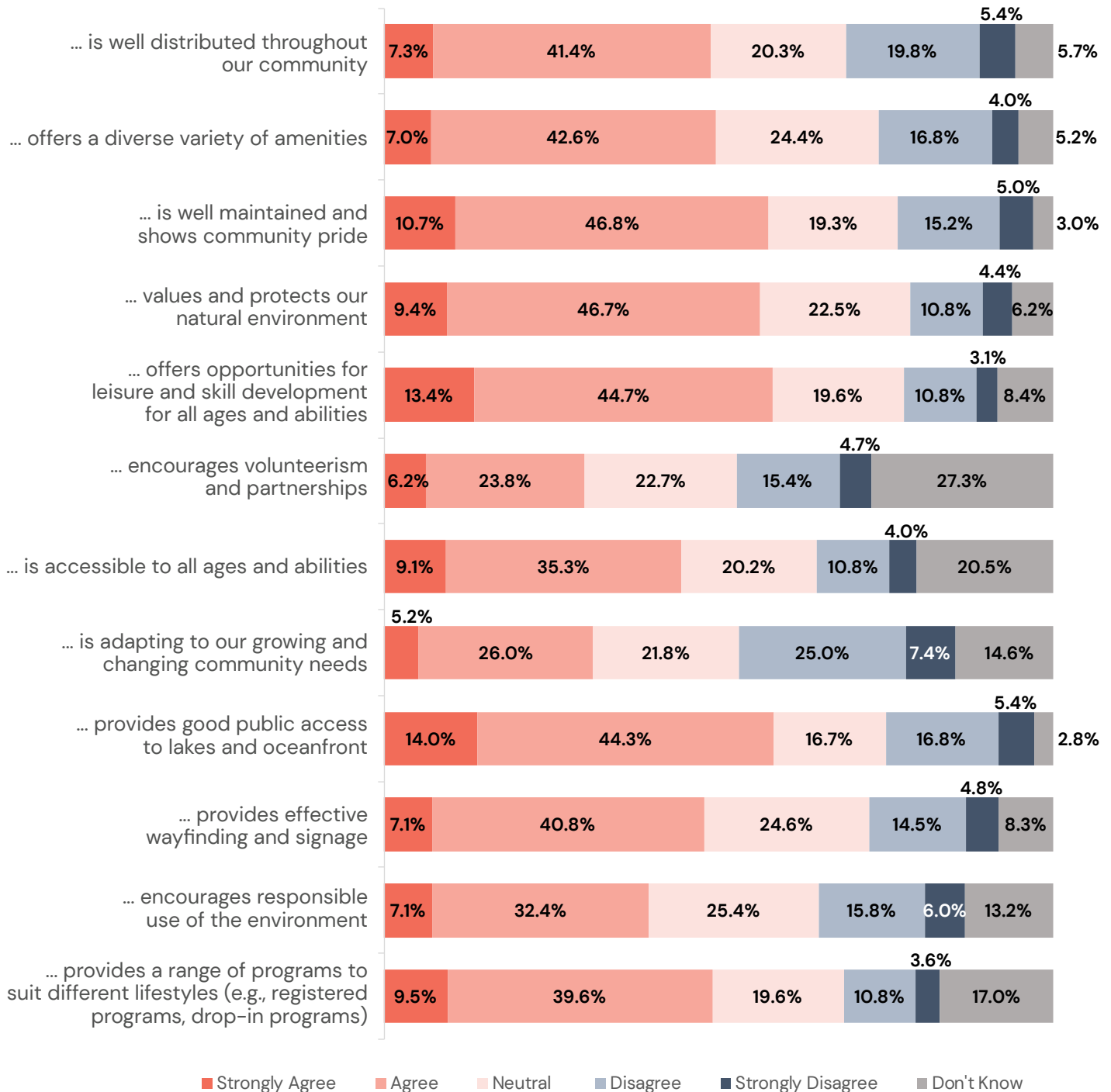
- ▶ Almost **70%** of participants in both surveys are satisfied with the **quality** of parks and open space facilities in the City overall
- ▶ While over **55%** of participants in both surveys are satisfied with the **quality** of parks and open spaces in their neighbourhood, about **15%-20%** are dissatisfied



HOW DO PEOPLE VIEW PARKS & RECREATION TODAY?

Public Questionnaire

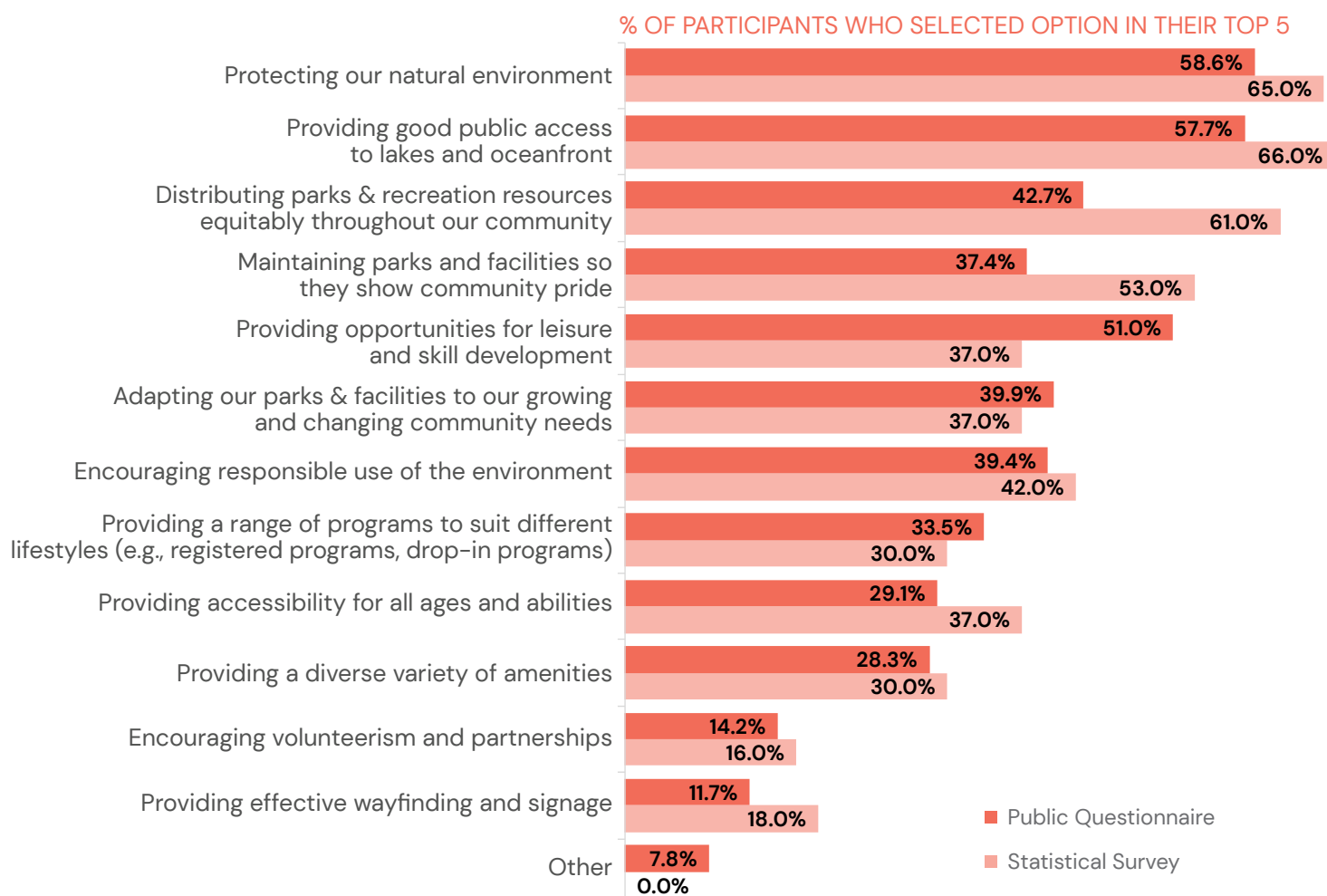
Today in Nanaimo, our parks and recreation system...





WHAT ARE PRIORITIES FOR PARKS & RECREATION?

Public Questionnaire & Statistical Survey



KEY OBSERVATIONS:

Most (**50%+**) participants agree that currently parks and recreation in Nanaimo:

- 1 provide good public access to lakes and waterfront
- 2 encourage volunteerism and partnerships
- 3 are well maintained and shows community pride
- 4 value and protect our natural environment

Over **25%** of participants disagree that currently parks and recreation in Nanaimo:

- 1 are adapting to our growing and changing community needs
- 2 are well distributed throughout our community

Both public questionnaire and statistical survey participants agreed that the top priorities for parks and recreation in the future include:

- 1 protecting our natural environment
- 2 providing good public access to lakes and oceanfront



WHAT ARE PEOPLE'S EXPERIENCES WITH CITY PROGRAMS?

Public Questionnaire & Statistical Survey

HAS ANYONE IN YOUR HOUSEHOLD REGISTERED IN A PROGRAM SPONSORED BY CITY PARKS, RECREATION, AND CULTURE IN THE LAST 5 YEARS?

Public Questionnaire & Statistical Survey

Public Questionnaire



Statistical Survey



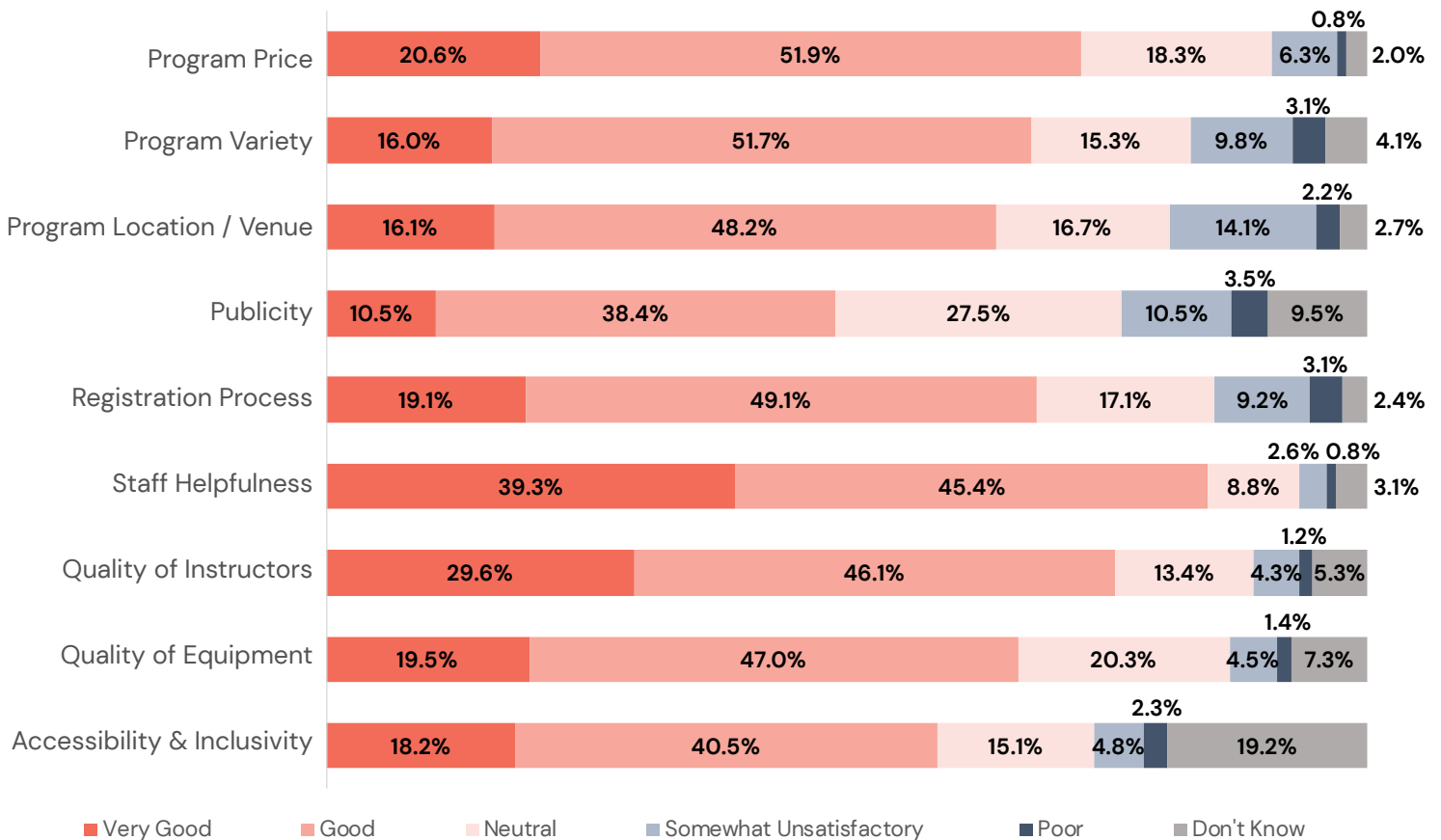
Yes

No

I'm not sure

HOW DO PEOPLE WHO USE THEM GENERALLY RATE THE CITY OF NANAIMO'S RECREATION PROGRAMS OR SERVICES?

Public Questionnaire



Very Good

Good

Neutral

Somewhat Unsatisfactory

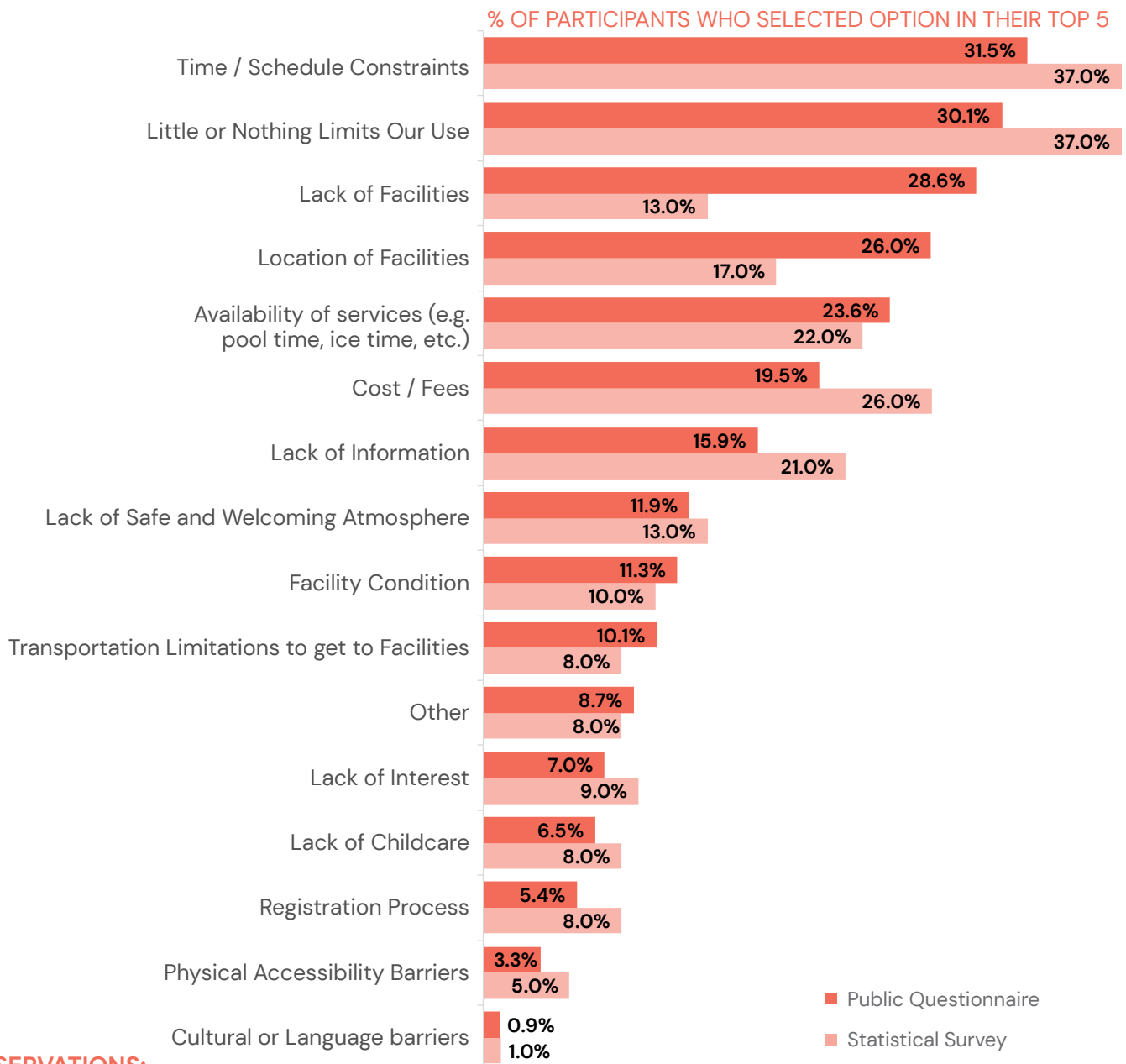
Poor

Don't Know



WHAT LIMITS PARTICIPATION IN PARKS, RECREATION, AND CULTURE SERVICES & ACTIVITIES?

Public Questionnaire & Statistical Survey



KEY OBSERVATIONS:

- ▶ Over **50%** of participants in both surveys have registered for a City program in the past 5 years
- ▶ All aspects of City programs are rated positively by people who use them
- ▶ Aspects that showed slightly lower levels of satisfaction included: program location / venue and publicity
- ▶ More than **30%** of participants in both surveys feel nothing limits their participation in PRC activities
- ▶ Top limitations varied by participant type:
 - ▶ **All participants:** Time / Schedule Constraints
 - ▶ **Statistical Survey participants:** Cost / fees and lack of information
 - ▶ **Public Questionnaire participants:** Lack or location of facilities



IDEAS TO HELP MAKE NANAIMO'S PARKS, RECREATION, AND CULTURE SERVICES MORE ACCESSIBLE AND INCLUSIVE

Public Questionnaire, Ideas Boards & Stakeholder Meetings

Participants were asked if they have ideas that would help Nanaimo's Parks, Recreation, and Culture programs and services be more accessible and inclusive to everyone? Here are themes that were commonly noted:



FACILITY DISTRIBUTION

- ▶ Participants commonly expressed a desire for a more even distribution of facilities across Nanaimo (e.g., ideas for an aquatic centre closer to the north end of the City, ideas for a recreation / community centre closer to the south end of the City)
- ▶ Many feel that a more complete public transit system would better facilitate access to public amenities



CULTURAL DIVERSITY

- ▶ Many suggestions for the addition of more culturally diverse public programs
- ▶ Ideas for including multi-lingual signage in public settings such as parks, trails, and facilities



ACCESSIBILITY

- ▶ Participants expressed a desire to increase the number of accessible playgrounds and parks for people with limited mobility
- ▶ There is support for continued maintenance of parks, trails, and facilities to support equitable use by people of all ages and abilities



All public facilities should have a well-developed, progressive strategic plan that addresses maximizing accessibility for disabled citizens, including those with mobility, hearing, sight, and sensory disabilities as well as those with neurodiversity. Each plan should identify barriers to access in the facility with a plan to provide short term accommodations and longer term solutions to removing those barriers.



PARTICIPANTS ALSO SHARED IDEAS ABOUT:

- ▶ Providing more free public events
- ▶ Reducing fees for programs and use of facilities

For a full list of verbatim comments, refer to Appendix H

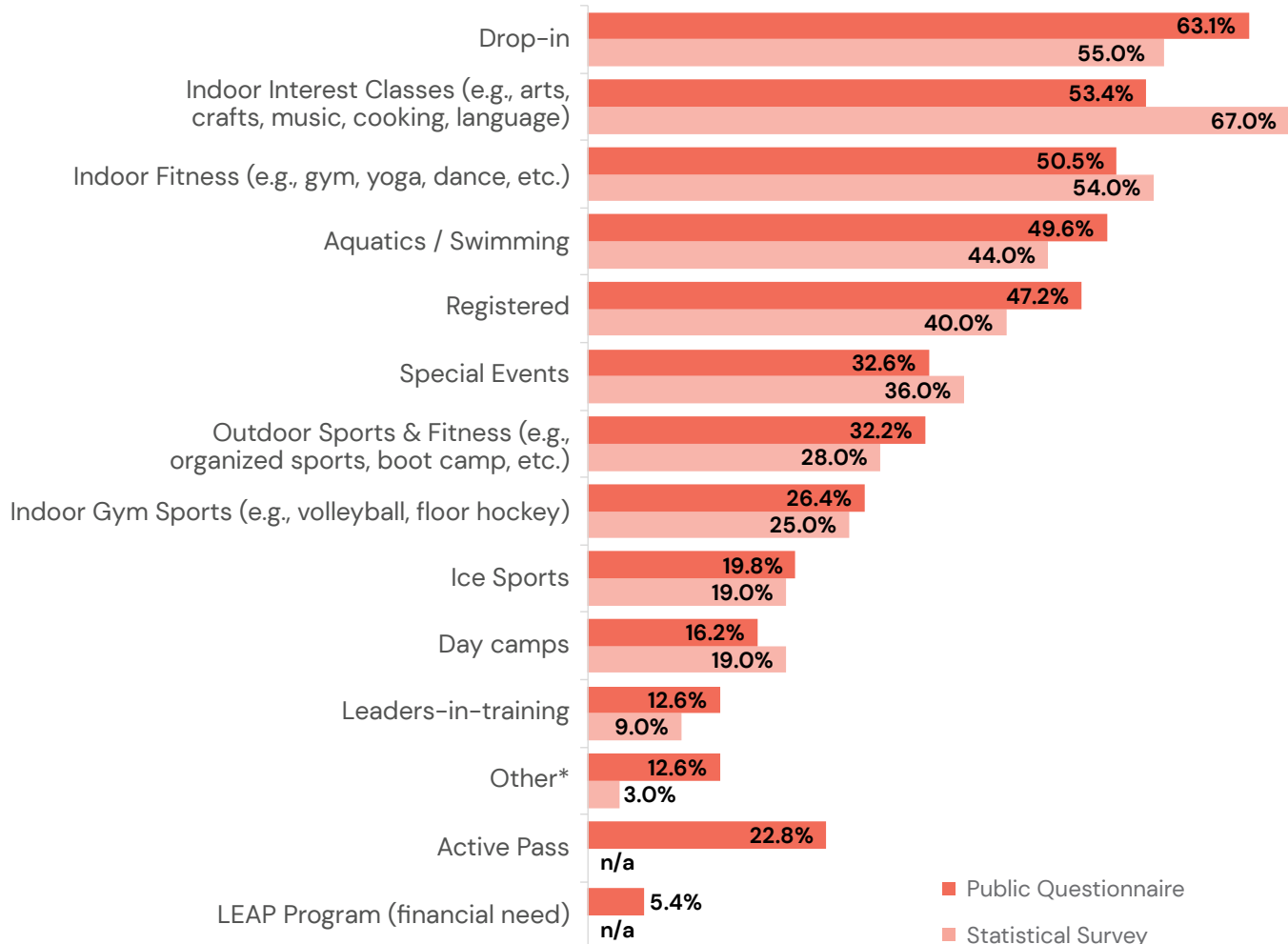


WHAT RECREATIONAL PROGRAMS WOULD PARTICIPANTS LIKE IN THE FUTURE?

Public Questionnaire & Statistical Survey



% OF PARTICIPANTS WHO SELECTED OPTION IN THEIR TOP 5



KEY OBSERVATIONS:

Top types of programs of interest in both surveys :

- 1 Drop-in
- 2 Indoor Interest Classes (e.g., arts, crafts, music, cooking, language)
- 3 Indoor Fitness (e.g., yoga, gym, dance)
- 4 Aquatics / Swimming
- 5 Registered Programs

*"Other" programming ideas:

- ▶ Arts exhibitions / workshops performances / pop-ups
- ▶ Support for people to self-organize small meet-ups
- ▶ Nature courses
- ▶ Classes delivered online
- ▶ Practical training (e.g., haircutting, computer basics)
- ▶ Online network (e.g., social media, websites, podcasting)
- ▶ Indoor tennis
- ▶ Outdoor adventures (e.g., hikes, walks, mountain biking, equestrian)
- ▶ Area history and culture
- ▶ Safe drop-in spaces
- ▶ Ocean / lake water-based activities (e.g., kayaking, diving, fishing)
- ▶ Dancing (classes, drop-in)



IDEAS TO IMPROVE EXISTING PARKS, RECREATION, AND CULTURE FACILITIES, PROGRAMS OR SERVICES

Public Questionnaire, Online Ideas Boards, Pop-ups

Participants were asked if they have thoughts to share for improvements to **existing** Parks, Recreation, and Culture facilities, programs, or services in Nanaimo. Here are themes that were commonly noted:



FACILITY / PARK UPDATES

- ▶ Participants voiced an interest in updating playground equipment in public parks
- ▶ Participants commonly expressed interest in improving / updating existing racquet sport facilities and increasing access
- ▶ There is interest in increasing the number of picnic tables, benches, and trash cans in parks and outdoor public spaces



MAINTENANCE

- ▶ Participants commonly expressed a desire for increased maintenance at public facilities such as pools, gyms, and locker rooms.
- ▶ Individuals feel that City parks and trails would benefit from more frequent maintenance, including trash removal and trail upkeep



PUBLIC PROGRAMS

- ▶ Many were in favour of continuing to increase the variety of programs and courses offered by Nanaimo Parks, Recreation, and Culture
- ▶ Respondents expressed interest in providing additional offerings / time slots for popular classes such as swimming
- ▶ Several suggestions for increasing the number of evening and weekend classes



SAFETY AND SECURITY

- ▶ Individuals expressed safety concerns related to drug use, drug paraphernalia, and crime in public parks



Many playground facilities are old, run down and broken. When I first arrived in Nanaimo (2017-2018) and took my two young children to different playgrounds, I was deterred by broken equipment (Barney Moriez, Maffeo Sutton (resolved), Centennial, Departure Bay). Many playgrounds could use serious modernization and upgrading.



PARTICIPANTS WOULD ALSO LIKE TO IMPROVE:

- ▶ Access to off leash dog areas
- ▶ Access to art space
- ▶ Outdoor classroom opportunities
- ▶ Parking capacity at popular parks and facilities

For a full list of verbatim comments, refer to Appendix H



IDEAS FOR NEW PARKS, RECREATION, AND CULTURE FACILITIES / PROGRAMS (WHAT WE DON'T HAVE BUT NEED)

Public Questionnaire, Online Ideas Boards, Pop-ups



Participants were asked to share ideas for **new** Parks, Recreation, and Culture facilities or programs in Nanaimo. Here are themes that were commonly noted:



NEW FACILITIES

- ▶ Many participants expressed interest in new indoor facilities for several sports (e.g., racquet sports, court sports)
- ▶ Participants often noted that they would like to see the development of additional recreational centres, similar to the Oliver Woods facility, especially in South Nanaimo
- ▶ Strong enthusiasm exists for the development of new arts facilities, including purpose-built spaces for learning, creation, and exhibition, as well as rehearsal and small performance spaces
- ▶ There were some suggestions for development of a new indoor pool / aquatic centre
- ▶ Many would like to see the development of additional artificial turf fields with lighting



A covered / indoor tennis facility would be a valuable addition to the Parks & Recreation program.



Nanaimo is sadly behind other Island Communities in supporting the visual arts. We need an Arts facility... [that can provide] display space, classroom space, and creative space (studios).



GREEN SPACES, PARKS, AND TRAILS

- ▶ Many expressed interest in expanding Nanaimo's public green spaces, parks, and trails network
- ▶ There is a desire for better connectivity between existing parks and trails and pedestrian access to these spaces
- ▶ Participants noted that they would like to see additional public amenities at parks, most notably public washrooms
- ▶ Many would like to see the waterfront walkway extended from downtown to Departure Bay (and possibly beyond)



PUBLIC PROGRAMS

- ▶ Participants would like to see an increase in the number and variety of public classes offered by Parks, Recreation, and Culture
- ▶ There is a desire for more age-focused classes (children, teens, adults, elderly)

PARTICIPANTS ALSO SHARED IDEAS ABOUT:

- ▶ Developing more community gardens and food forests
- ▶ Improved outdoor spaces for performance

For a full list of verbatim comments, refer to Appendix H



ISSUES, OPPORTUNITIES & IDEAS FOR HOW WE PLAY (PARKS & RECREATION)

Stakeholder Meetings



OVERVIEW

Between October 25 and December 15, 2020, the Parks and Recreation team met with stakeholders from Nanaimo's Parks and Recreation community, including representatives from a wide spectrum of interest areas, for a series of in-person, phone, and Zoom meetings – the purpose being to foster stakeholder input and feedback around the REIMAGINE NANAIMO planning process. The sessions were organized into three key topics: Facilities and Amenities, Programs and Services, and Current Trends and Issues. For details of stakeholder involvement, see Appendix A.

KEY INSIGHT HIGHLIGHTS (SEE APPENDIX A FOR FULL SUMMARY)

INFORMATION

- ▶ Highlight neighbourhood gems on social media
- ▶ Increase information about emerging recreation opportunities (e.g., drone and aircraft, disc golf, climbing, mountain biking, etc.)
- ▶ Continue liaising with stakeholders (e.g., further inter-sport collaborative meetings for user groups to come together, City liaison position)
- ▶ Increase storytelling and human connections in recreation information

PARKS & PLAYGROUNDS

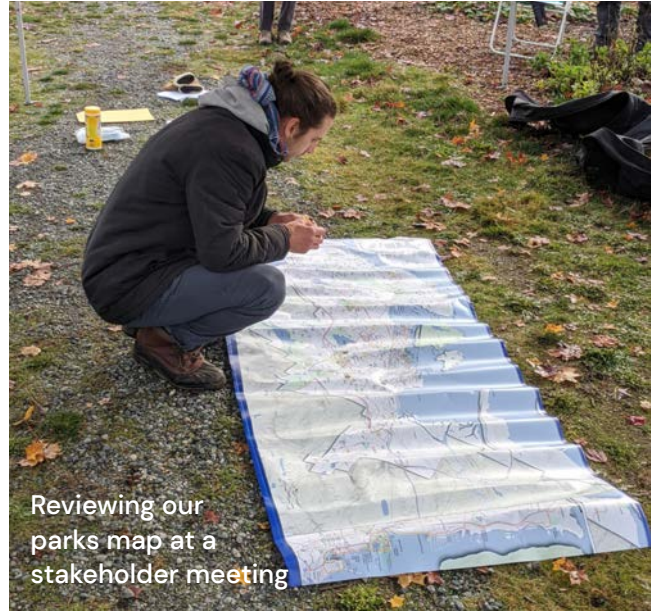
- ▶ Lack of washrooms are a key issue at parks
- ▶ Pandemic has led to increased usage pressures on parks and playgrounds
 - » Desire for more covered spaces in parks and playgrounds (including larger bookable spaces) for physically-distanced gatherings
- ▶ Parking issues at key locations (e.g., waterfront, Third street, Westwood)
- ▶ Opportunities for more splash / water play
- ▶ More power and water supply, technology access at outdoor gathering spaces
- ▶ Opportunities to increase universal inclusivity
- ▶ Signage is becoming outdated, need for renewal and additional wayfinding

PROGRAMS

- ▶ Potential desired program types:
 - » More social drop-in programs / events for seniors (e.g., block parties, healthy aging, staying active, safety, computer use, etc.)
 - » More Indigenous culture programs
 - » More times for barrier-free recreation and adaptive programs (e.g., sledge hockey)
 - » Children's programs (e.g., drop-in for early years, infant-focused programs)
 - » Intergenerational programs for youth and elders
 - » Youth health (e.g., youth-led programs, life skills, health, entry-level / non-sport activities)
 - » Introductory / beginner programs to different sports / activities
 - » More summer camps and options
 - » Family programs (e.g., hockey night, crafts night, etc.)
 - » E-Sports
 - » Programs offered in other languages (e.g., Mandarin)
 - » Maintaining mix of registered and drop-in programs helps provide opportunities that suit different lifestyles / needs
- ▶ Request ideas from newcomers / immigrants
- ▶ Ideas to address cost challenges:
 - » Increase free opportunities for children to try different events or activities
 - » More funding for families with multiple children
 - » Potential expansion of LEAP program

PROGRAMS (CONTINUED)

- ▶ Ideas on accessibility:
 - » Services for hearing-impaired participants
 - » Remove technology barriers (e.g., alternatives for people not using computers, online training)
- ▶ Need to increase efforts to get younger players interested in sport programs (e.g., lower fees, social media, etc.)
- ▶ Due to pandemic's impact on recreational programming, plan for more outdoor events and opportunities (e.g., drive-in movies, physically-distanced outdoor concerts, children's programming)
- ▶ Desire for more volunteer opportunities related to parks and recreation, to foster community stewardship and impact change



Reviewing our parks map at a stakeholder meeting

OUTDOOR ADVENTURE

- ▶ Mountain Biking:
 - » Continue efforts to improve mountain biking resources
 - » Analyze sports tourism and economic benefits
 - » Increase diversity (e.g., beginner routes, skills areas, opportunities for progression, loop trails)
 - » Address conflicts (e.g., hiking, running, motorized)
- ▶ Disc Golf:
 - » Potential expansions to support growing interest and potential for larger scale events (economic / sports tourism)
- ▶ Off-Leash Dog Activities:
 - » Dog population in City is increasing – potential to add off-leash areas in underserved areas
 - » Need for improved education about environmental and health impacts, shared spaces
- ▶ Climbing
 - » Emerging sport
 - » Need to develop policies / plans for Linley Valley Park
 - » Consider more outdoor equipment for beginners (e.g., wall at Harewood Centennial)
- ▶ Skateboarding
 - » Desire for more skateable City features (e.g., planters, curbs, skateable public art)
 - » Increasing as a viable form of active transportation, but has specific needs (e.g., smooth, clean surfaces)
 - » Desire for indoor / covered skate facilities and lessons
- ▶ Scuba Diving:
 - » Potential for amenities for divers (e.g., washrooms / changerooms, ramp for divers with mobility limitations, signage, access to dive sites)
 - » Raising awareness (e.g., tourism, education)
- ▶ Fishing:
 - » Opportunities to increase programming
 - » Opportunities to increase access to fishing areas (e.g., docks, fishing zones)

FACILITIES

- ▶ **Aquatics:**
 - » Improve / upgrade Kin Pool (e.g., accessibility, inclusivity, storage)
 - » Increase spectator space, gathering areas for aquatics (e.g., Kamloops facility)
 - » Desire for more outdoor programs at lake locations (e.g., Westwood, Long, Brannen, Departure Bay)
 - » Potential for future aquatic facility in north end
- ▶ **Gymnasiums:**
 - » Growing need for spectator viewable gymnasium space / indoor track
 - » Loss of Franklyn Gym impacted several groups (e.g., Tillicum Lelum, court users)
 - » Oliver Woods gymnasium is often booked up and is extremely well-liked with more demand for these types of multi-purpose gym spaces
- ▶ **Community Centres:**
 - » Desire for a new centre in the south end (many potential interest groups / collaborators)
 - » Upgrading existing facilities to make them more user-friendly and expand programming (e.g., kitchen upgrades, exterior upgrades)
 - » A Wellness Centre approach that combines health and recreation services (e.g., accessing mental or physical health services in a recreation facility) is desirable
 - » Currently Nanaimo is missing dedicated space for youth (e.g., youth rec centre)
- ▶ **Fields:**
 - » Cricket is growing sport and there is interest in future development of a pitch in Nanaimo (existing pitches in Qualicum Beach, Shawnigan, Victoria)
 - » Existing field spaces are good, but there is interest in improving support facilities around them and at new facilities (e.g., washrooms, changerooms, concessions / food access, lighting, utility access, water, PA)
 - » Support for planned NDSS Community Field / stadium – it is important that this space provides great supporting amenities (see point above)
 - » Support for artificial turf fields at Harewood Centennial Park
 - » Track use has increased substantially with COVID-19, revealing a need for etiquette and signage
 - » Interest from soccer, lacrosse, field hockey, for future indoor field (i.e., dome); ideally would include a social space component
- ▶ **Seniors Services:**
 - » Low-barrier public gyms and weight-lifting are important for seniors and those new to fitness
 - » Need for facilities in south Nanaimo, notably for seniors who can't access northern facilities
 - » Increase access to food services in facilities
- ▶ **Ice / Dry Floor:**
 - » Beban Park facilities are beginning to age, and there is a need to plan for renewal / replacement. This presents an opportunity to consider a multi-use facility that supports a range of users and an enhanced user experience
 - » Ice times are becoming limited and there will be a need for more ice in Nanaimo soon
 - » The new covered outdoor sport court is a significant asset, but could use some minor upgrades now that it is in use. Additional similar facilities are also desired
- ▶ **Courts:**
 - » Pickleball, badminton, and tennis are growing sports and are important for key demographics (e.g., seniors). The shortage of indoor facilities space (e.g., loss of Franklyn Gym, limited floor time in Oliver Woods, etc.) demonstrates an interest for future indoor court facilities
 - » Interest in additional basketball courts (e.g., potential for hoops at the covered sports box)
 - » Interest in additional / upgraded multi-use boxes for activities like ball hockey
- ▶ **General:**
 - » Need to increase inclusivity in facilities (e.g., inclusive washrooms, universal accessibility, safe spaces / quiet rooms, etc.)

For complete notes from stakeholder sessions, refer to Appendix A







3.4 HOW WE ADAPT & STAY GREEN



Read this 1-page of highlights for a quick overview of this section.
The below information reflects what we learned from all engagement opportunities.
View the pages that follow to find more details.

HIGHLIGHTS

Natural scenery and biodiversity are hallmarks of Nanaimo and preserving these elements are top of mind for City residents. Adaptation means responding to changes in our community and natural environment, while preparing for a successful and resilient future.

WHAT ARE OUR PRIORITIES RELATED TO ENVIRONMENT AND CLIMATE CHANGE?



STATEMENTS IDENTIFIED AS TOP ENVIRONMENT AND CLIMATE CHANGE PRIORITIES

- 1 managing impacts to environmentally sensitive areas
- 2 improving solid waste management of organics and reducing, reusing, and recycling
- 3 managing impacts to urban streams and wetlands related to human activities

OTHER COMMONLY MENTIONED PRIORITIES INCLUDE:



Improving the multi-modal transportation network



Offering environmental education opportunities



Creating green land-use plans and policies



Enhancing and supporting local food systems

HOW IMPORTANT ARE ENVIRONMENT AND CLIMATE CHANGE ISSUES?



Over **60%** of respondents in both surveys rated every environment / climate change issue in the surveys as very important or important



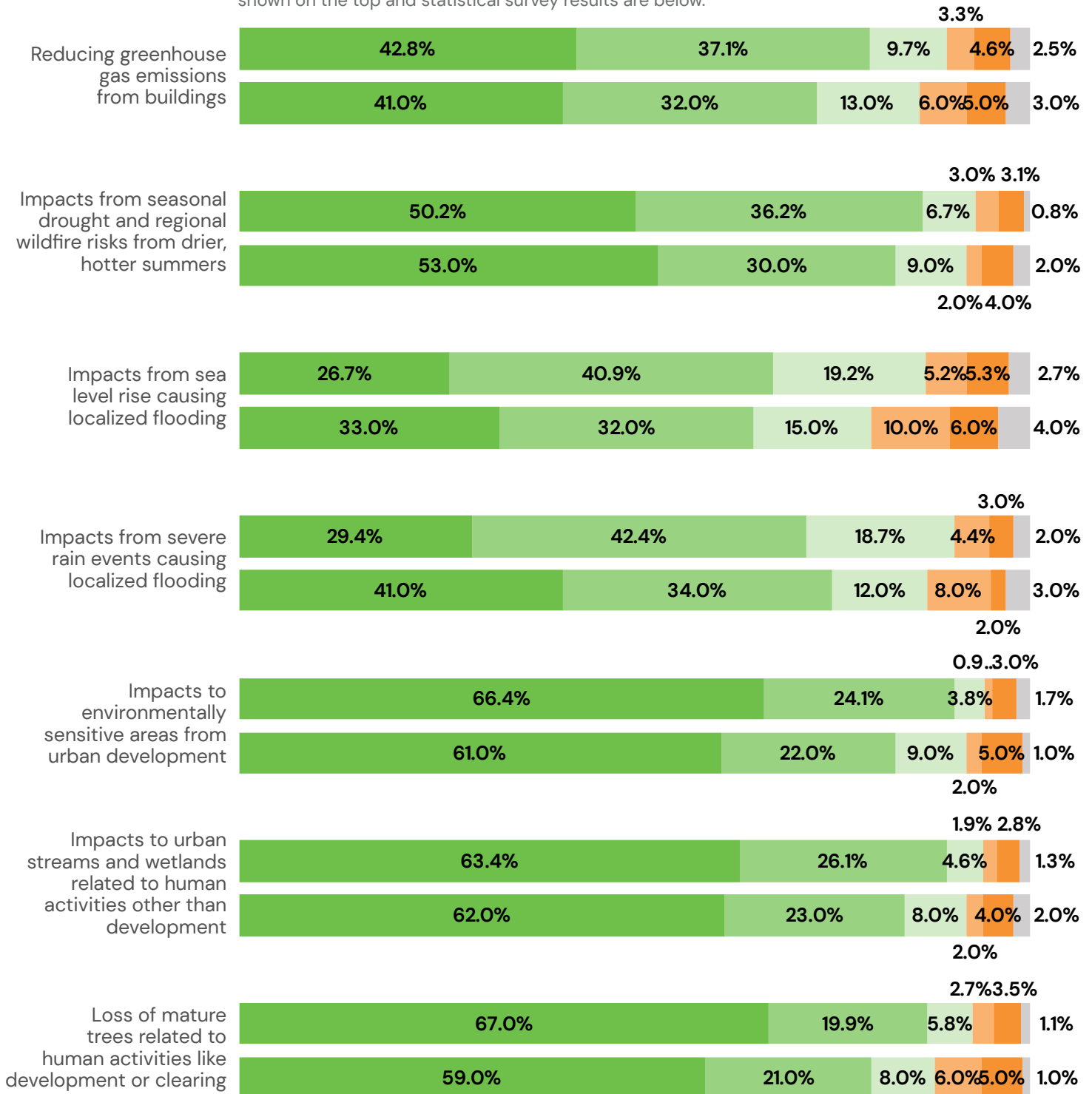
Typically, public questionnaire participants placed a slightly higher level of importance on environment and climate change statements than statistical survey participants



HOW DO PARTICIPANTS RATE STATEMENTS RELATED TO THE ENVIRONMENT AND CLIMATE CHANGE?

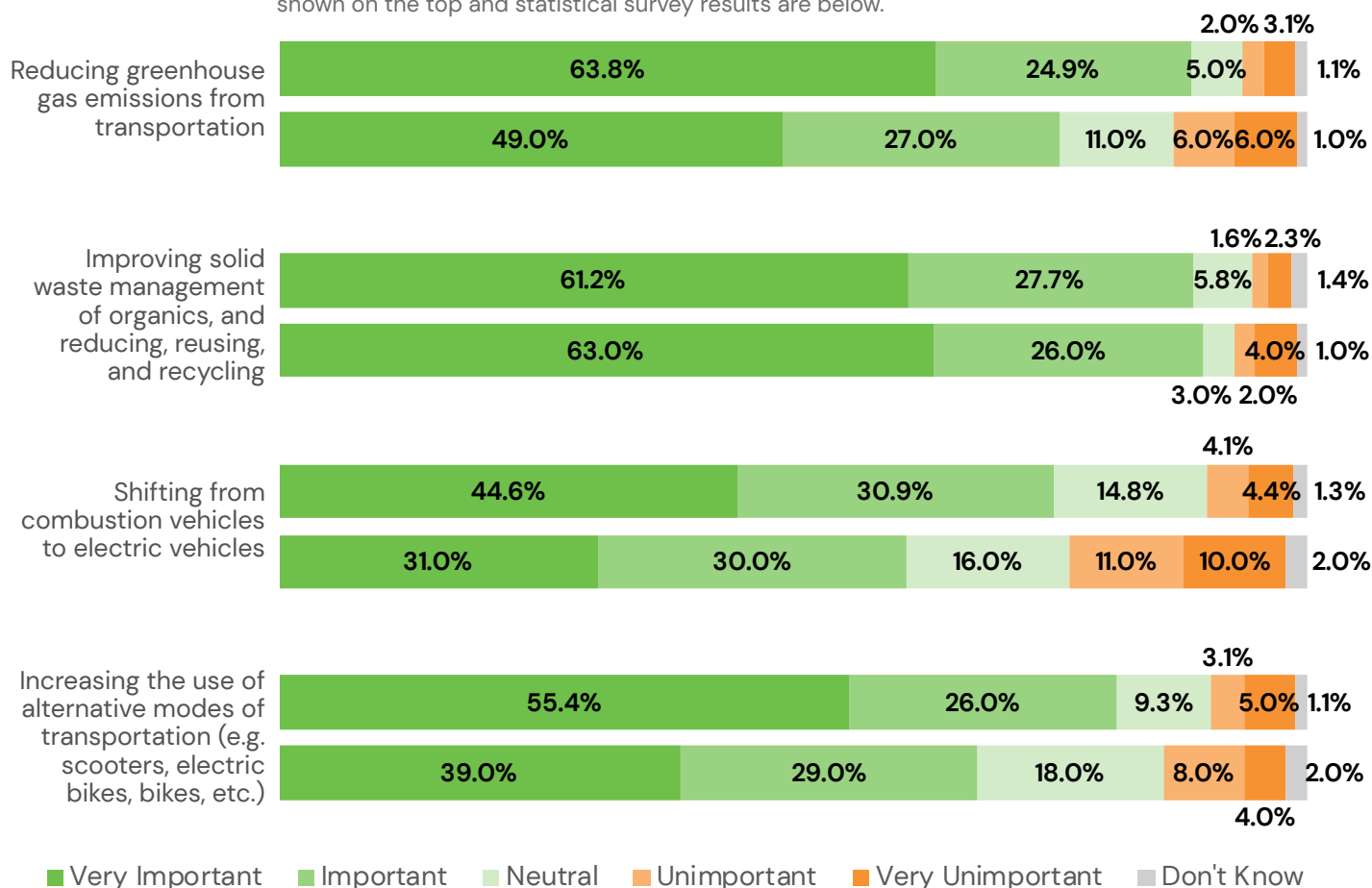
Public Questionnaire & Statistical Survey

For each statement, public questionnaire results are shown on the top and statistical survey results are below.



Very Important Important Neutral Unimportant Very Unimportant Don't Know

For each statement, public questionnaire results are shown on the top and statistical survey results are below.



KEY OBSERVATIONS:

- **More than 60%** of participants in both the public questionnaire and statistical survey **ranked all statements as being very important or important**
- A greater proportion of public questionnaire participants typically placed a slightly higher level of importance on environmental and climate change statements than statistical survey participants

Statements most frequently selected as being **important** or **very important**:

- 1 Managing impacts to environmentally sensitive areas from urban development **90% 83%**
- 2 Improving solid waste management of organics and reducing, reusing, and recycling **88% 89%**
- 3 Managing impacts to urban streams and wetlands related to human activities **89% 85%**

Statements most frequently selected as being **unimportant** or **very unimportant**:

- 1 Shifting from combustion vehicles to electric vehicles **9% 21%**
- 2 Managing impacts from sea level rise causing localized flooding **10% 16%**
- 3 Increasing the use of alternative modes of transportation (e.g., scooters, electric bikes, bikes, etc.) **8% 12%**

For numbers above, the first number indicates % of responses who selected this option from the public questionnaire and the second is from the statistical survey.



IDEAS FOR ADDRESSING ENVIRONMENTAL AND CLIMATE CHANGE IMPACTS IN NANAIMO

Public Questionnaire, Online Ideas Boards, Pop-ups

Participants were asked to share their ideas for addressing environmental and climate change impacts in Nanaimo. Here are themes that were commonly noted:



IMPROVE THE MULTI-MODAL TRANSPORTATION NETWORK

- ▶ Many in favour of reducing reliance on vehicle traffic
- ▶ Suggestions for more electric vehicle charging stations throughout the City
- ▶ A range of ideas for improving the multi-modal transportation network (e.g., adding new sidewalks and bike lanes, enhancing overall pedestrian and cycle connectivity, facilities for all ages and abilities)
- ▶ Many are in support of improving public transit (e.g., more extensive and frequent bus service, additional public transit options, incentivizing use of public transit, transitioning more buses to electric power)



PROTECT AND ENHANCE NATURAL AREAS

- ▶ Many strongly support protecting the City's existing urban tree canopy and natural areas
- ▶ Many felt that new developments should be located and designed to preserve existing trees and environmentally sensitive areas
- ▶ Many suggestions for increasing tree planting (e.g., as a requirement of new developments, along streets, in parks and neighbourhoods, on private lots)



CREATE GREEN LAND-USE PLANS / POLICIES

- ▶ Participants shared ideas about land-use planning to address climate change (e.g., development of dense, mixed-use neighbourhoods with a high level of transit connectivity / transit-oriented development)
- ▶ Many suggestions for requiring or incentivizing development of sustainable / green buildings (e.g., adopting higher standards of building codes to support more energy-efficiency, incorporating green building strategies such as solar panels, rain gardens, and passive house technology)
- ▶ Many are in favour of policy changes (e.g., banning single-use plastics, changes that will reduce greenhouse gas emissions)



Natural spaces will reduce the impact of climate change. Deforestation in the city creates heat islands which will make summer days unbearable. The current trend of bulldozing all the green spaces and paving them will make it very uncomfortable to live. I would like to see shade-providing trees either left standing or replanted in all parking lot areas.



PARTICIPANTS ALSO SHARED IDEAS ABOUT:

- ▶ Integrating environmental / sustainability education in the school curriculum
- ▶ Improving waste management
- ▶ Enhancing and supporting local food systems

For a full list of verbatim comments, refer to Appendix H



KEY INSIGHT HIGHLIGHTS (SEE APPENDIX A FOR FULL SUMMARY)

Ideas for adaptation:

EDUCATION & SUPPORT

- ▶ Increased availability of information (e.g., City website, social media, videos)
- ▶ Efforts to increase public understanding and awareness about important topics (e.g., trees, stewardship, greenhouse gas emissions)
- ▶ Encourage purchase of carbon offsets (e.g., property tax rebate, local business discounts)
- ▶ Address the climate crisis in a way that also improves housing inequity, the overdose epidemic, systemic racism, and progress towards reconciliation

BUILDINGS & DEVELOPMENT

- ▶ Speed up BC Step Code implementation
- ▶ Financial incentives / payment programs for green homes (e.g., oil conversions, solar, etc.)
- ▶ Permitting a greater variety of housing types (e.g., tiny homes, multi-family)
- ▶ Promoting existing programs (e.g., Clean BC program)
- ▶ Shifts to alternative fuels in buildings (e.g., not permitting natural gas lines to new subdivisions)
- ▶ Review of Development Approval Process through lens of climate change emergency

Ideas for protection:

PROTECTION & ENHANCEMENT OF GREEN SPACES

- ▶ Housing density that protects large areas of green space
- ▶ Increased focus on biodiversity (e.g., City staff position, strategic planning with indicators, measurement, and reporting)
- ▶ Celebrate successes (e.g., map projects)
- ▶ Acquisition / addition of sensitive sites, greenways / corridors
- ▶ Enhanced policies and enforcement for protection and enhancement (e.g., permeable surface requirements, tree requirements, recreation impact management, illegal dumping reduction, etc.)
- ▶ Growing volunteer efforts and need for networking and direction (e.g., community restorations, invasive species removal, student-based projects, adopt-a-park)
- ▶ Protection of highly sensitive and vulnerable ecosystems (e.g., eelgrass in estuaries, bluff areas) especially as use increases
- ▶ Considerations to prioritize protection over recreation in key areas (e.g., limiting dog use, banning motorized vehicles, limiting human use)
- ▶ Open watercourses are an asset with opportunities to enhance, daylight more
- ▶ Strengthen link between policy (e.g., OCP) and action on the ground
- ▶ Increase collaboration between environmental non-profit groups in the region

Ideas for adaptation (Continued):

TRANSPORTATION SHIFTS

- ▶ EV charging throughout the City, including at public parks / trails
- ▶ Incentives to shift from gas to electric vehicles
- ▶ Encouraging shifts in public transportation (e.g., transit changes like mini-buses, zero-emissions ferries, etc.)
- ▶ Policy that encourages people to choose more sustainable options (e.g., free transit, support for micro-transportation like electric skateboards, car share expansion, etc.)
- ▶ Efforts to change public mind-set about short trips (e.g., shift these to non-vehicle trips)

Ideas for protection: (Continued):

TREE MANAGEMENT

- ▶ Enhanced tree protection on private properties (e.g., tree preservation zones, revised tree value calculations to consider ecosystem services)
- ▶ More enforcement
- ▶ Increased collaboration with professional community (e.g., arborists, tree companies)
- ▶ Programs to increase tree planting
- ▶ Closing loopholes in existing policy that fail to support tree preservation

For complete notes from stakeholder sessions,
refer to Appendix A



Volunteer tree planting work party





3.5 HOW WE MOVE



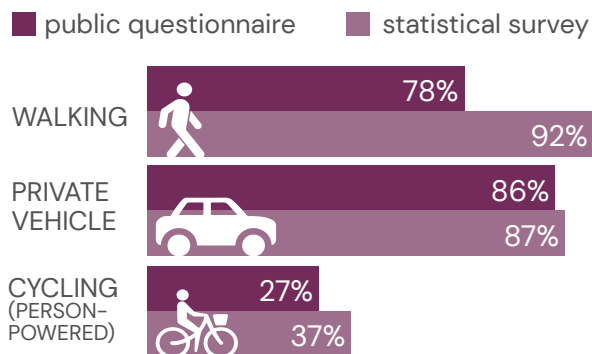
Read this 1-page of highlights for a quick overview of this section.
The below information reflects what we learned from all engagement opportunities.
View the pages that follow to find more details.

HIGHLIGHTS

Everyone in our community needs to get around and decisions about transportation affect us all. As our community evolves, our transportation network will need to change accordingly.

HOW ARE WE MOVING IN NANAIMO TODAY?

Following are the top 3 modes of transportation participants reported using at least somewhat frequently:



HAS IT BECOME EASIER OR HARDER TO GET AROUND NANAIMO?

Many respondents (30–80% in both surveys) were neutral for most modes. Trends suggested that more people felt that both electric and person-powered cycling has become easier, while private vehicle travel has become more difficult.

HOW DO WE VIEW ACTIVE TRANSPORTATION?



Over 75% of respondents in both surveys believe active transportation infrastructure is a good use of tax dollars.

WHAT ARE OUR ACTIVE TRANSPORTATION PRIORITIES?



Feeling safe from vehicles



Creating dedicated cycling routes



Having safe walking routes



Having good transit service frequency

WHY ARE PEOPLE USING ACTIVE TRANSPORTATION?

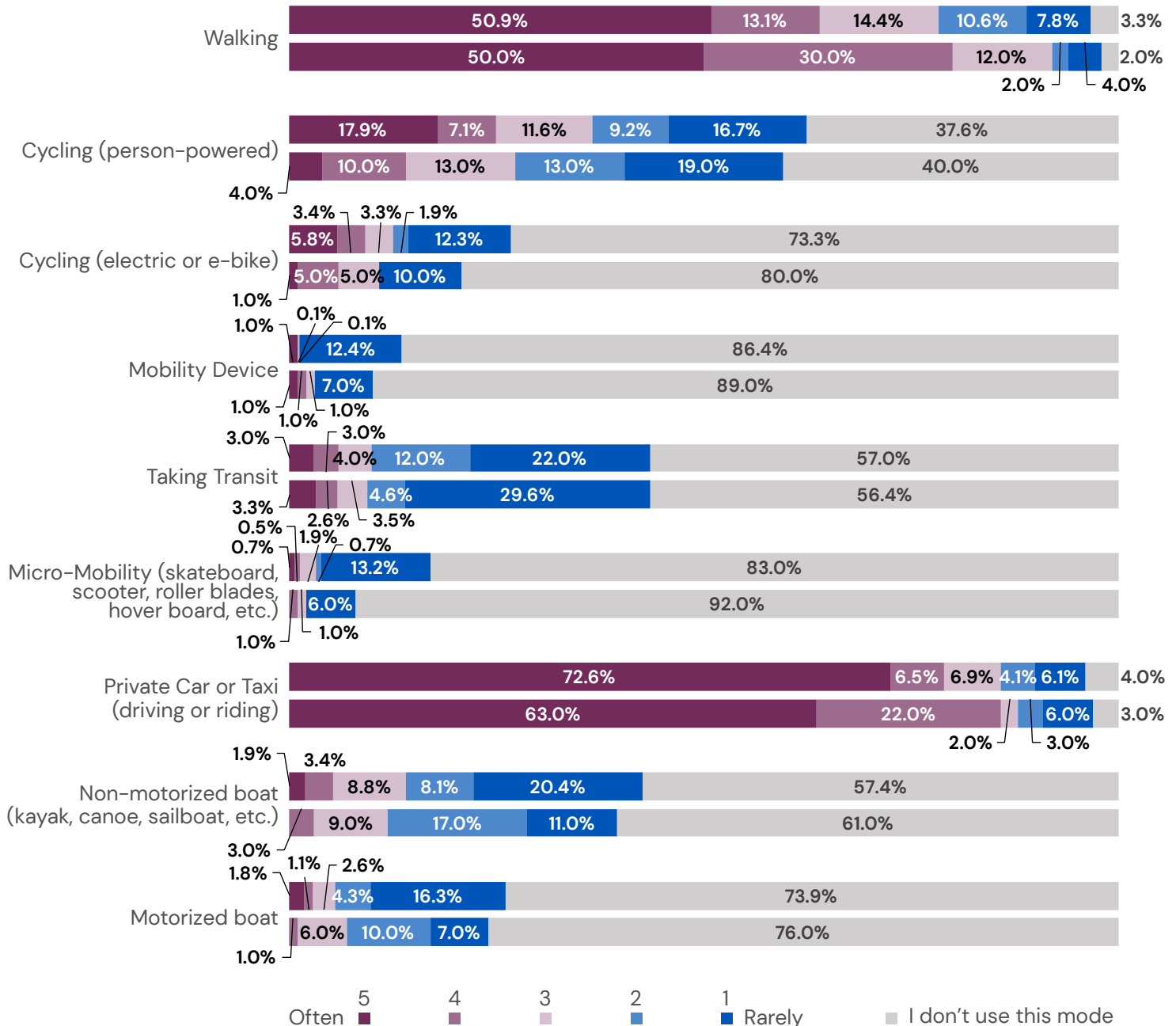
- 92% exercising or recreating
- 65% spending time with family and friends
- 52% going to shops, restaurants, or services
- 26% traveling to work or school



HOW OFTEN ARE PARTICIPANTS USING DIFFERENT MODES OF TRANSPORTATION TODAY?

Public Questionnaire & Statistical Survey

For each mode, public questionnaire results are shown on the top and statistical survey results are below.



KEY OBSERVATIONS:

The following percentages of participants reported using each mode at least **somewhat frequently** (rated as 3, 4, 5 on frequency scale). The first number represents public questionnaire participants and the second, statistical survey participants.

78% 92%	WALKING	14% 12%	BOAT (NON-MOTORIZED)	5% 7%	BOAT (MOTORIZED)
86% 87%	PRIVATE VEHICLE	13% 11%	CYCLING (ELECTRIC)	3% 2%	MICRO-MOBILITY
37% 27%	CYCLING (PERSON-POWERED)	10% 9%	TRANSIT	1% 3%	MOBILITY DEVICE

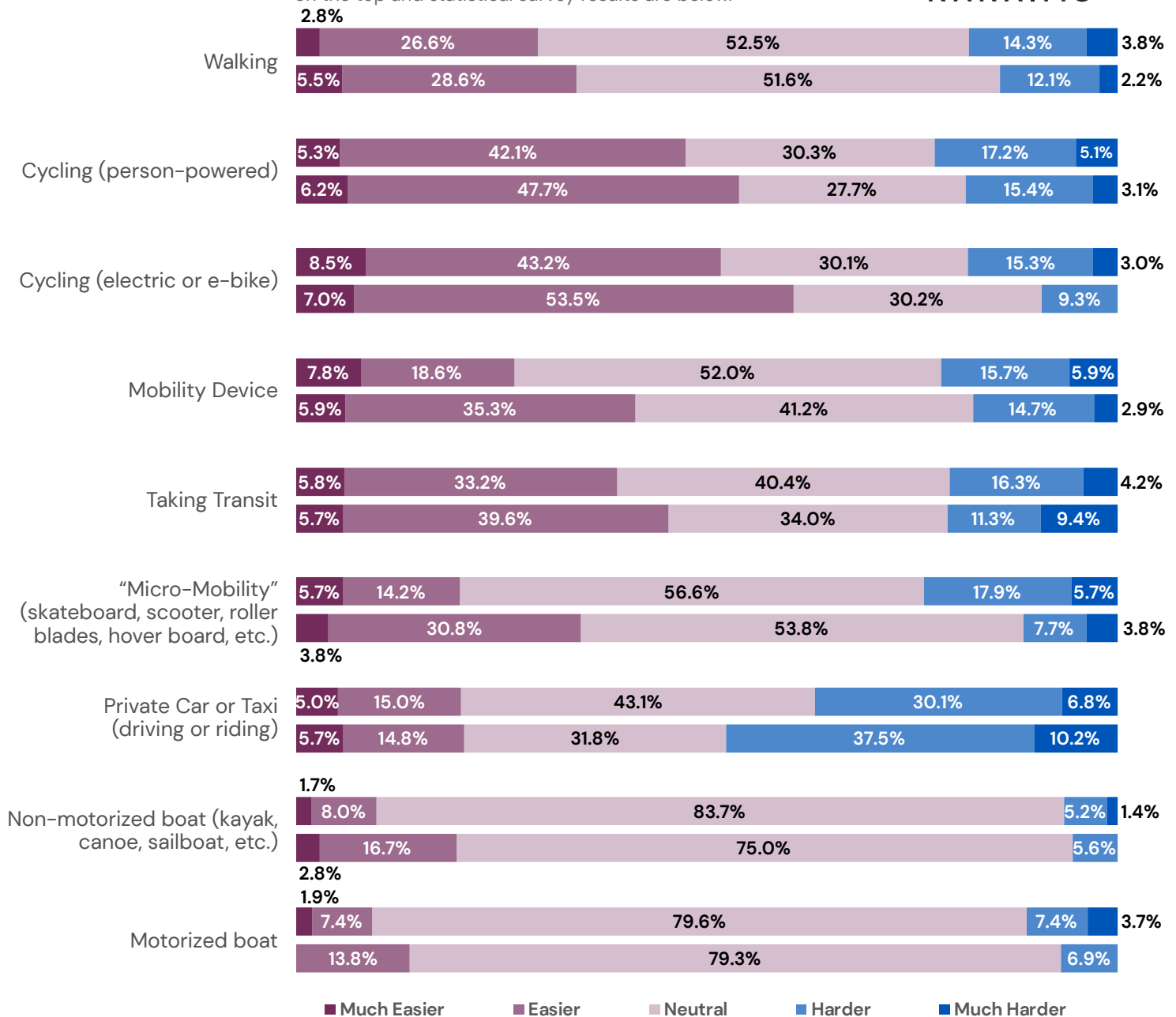


DO THOSE WHO USE EACH MODE THINK IT HAS BECOME EASIER OR HARDER TO GET AROUND NANAIMO?

Public Questionnaire & Statistical Survey



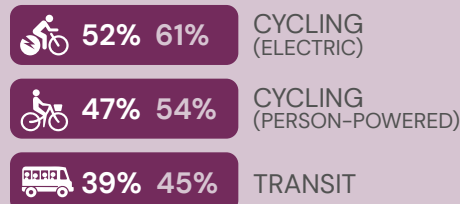
For each mode, public questionnaire results are shown on the top and statistical survey results are below.



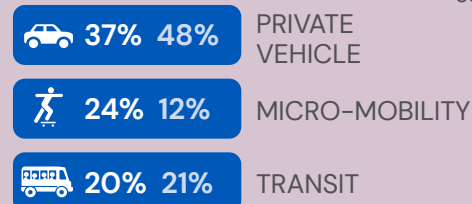
■ Much Easier ■ Easier ■ Neutral ■ Harder ■ Much Harder

KEY OBSERVATIONS:

Modes that participants feel are getting **easier** to use:



Modes that participants feel are getting **harder** to use:



In the boxes, the first number represents public questionnaire participants and the second, statistical survey participants.

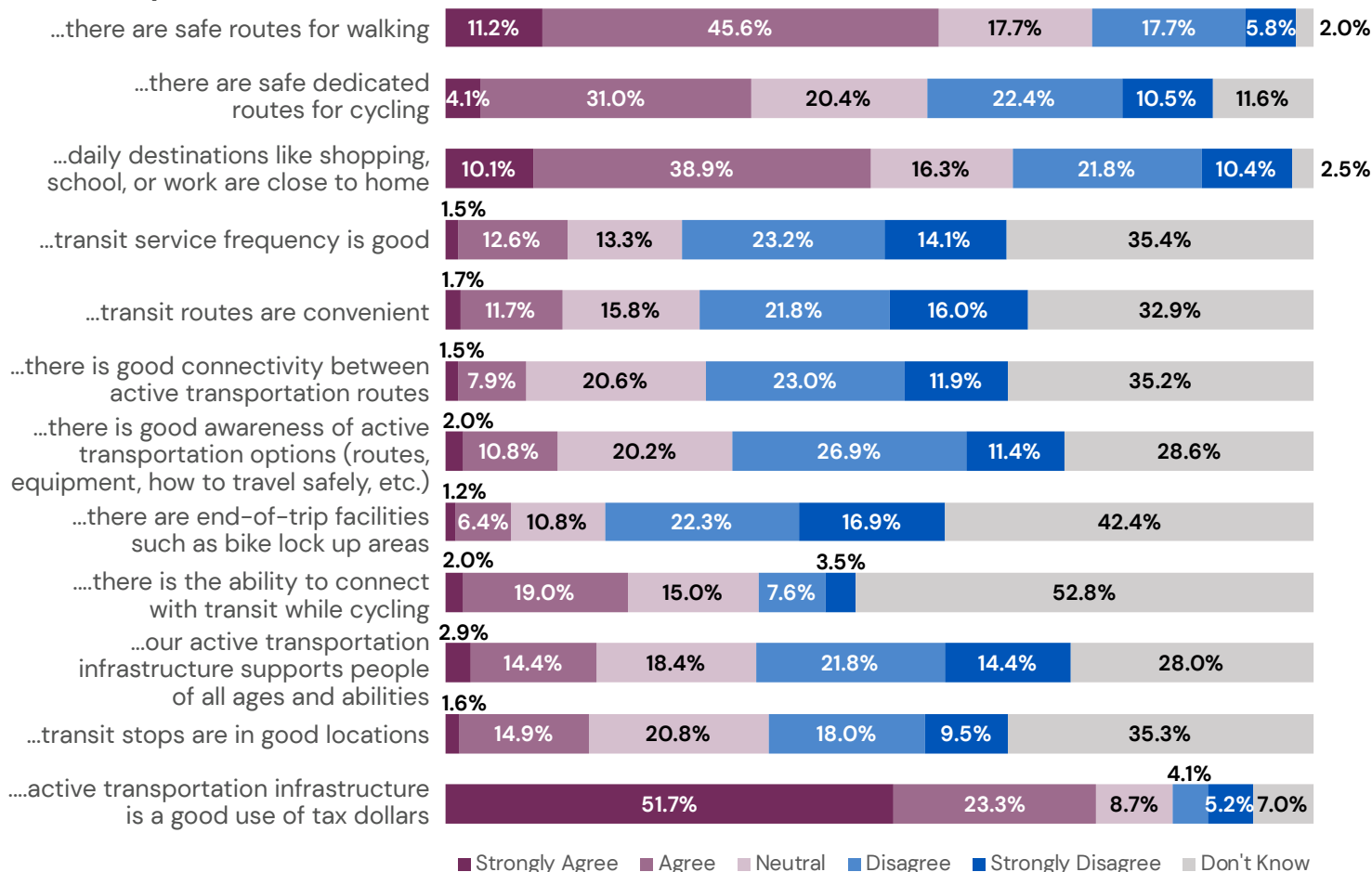
- Many participants (**typically 30% – 80%**) in both surveys were neutral on whether things have stayed about the same for most modes in the past 10 years



HOW DO PARTICIPANTS FEEL ABOUT PROVISION OF ACTIVE TRANSPORTATION IN NANAIMO TODAY?

Public Questionnaire

Currently in Nanaimo...



KEY OBSERVATIONS:

75%

of public questionnaire participants agree that active transportation infrastructure is a **good use of tax dollars**

A significant number of public questionnaire participants **agree** or **strongly agree** that currently in Nanaimo:

- 1 there are safe routes for walking (**57%**)
- 2 daily destinations like shopping, school, or work are close to home (**49%**)
- 3 there are safe dedicated routes for cycling (**35%**)

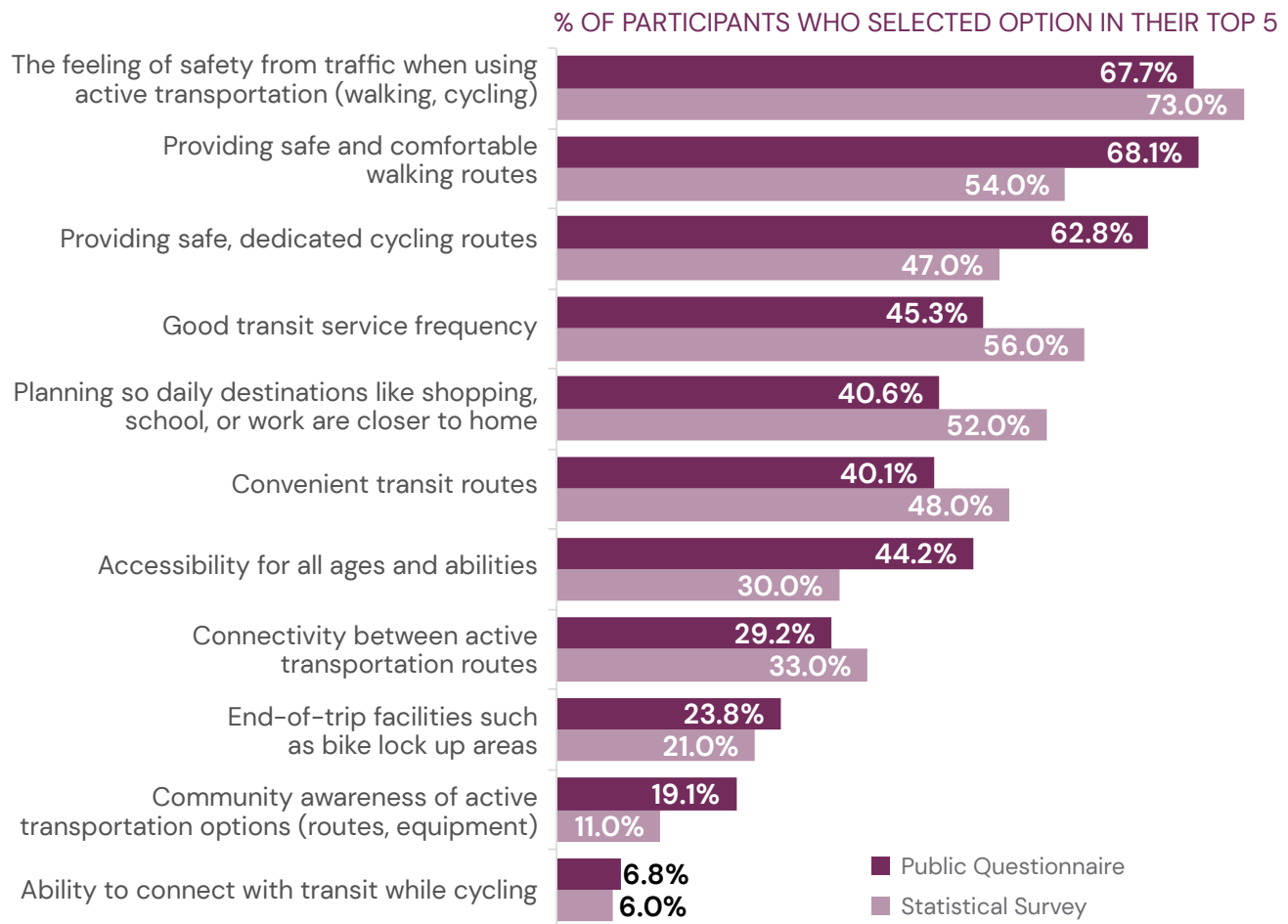
Over **35%** of public questionnaire participants **disagree** or **strongly disagree** that currently in Nanaimo:

- 1 there are end-of-trip facilities such as bike lock up areas (**39%**)
- 2 there is good awareness of active transportation options (routes, equipment, how to travel safely, etc.) (**38%**)
- 3 transit routes are convenient (**38%**)
- 4 transit service frequency is good (**37%**)
- 5 our active transportation infrastructure supports people of all ages and abilities (**36%**)



WHAT ARE PRIORITIES FOR ACTIVE TRANSPORTATION?

Public Questionnaire & Statistical Survey



KEY OBSERVATIONS:

Both public questionnaire and statistical survey participants agreed that the **top priorities** for future active transportation include:

- 1 The feeling of safety from traffic when using active transportation (walking, cycling)
- 2 Providing safe and comfortable walking routes
- 3 Providing safe, dedicated cycling routes
- 4 Good transit service frequency
- 5 Planning so daily destinations like shopping, school, or work are closer to home

Priorities varied by participant type:

- **Statistical survey participants** tended to prioritize transit service, both frequency and convenience more than public questionnaire participants
- **Public questionnaire participants** tended to prioritize safe and comfortable walking routes and safe, dedicated cycling routes more than statistical survey participants

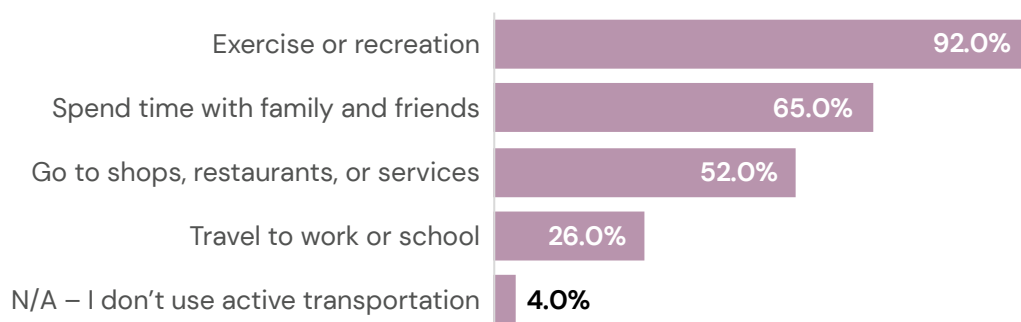


HOW IS ACTIVE TRANSPORTATION PART OF OUR LIVES TODAY?

Public Questionnaire & Statistical Survey

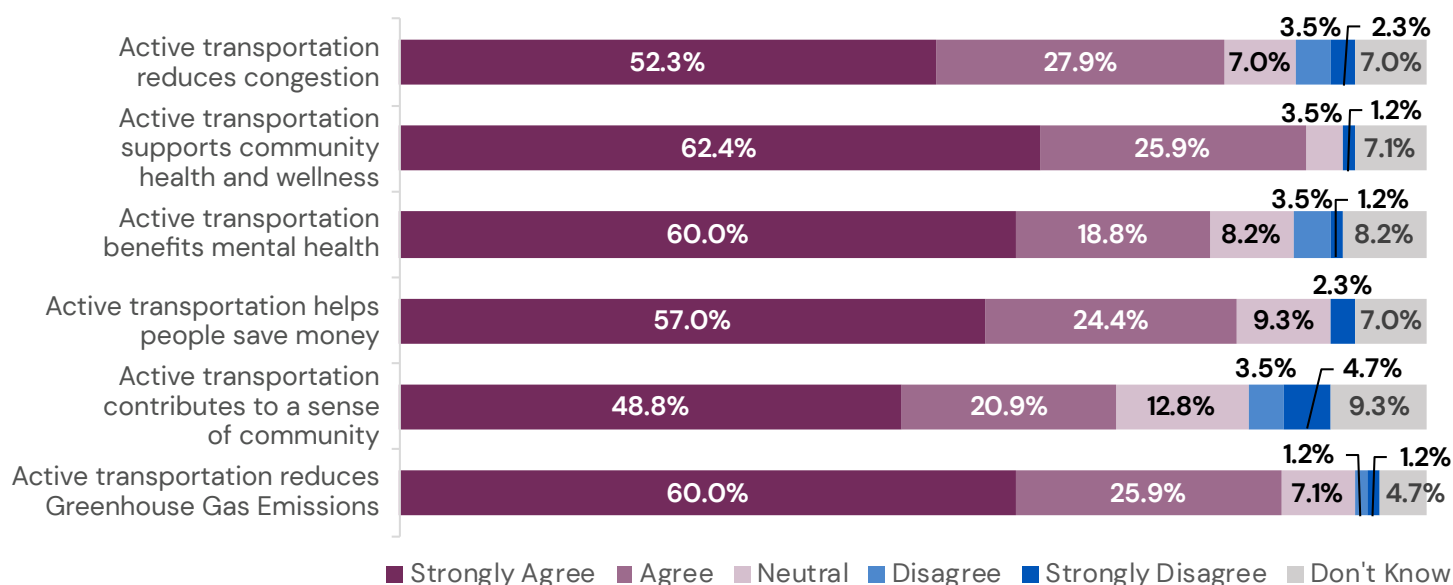
WHY ARE PEOPLE USING ACTIVE TRANSPORTATION TODAY?

Statistical Survey



WHAT VALUES OR BELIEFS DO PEOPLE HAVE FOR ACTIVE TRANSPORTATION?

Public Questionnaire



KEY OBSERVATIONS:

- ▶ A large portion (**92%**) of statistical survey participants use active transportation for exercise or recreation
- ▶ About one-quarter (**26%**) of public questionnaire participants report currently using active transportation to travel to and from work or school
- ▶ Over **70%** of participants agreed with **all six values** identified in the public questionnaire
- ▶ The values that participants most commonly **agreed** or **strongly agreed** with included:
 - ▶ Active transportation supports community health and wellness (**88%**)
 - ▶ Active transportation reduces Greenhouse Gas Emissions (**86%**)



IDEAS FOR IMPROVING NANAIMO'S ACTIVE TRANSPORTATION NETWORK

Public Questionnaire, Online Ideas Boards, Pop-ups



Participants were asked to share ideas that would improve Nanaimo's active transportation network. Here are themes that were commonly noted:



IMPROVED PEDESTRIAN INFRASTRUCTURE

- ▶ Participants favoured developing a complete network of sidewalks that connect residential areas with commercial hubs



Dedicated bike lanes so we can safely bike to work and school. Better and more sidewalks... Traffic calming like speed bumps in school zones and near parks.



IMPROVED BICYCLE INFRASTRUCTURE

- ▶ Participants' prioritized developing a better connected bicycle network that features protected bicycle lanes and paths
- ▶ Many are in favour of increasing the amount of safe and secure bicycle parking / storage opportunities, especially in the downtown area
- ▶ Participants expressed interest in enhancing signage and wayfinding associated with bicycle paths and trails
- ▶ Individuals suggested integration of bicycle charging stations at key destinations as e-bikes gain popularity



Focus on building up a solid centralized core zone of active transportation infrastructure emanating from downtown and to VIU...



ENHANCED PUBLIC TRANSIT

- ▶ Participants envisioned enhancing the public transit system through additional routes and running buses more frequently
- ▶ Respondents expressed a desire for additional bus shelters, especially along well traveled routes
- ▶ Participants suggested that smaller buses could be used for less busy, residential routes



ENHANCED SAFETY MEASURES

- ▶ Participants expressed interest in enhancing safety for pedestrians and cyclists through measures such as reduced speed limits on local roads, traffic calming measures, and more pedestrian activated lights at busy street crossings

PARTICIPANTS ALSO SHARED IDEAS ABOUT:

- ▶ Developing a light rail system
- ▶ Enhancing and extending the waterfront walkway

For a full list of verbatim comments, refer to Appendix H



KEY INSIGHT HIGHLIGHTS (SEE APPENDIX A FOR FULL SUMMARY)

ACTIVE TRANSPORTATION

- ▶ Narrowing road lanes would give more space to bikes and pedestrians
- ▶ Need to accommodate emerging forms of micromobility (e.g., skateboarding) that have compatibly with other active transportation, yet slightly different needs (e.g., smooth surfaces)
- ▶ Increasing use of active transportation corridors is starting to lead to conflict (e.g., E&N Trail is too narrow to accommodate all speeds / uses)
- ▶ Active transportation must be a key consideration for all new subdivisions
- ▶ E-bike growth is broadening the user base and increasing needs for safe / family-friendly routes (e.g., separation, lighting)
- ▶ Need to create connections and improve wayfinding from key spines (e.g., E&N Trail) to other infrastructure and to / from destinations (e.g., parks, trails, downtown)
- ▶ The existing network is fragmented and does not support tourism to its full potential or encourage a behavioural shift to active transportation yet
- ▶ Need to increase end-of-trip facilities at commercial / employment centres and schools with safe storage of varied types (e.g., covered / uncovered, lockers, bike valet, etc.)
- ▶ Safety concerns at key locations where active transportation intersects with vehicle transportation (e.g., E&N Trail intersections, Third Street, downtown)
- ▶ Increase wayfinding throughout the network
- ▶ Need to amend maintenance procedures for active transportation (e.g., stop snow clearing piled on sidewalks)
- ▶ A safety audit could be completed to identify critical short-term update
- ▶ Sidewalks and active transportation are essential for more vulnerable populations (e.g., low-income, seniors)

TRANSIT

- ▶ City is perceived to be difficult to navigate without a vehicle
- ▶ Better linkages needed to connect transit and active transportation (e.g., bike racks on buses fill-up quickly)
- ▶ Public transportation could be better linked with recreation programs to help people to participate when they don't have access to personal transportation
- ▶ Opportunities to consider free transit (e.g., teens, seniors, all users, etc.)
- ▶ People wish to see more amenities (e.g., washrooms, covered shelters) within the transit system
- ▶ Handydart booking requires a lot of pre-planning (fills quickly) and cannot be used for emergency or last-minute trips
- ▶ Local and regional connections are difficult and timing and frequency of connections often don't align (e.g., bus to BC Ferries)

SAFETY & EDUCATION

- ▶ Need for more education about active transportation (e.g., introductions to children at an early age including Safe Routes to School program, all ages bike safety courses, driver education on shared roads)
- ▶ Consider an Active Transportation Committee
- ▶ Connect with adjacent communities / BC Ferries and transit hubs to cohesively plan active transportation for residents and tourism
- ▶ Consideration for bike co-ops to increase access to bikes for all
- ▶ Need for enhanced safety at key crosswalks
- ▶ Need to consider cycling / active transportation at roundabouts (e.g., clear signage, markings)

UNIVERSALITY & UNIVERSAL DESIGN

- ▶ Nanaimo, particularly downtown, is challenging to get around for blind or partially-sighted individuals and those with mobility limitations
- ▶ Experiential learning helps build understanding (e.g., wheel walkabout, walks with blind / partially-sighted)
- ▶ Focus should be on inclusion – no matter ability
- ▶ Accessibility challenges for people who are blind or partially-sighted include:
 - » Lack of audible signals, outdated technology
 - » Street clutter and obstructions in sidewalks (e.g., posts, poles), inconsistencies, limited tactile warnings, poor location of activation buttons, driveway dips
 - » Roundabouts are particularly difficult to navigate and need special consideration in design
 - » Audible stop announcements on buses can be difficult to hear
 - » Electronic vehicles and bicycles are quiet making them difficult to detect
- ▶ Opportunities to improve mobility for blind / partially-sighted residents include:
 - » Providing straight lines of travel, physical or auditory ways to find indicators, tactile wayfinding, continuous curbs
 - » Electronic lines in intersections to guide crossing for the blind and users of “smart canes” (though important not to rely too heavily on technology)
 - » Contrasting colours help those who are partially-sighted
 - » Involve stakeholders in design of new projects
 - » Look to good examples (e.g., Melbourne, AU)
- ▶ Accessibility challenges for people who have limited mobility include:
 - » Bus stop locations (e.g., hills) can be challenging
 - » Pedestrian activation locations (too high),
 - » Accessible parking stalls that are not necessarily designed for wheelchair users (wheelchair users require more space)
- ▶ Density and access to nearby services is very important to universal accessibility

EMERGING TECHNOLOGIES

- ▶ Car-share (Modo) is available in Nanaimo – one car share can replace the need for 8-12 single vehicles
- ▶ Car-share can be encouraged by ideas like:
 - » Providing parking variances where car-share stalls are provided and/or developer purchases a shared vehicle(s)
 - » Parking bylaw requirements that make car-share spots more visible, offer more affordable rates for car-share spaces
 - » EV charging stations
 - » Support car-share partnerships with large organizations / employers
- ▶ Autonomous vehicles are coming and will represent an important change for users with vision or mobility limitations who cannot currently drive a vehicle (as well as society overall)
- ▶ Shared active transportation (e.g., e-bike rentals) has potential to increase the number of users

PRIORITY CONNECTIONS

- ▶ Waterfront walkway expansion and Stewart Avenue upgrades are a top priority from both an active transportation and tourism perspective
- ▶ E&N Corridor adaptation is top-of-mind for many (different ideas):
 - » Hop-on / hop-off connection between North and South
 - » Restored rail / lite rail connections up / down Island
 - » Trails and greenway corridor throughout City and up / down Island

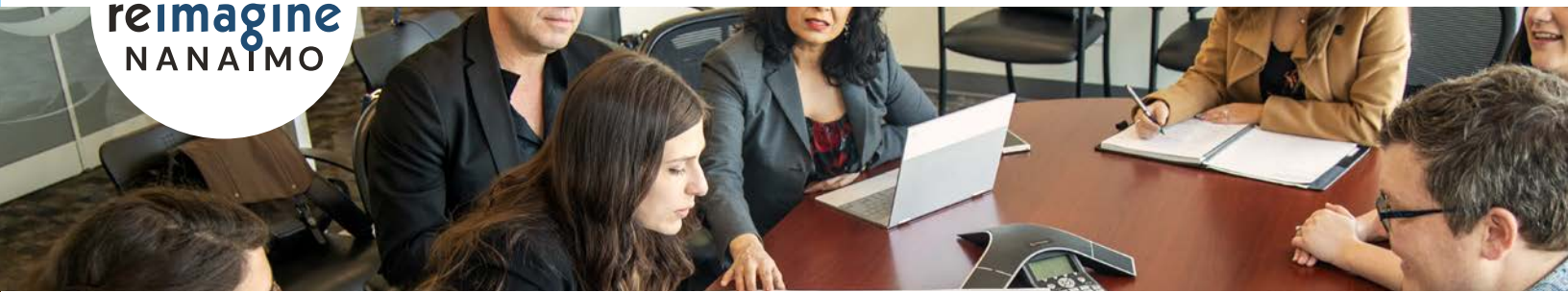
For complete notes from stakeholder sessions, refer to Appendix A



Construction at the downtown
hotel site on Gordon Street



3.6 HOW WE WORK



Read this 1-page of highlights for a quick overview of this section.
The below information reflects what we learned from all engagement opportunities.
View the pages that follow to find more details.

HIGHLIGHTS

Jobs and businesses are essential for a community to thrive. Participants shared feedback on goals and objectives for creating a strong economy and the sectors where people see potential growth along with ideas for strengthening Nanaimo's economy.

WHAT ECONOMIC GOALS AND OBJECTIVES ARE MOST IMPORTANT ?

PARTICIPANTS' TOP 3 ECONOMIC DEVELOPMENT GOALS ARE:

- 1 creating quality, sustainable jobs
- 2 improving residents' overall quality of life
- 3 encouraging economic growth

PARTICIPANTS' TOP 3 ECONOMIC DEVELOPMENT OBJECTIVES ARE:

- 1 improving local infrastructure
- 2 expanding existing businesses
- 3 assisting entrepreneurs and startups

WHAT ECONOMIC SECTORS DO WE FEEL HAVE THE HIGHEST POTENTIAL?

For each grouping below, the first number indicates responses from the public questionnaire and the second is from the statistical survey.



84% 85%
Health and Public Services



81% 76%
Technology



71% 65%
Arts, Culture, and Entertainment



85% 83%
Tourism and Recreation



77% 74%
Education



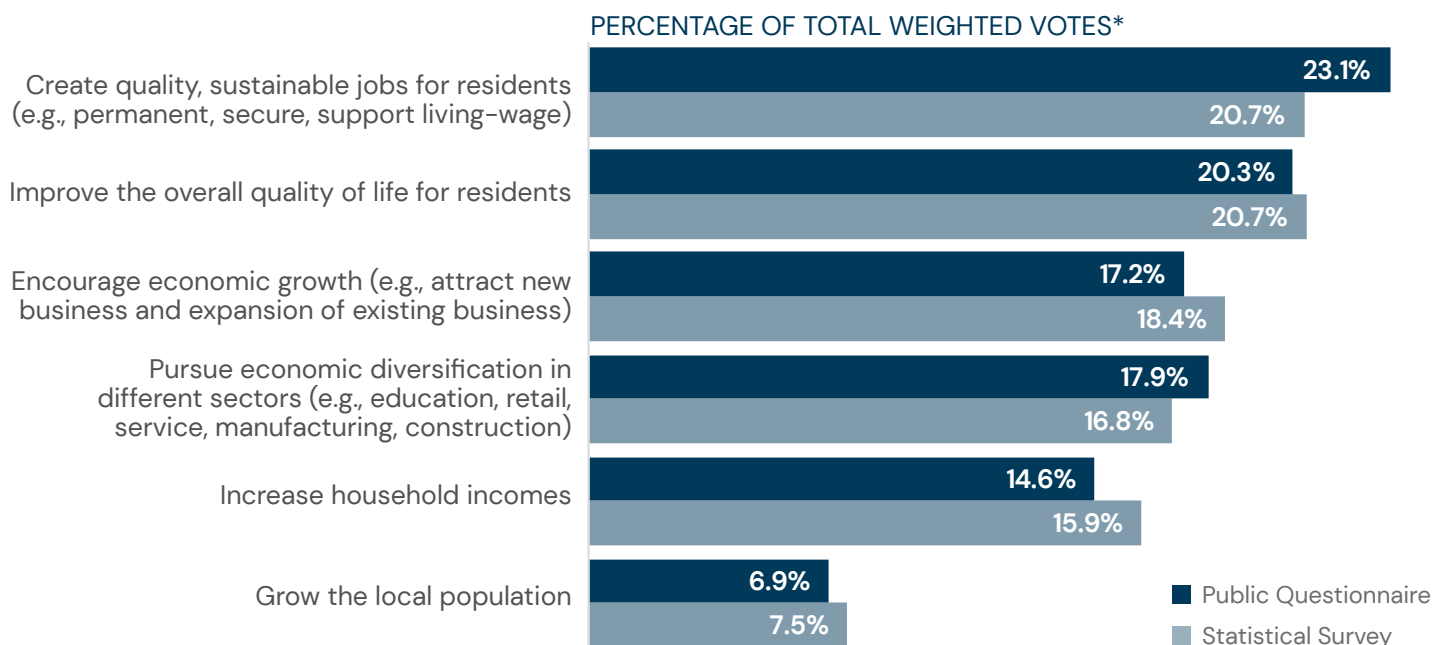
55% 77%
Construction



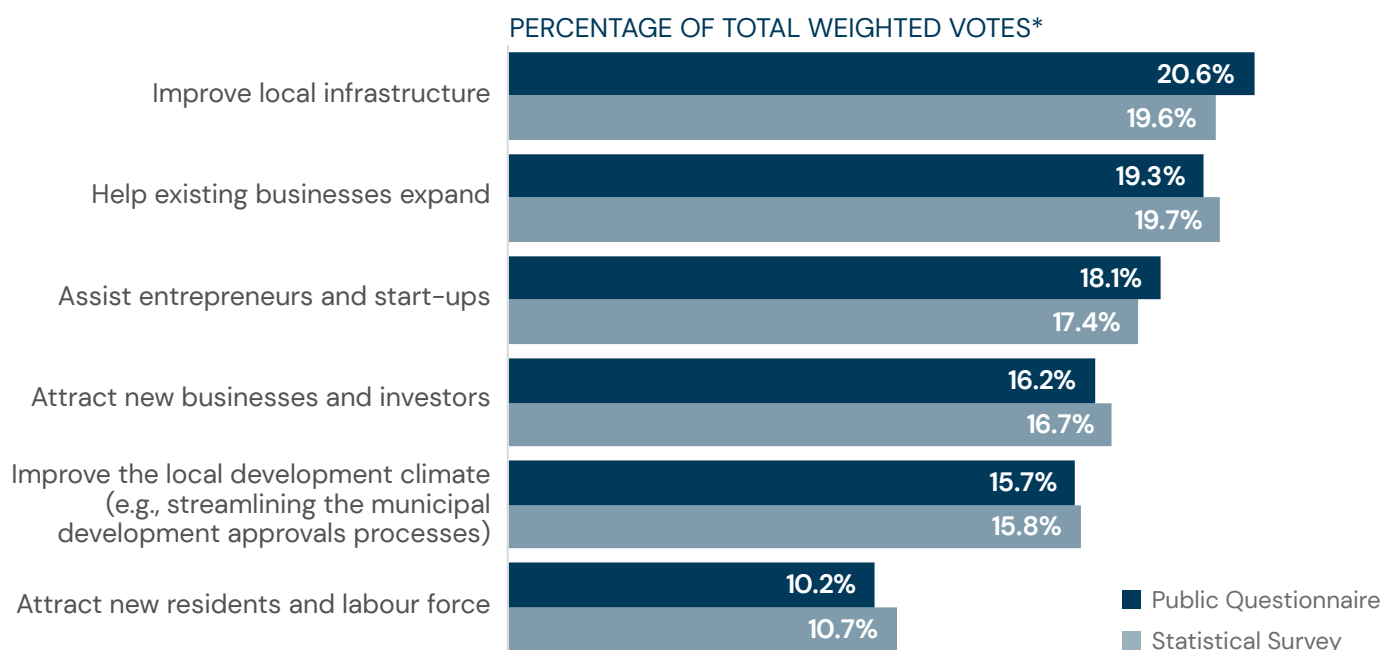
HOW DO PARTICIPANTS RANK ECONOMIC GOALS AND OBJECTIVES?

Public Questionnaire & Statistical Survey

RANKING **GOALS** FOR ECONOMIC DEVELOPMENT



RANKING **OBJECTIVES** FOR BUSINESS AND ECONOMIC DEVELOPMENT



*The percentage represents the overall preference of respondents. A person's choice is valued through a weighted score, calculated by the number of picks and the rank assigned, where the 1st rank is "6 points" and the 2nd rank is "5 points" etc. The higher participants ranked an option and the more times it was selected, resulted in a higher percentage.

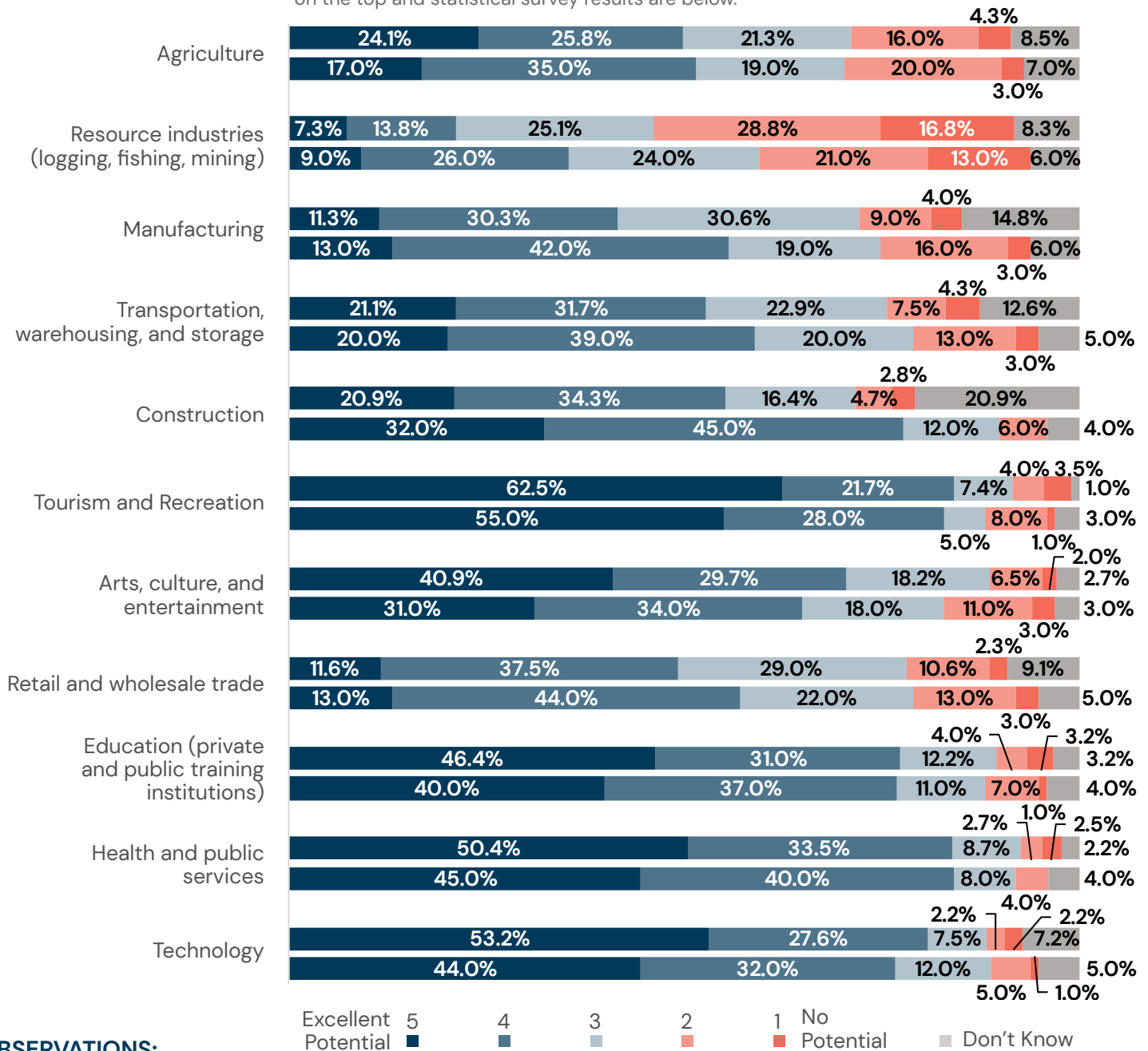


WHAT POTENTIAL DO PARTICIPANTS SEE FOR THE FOLLOWING SECTORS IN NANAIMO?

Public Questionnaire & Statistical Survey



For each sector, public questionnaire results are shown on the top and statistical survey results are below.



KEY OBSERVATIONS:

The **goals** that ranked highest for economic development:

- 1 Create quality, sustainable jobs for residents
- 2 Improve the overall quality of life for residents
- 3 Encourage economic growth

The **objectives** that ranked highest for economic development:

- 1 Improve local infrastructure
- 2 Help existing businesses expand
- 3 Assist entrepreneurs and start-ups

The sectors participants see as having high future potential (3+ ranking):

- 1 Health and public services (93% 93%)
- 2 Tourism and recreation (92% 88%)
- 3 Education (90% 88%)
- 4 Technology (88% 88%)

Above, the first number represents public questionnaire participants, the second, statistical survey participants.



COMMENTS ON NANAIMO'S ECONOMY INCLUDING STRENGTHS, WEAKNESSES, OR OPPORTUNITIES

Public Questionnaire, Online Ideas Boards, Pop-ups

Participants were asked to share ideas about strengths, weaknesses, or opportunities for Nanaimo's economy. Here are some of the commonly noted themes:



A STRONG TOURISM INDUSTRY

- ▶ Many participants shared ideas related to Nanaimo's tourism industry, particularly leveraging outdoor and adventure tourism opportunities to encourage economic growth
- ▶ Participants are in favour of moving forward with a rapid pedestrian ferry to Vancouver to grow downtown Nanaimo's potential as a tourist destination
- ▶ Opportunities exist to expand upon existing arts and cultural tourism offerings
- ▶ Potential to expand the existing trail network to connect tourists from downtown to outdoor recreation destinations (e.g., Westwood Lake, Neck Point Park)



A CENTRAL LOCATION ("HUB CITY")

- ▶ Participants felt Nanaimo's central location on the Island and proximity to Vancouver is a key strength which should be further leveraged to bolster the economy
- ▶ Many noted that as telecommuting and remote working becomes more common, Nanaimo has great potential to serve as a hub for tech employees and other industries that support remote work



AN AFFORDABLE ALTERNATIVE

- ▶ Participants noted that affordable housing will lure young professionals and retirees to Nanaimo and this is a key factor for future growth



A DIVERSE AND SUSTAINABLE ECONOMY

- ▶ Many feel that long-term economic dependence on resource extraction is not viable and the City must seek opportunities to grow other sectors (e.g., tech, education, clean manufacturing, transportation, arts)
- ▶ Many noted that opportunities related to local and sustainable agriculture could increase food security, provide jobs, and protect the environment



It's important to take advantage of and build on existing strength[s] of Nanaimo. There is much untapped tourism, education (VIU), arts (movie industry), transportation (foot ferry to Vancouver and train / bus to Victoria) and technology potential, with an over dependence on traditional resource based and construction industries. Nanaimo also has a substantial provincial government sector... with a growing government remote workforce which can be expanded...



PARTICIPANTS ALSO SHARED IDEAS ABOUT:

- ▶ Leveraging Vancouver Island University
- ▶ Streamlining permit processes to support small business
- ▶ Reducing crime
- ▶ Celebrating and embracing the arts

For a full list of verbatim comments, refer to Appendix H



KEY INSIGHT HIGHLIGHTS (SEE APPENDIX A FOR FULL SUMMARY)

GREEN ECONOMY

- ▶ Zero-waste circular economy (e.g., support for repair cafes, libraries of things, etc.)
- ▶ Program offerings at VIU on environmental economy
- ▶ Marketing of Nanaimo as a green city (with bylaws and policies that demonstrate this)

SPORT TOURISM / RECREATION

- ▶ Much more potential to leverage recreation events (e.g., tournaments) to promote Nanaimo
- ▶ Disconnect between sports venues and accommodations (e.g., locations are separate)
- ▶ Potential to strengthen link between revenue opportunities and sport (e.g., bar and grill at the arena)
- ▶ Need to improve shuttle / transit services around events
- ▶ Increased marketing of outdoor recreation opportunities (e.g., mountain biking, hiking, etc.)

For complete notes from stakeholder sessions,
refer to Appendix A



Hockey game at Frank Crane Arena



Inclusive playground in Maffeo Sutton Park



3.7 HOW WE CARE



Read this 1-page of highlights for a quick overview of this section.
The below information reflects what we learned from all engagement opportunities.
View the pages that follow to find more details.

HIGHLIGHTS

Everyone needs a place to live, food to eat, and to experience a sense of belonging in their community. How we care for our community and for one another is vital to Nanaimo being a livable city for today and for future generations. Participants shared their ideas for creating a more caring Nanaimo.

HOW DO WE VIEW SOCIAL EQUITY IN NANAIMO?



OVER 50% OF PUBLIC QUESTIONNAIRE PARTICIPANTS AGREE THAT CURRENTLY IN NANAIMO:

- 1 my household has access to educational opportunities to support our needs
- 2 I have access to the health services that I need
- 3 I have affordable access to the transportation services and amenities that I need to get around



OVER 35% OF PUBLIC QUESTIONNAIRE PARTICIPANTS DISAGREE THAT CURRENTLY IN NANAIMO:

- 1 progress is being made towards addressing homelessness
- 2 people from all walks of life are able to feel safe and enjoy public amenities
- 3 I am able to easily find housing that suits my needs

WHAT ARE TOP SOCIAL EQUITY PRIORITIES?

For each grouping below, the first number indicates responses from the public questionnaire and the second is from the statistical survey.



62% 62%

Strongly support improving the challenges of homelessness



60% 55%

Prioritize creating affordable housing



74% 51%

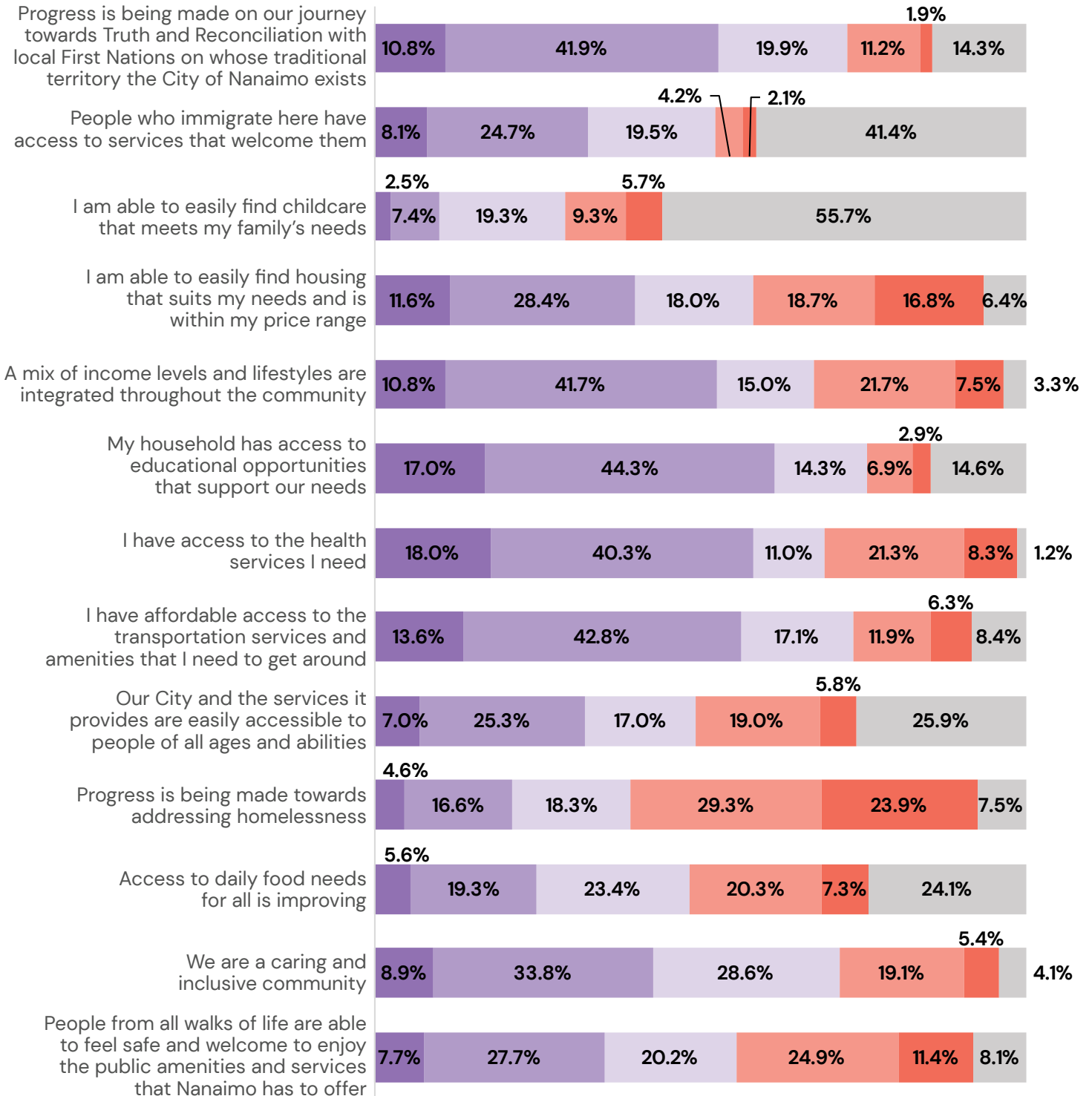
Support accessible and affordable health services



HOW DO PARTICIPANTS VIEW SOCIAL EQUITY IN NANAIMO TODAY?

Public Questionnaire

Currently in Nanaimo...

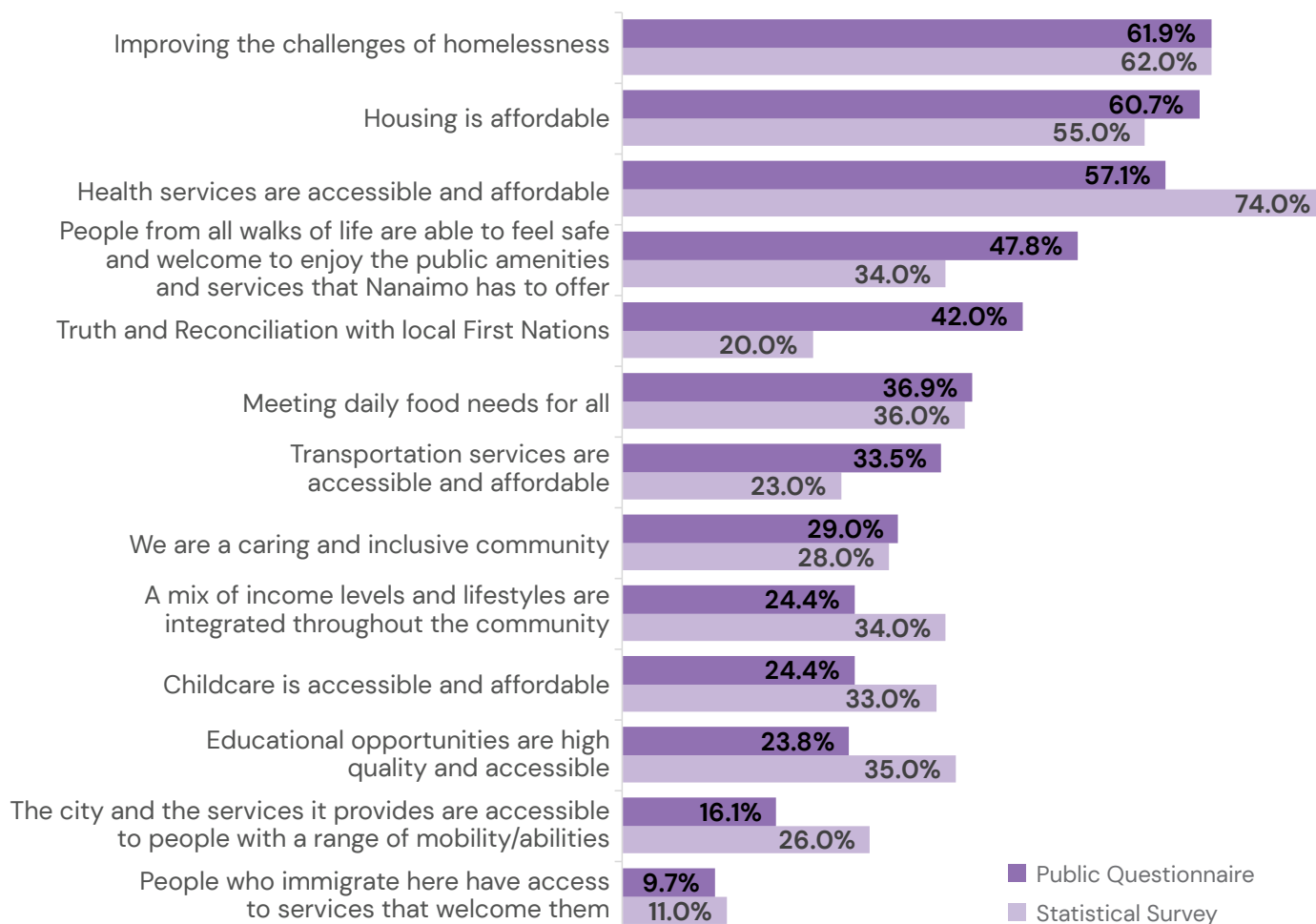


Strongly Agree Agree Neutral Disagree Strongly Disagree Don't Know



WHAT ARE PRIORITIES FOR SOCIAL EQUITY?

Public Questionnaire & Statistical Survey



KEY OBSERVATIONS:

Most (**50%+**) public questionnaire participants **agree** or **strongly agree** that in Nanaimo:

- 1 My household has access to educational opportunities that support our needs
- 2 I have access to the health services I need
- 3 I have affordable access to the transportation services and amenities that I need to get around
- 4 Progress is being made on our journey towards Truth and Reconciliation with local First Nations on whose traditional territory the City of Nanaimo exists
- 5 A mix of income levels and lifestyles are integrated throughout the community

Over **35%** of participants from both surveys **disagree** or **strongly disagree** that in Nanaimo:

- 1 Progress is being made towards addressing homelessness
- 2 People from all walks of life are able to feel safe and welcome to enjoy the public amenities and services that Nanaimo has to offer
- 3 I am able to easily find housing that suits my needs and is within my price range

The top social priorities participants identified were:

- 1 Improving the challenge of homelessness
- 2 Creating affordable housing
- 3 Supporting accessible and affordable health services



WHAT OTHER SOCIAL EQUITY ISSUES ARE PRIORITIES FOR NANAIMO?

Public Questionnaire, Online Ideas Boards, Pop-ups

Participants were asked to share ideas about social equity **issues** that are priorities for Nanaimo. Here are some of the commonly noted themes:



SUPPORT THOSE STRUGGLING TO FIND HOUSING

- ▶ Many felt very strongly that additional support is needed to help those struggling to find housing and that shelter is a basic human right
- ▶ Many noted that this is a multi-faceted challenge that is closely tied to many other issues (e.g. addiction, mental health, and safety)



ASSIST THOSE LIVING WITH ADDICTION

- ▶ Participants commonly listed supporting those living with addiction as a top issue and noted that partnerships on all levels of government are required to address this challenge
- ▶ Many comments supported decriminalizing drug use and providing safe, supportive places for rehabilitation, rather than punishment



PROVIDE MENTAL HEALTH SUPPORT

- ▶ Participants felt that support should focus on the most vulnerable, including people struggling with mental health concerns



IMPROVE SAFETY

- ▶ Many respondents feel that crime has increased and the feeling of safety has decreased in public spaces throughout the City, notably in the downtown, the south end, and in public parks
- ▶ Many participants noted additional support is needed for small businesses, particularly in the downtown area, who may be impacted by crime or the perception that crime is increasing



STRENGTHEN TRUTH AND RECONCILIATION EFFORTS

- ▶ Many respondents felt that clear actions need to be taken to strengthen truth and reconciliation efforts and enhance understanding about issues of inequity and systemic racism



Addressing mental health and addictions and NOT thinking that the homelessness issue is about housing. The issue is more complex than simply affordable housing... The provincial and the federal governments need to step up and get involved... I am disheartened at how the homeless are being treated and left without resources to help them at least live a life with proper shelter, food, medical (including the drugs that they are addicted to), and a safe place to live...



PARTICIPANTS ALSO SHARED IDEAS ABOUT:

- ▶ Childcare and family supports
- ▶ Downtown improvements
- ▶ Food access and security
- ▶ Healthcare / physician availability

For a full list of verbatim comments, refer to Appendix H



IDEAS THAT COULD HELP IMPROVE SOCIAL EQUITY IN NANAIMO

Public Questionnaire, Online Ideas Boards, Pop-ups



Participants were asked if they have ideas or suggestions that could help **improve** social equity. Here are some of the commonly noted ideas:



IDEAS FOR SUPPORTING THOSE STRUGGLING TO FIND HOUSING

- ▶ Integrate alternative forms of housing (e.g., tiny houses, carriage homes, co-housing, co-op housing opportunities)
- ▶ Fast-track permitting for new affordable housing units and requiring a certain percentage of affordable units in all multi-family developments
- ▶ More affordable housing options for community members over 65 and first-time home buyers
- ▶ Lower rental housing costs (e.g., rent control, financial support for renters)



IDEAS FOR ASSISTING THOSE LIVING WITH ADDICTION

- ▶ Develop new rehabilitation facilities to provide support (not just the hospital)
- ▶ Provide easy access to counseling and outreach meetings (public or in-person)



IDEAS FOR PROVIDING MENTAL HEALTH SUPPORT

- ▶ Increase access to counseling and outreach for those in need
- ▶ Integrate clinical and spiritual support, and encourage culturally sensitive opportunities for healing
- ▶ Provide support centers that are easily accessible and well-distributed geographically throughout the City



IDEAS FOR IMPROVING SAFETY

- ▶ Develop a unified and integrated community policing / addiction / mental health / homelessness support system to ensure vulnerable citizens receive the assistance they need and public places feel safe for all citizens to enjoy



Less NIMBYism, more thinking about how our stories are all connected -- and more listening. Navigation centres and situation tables are a great start -- let's come together and do this.



PARTICIPANTS ALSO SHARED IDEAS ABOUT:

- ▶ Accessibility and mobility
- ▶ General healthcare access
- ▶ Education and training
- ▶ Systemic racism
- ▶ Living wages

For a full list of verbatim comments, refer to Appendix H



ISSUES, OPPORTUNITIES, AND IDEAS FOR HOW WE CARE

Stakeholder Meetings



KEY INSIGHT HIGHLIGHTS (SEE APPENDIX A FOR FULL SUMMARY)

RECONCILIATION

- ▶ Need to recognize that cultural safety and reconciliation is not a concept – it is a spiritual experience
- ▶ Should encourage open dialogue on truth and reconciliation and help reduce incidences of silence related to fear of mistakes (i.e., welcome conversation and recognize people are on a journey)

FOOD SECURITY

- ▶ Increased agricultural focus in parks (e.g., citizen-led farm, community gardens, food co-ops, greenhouses, outdoor learning areas, etc.)
- ▶ Longer leases for food providers to support security
- ▶ More food in schools (e.g., programs, production, local food consumption, provision of water)
- ▶ Improved farm to table network that increases access to local food
- ▶ Increased public awareness and connection of the food network (e.g., tours, online food map, social media, information at local resources, food production, community food programming, food services for those who cannot cook)
- ▶ More edible landscapes in the City
- ▶ City-wide agricultural / food assessment to see what lands could support food security and use of underutilized City-land for food production
- ▶ Adding a food lens to planning and policy, including potential for a City staff position
- ▶ Places where people can cook / eat together
- ▶ Increased access to nutritional foods in City facilities / programs to support those who may not have access at home

CHILDCARE

- ▶ Address challenges of meeting capacity demands for childcare

SUPPORTING THOSE STRUGGLING TO FIND HOUSING

- ▶ Low-barrier community jobs for people with unstable housing (e.g., involvement in maintaining parks, food network, agriculture, etc.)
- ▶ Creating more affordable housing opportunities is important, but done in a way that improves an area / doesn't impact neighbours
- ▶ Many people live in insecure units and don't have protection under the Residential Tenancy Act which has negative impacts on mental health

INCLUSIVITY

- ▶ Members of the LGBTQ2S+ community often face discrimination when trying to find housing and shelters are not usually welcoming to gender-non-conforming and trans people
- ▶ Health services and elder care for LGBTQ2S+ have limited access
- ▶ Need for a more central hub for LGBTQ2S+ services
- ▶ Desire for a community that reduces stigma and welcomes all

UNIVERSAL ACCESS

- ▶ Need to systematically remove barriers from City parks and facilities and make universal design standard (e.g., accessibility audits, retrofits, emerging adaptive technologies)
- ▶ Increase integrated accessibility information in parks and at trailheads and online
- ▶ Use lens of inclusivity and barrier free design in all new projects (e.g., Rick Hansen certification, review by accessibility users) and in policies (e.g., snow clearing, parking, etc.)
- ▶ Create inclusive streets (e.g., intersection crossing notifications, curb design, sidewalks on all streets)

3.8 OUR CREATIVE COMMUNITY



REIMAGINE NANAIMO BY CREATIVE LEADERS IN THE COMMUNITY

The City of Nanaimo Culture department commissioned three local arts leaders to share their insights for REIMAGINE NANAIMO.

The Change I Want To See

by Youth Poet Laureate Valina Zanetti

The Harbour City
could be so much more...
If our emissions are cut off at the core.

If the town had more trees up than down,
and old stores weren't left to create ghost towns.

If we could walk along the harbour at night
without receiving a creepy invite,
and if people learned to not get uptight
when a person who is wearing "revealing" clothes is in sight.

If we could stop prejudice
against folds from across the seas,
and if we can stop judging people by the colour of their skin.
Racism shouldn't be.

If we could see homelessness as
a broken system's greed-
funding could be moved
to help these humans shine and succeed.

If we could see someone and not assume their gender.
We can do it!
Everyone just needs to work together.

If we make these changes in stone,
Nanaimo will be beautiful and kind for when my children are grown.



Sonnet L'Abbé on stage at the Port Theatre performing "Song for Nanaimo"



"Looking Forward" Graphic Illustration by Sebastian Abboud

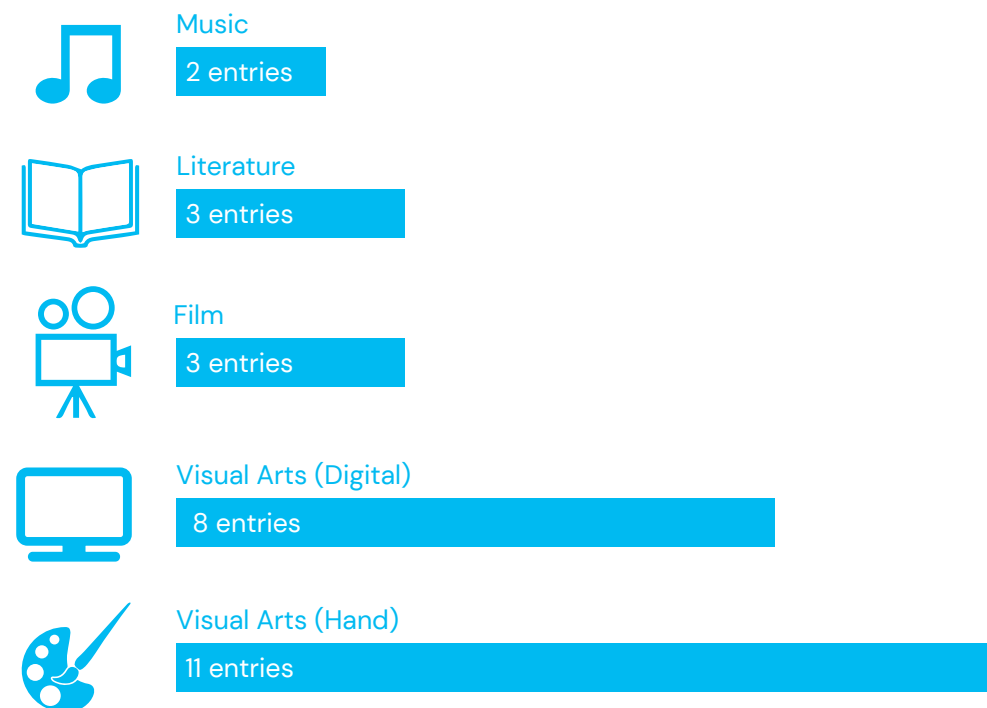


CREATIVE COMMUNITY CONTEST

The REIMAGINE NANAIMO Creative Community Contest encouraged creative exploration, idea generation, and fun. People of all ages and abilities were welcomed to submit their creative responses to any (or all) of the following themes.

- Theme 1** Show us your idea for making Nanaimo greener or reducing the impacts of climate change!
- Theme 2** Show us your great ideas for parks, recreation, and culture in Nanaimo!
- Theme 3** What do you consider the HEART of Nanaimo? Is it a place? Is it an experience?
- Theme 4** Show us what a thriving economy looks like for Nanaimo's future! What jobs are there? What types of businesses?
- Theme 5** Show us how you imagine getting around Nanaimo in the future!
- Theme 6** Show us your future dream neighbourhood in Nanaimo! What defines its character?

In total, 27 entries were submitted for the Creative Community Contest. The diverse creative media used in the entries is illustrated below:



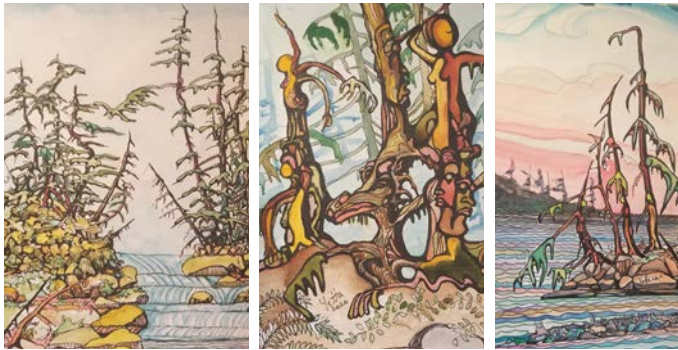


A SAMPLING OF CREATIVE COMMUNITY CONTEST ENTRIES



THANK YOU TO ALL WHO PARTICIPATED!

All entries can be viewed getinvolvednanaimo.ca/reimagine-nanaimo.



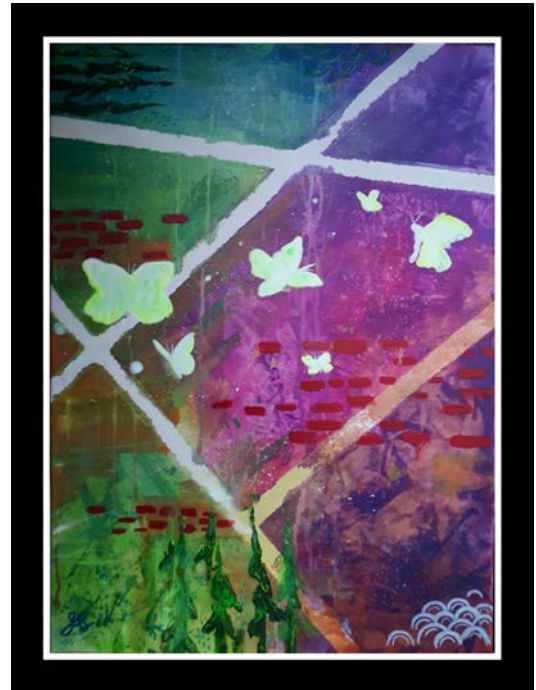
Our river Our mountain Our ocean (Connie Paul)



My Dream Home (Soba)



Year-round Farmers Market (Sophie Chernykh)



The Neon Butterflies (Sonya A. Sierks)

Growing Old Together

Growing old alone
it's something that we fear
can we stay at home
and enjoy a life we hold dear?
or can we band together
share our strengths and weaknesses too
maybe not forever
but there is something we can do
my neighbourhood is green,
we share housing, working and play
we are a little team
and make things work everyday.

(Anonymous)



Sunset in Departure Bay



4 NEXT STEPS

With Phase 1 of the **REIMAGINE NANAIMO** engagement complete, the focus shifts to now considering options and scenarios that explore and analyze our community's ideas for the future.

This second phase will include technical analysis of different ways Nanaimo could progress towards the values and directions identified by the community, then review potentially viable approaches with the community.



NEXT STEPS IN THE PROCESS

COMPLETE



PHASE 1 GATHERING IDEAS SUMMER / FALL 2020

The initial phase was focused on sharing information and listening to the community's ideas about Nanaimo's future. This information is being used to build options and scenarios to be explored in Phase 2.

WE ARE HERE!



PHASE 2 EXPLORING SCENARIOS SPRING / SUMMER 2021

Phase 2, beginning in early 2021, will be focused on developing and exploring options for how our community can achieve its shared vision, and evaluating how different scenarios could support our goals. Engagement on options and scenarios is planned to begin in late spring 2021.



PHASE 3 DEVELOPING PLANS FALL 2021

The final step will be to compile preferred directions into the plans, policies, and actions that will guide Nanaimo's future. These plans will be refined together with our community.

Thank you for all your input so far and we hope you continue to be involved in planning a bright future for Nanaimo!



Fall Pop-up at the Country Grocer in Chase River





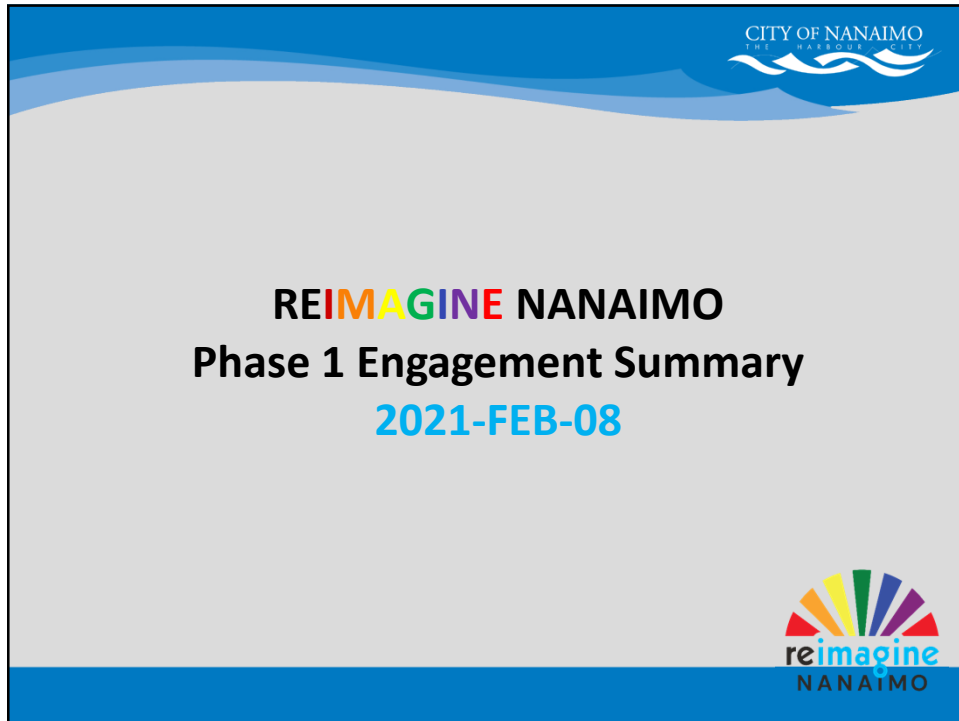
City of Nanaimo
455 Wallace Street
Nanaimo, BC V9R 5J6

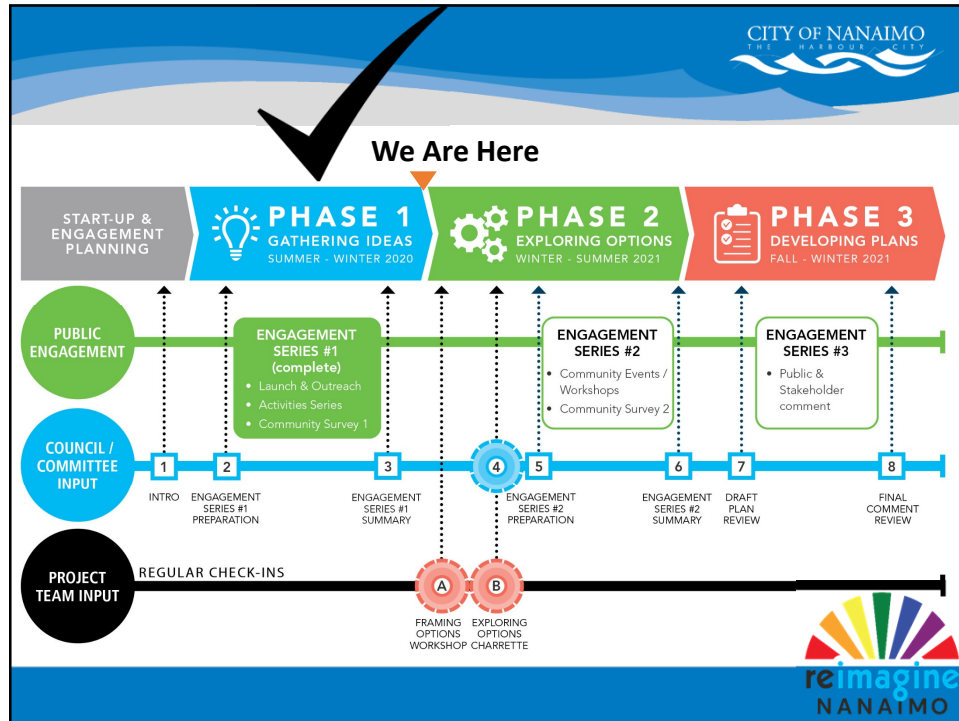
E | reimagine@nanaimo.ca

T | 250-754-4251

getinvolvednanaimo.ca

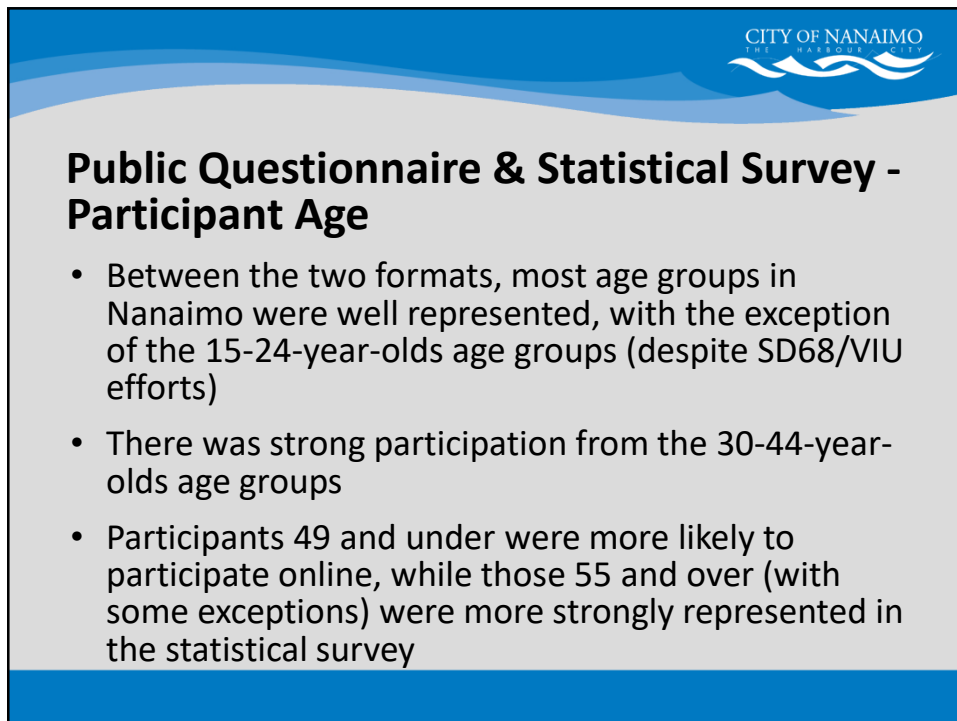
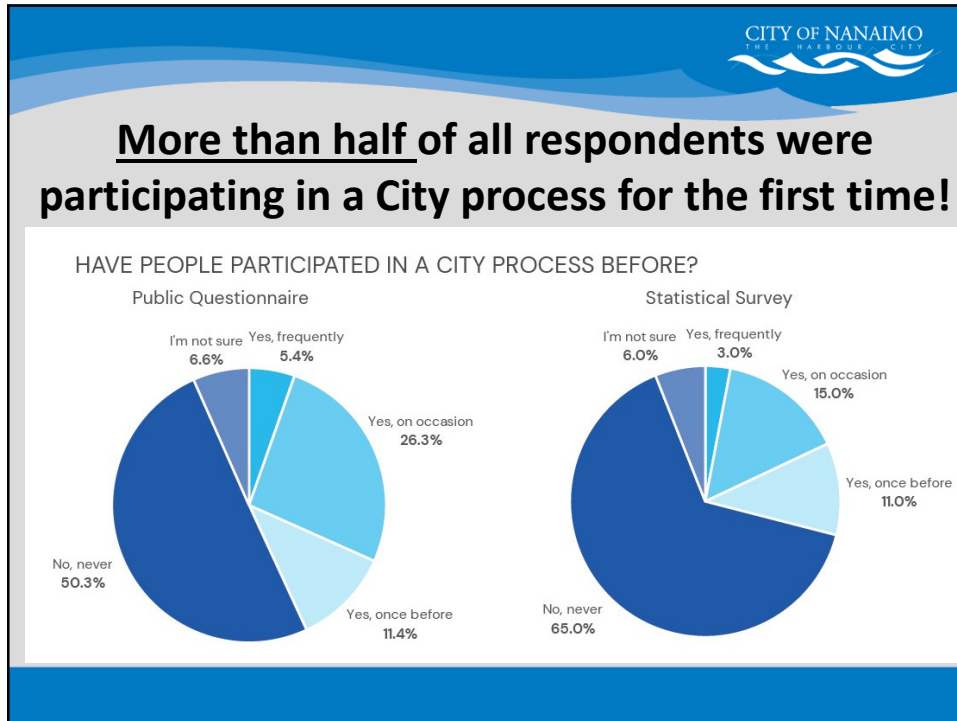


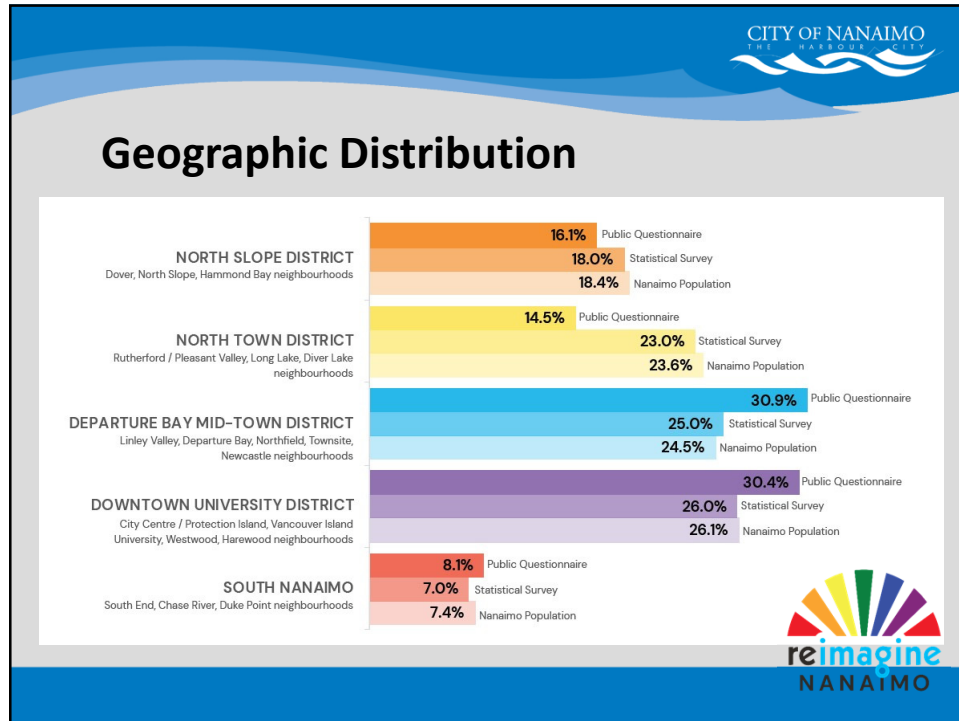




Phase One Engagement Highlights:

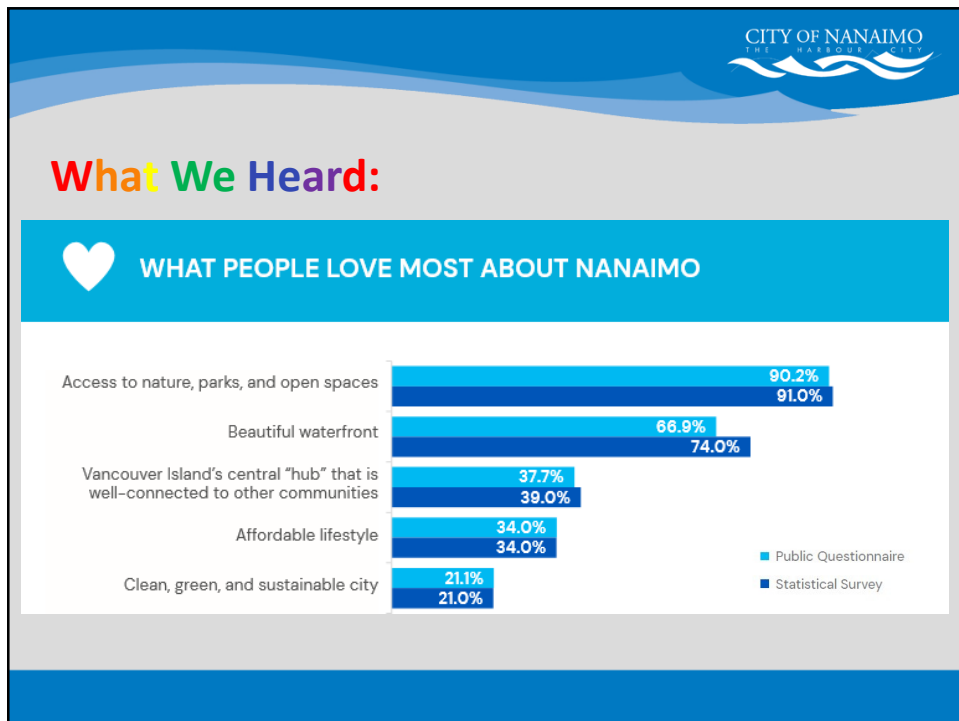
- 39 pop-ups: malls, parks, trails, playgrounds, farmers markets
- 110+ workshops, meetings, and discussion groups led by City Staff
- 5,855 Survey/Questionnaires (includes statistical survey responses)

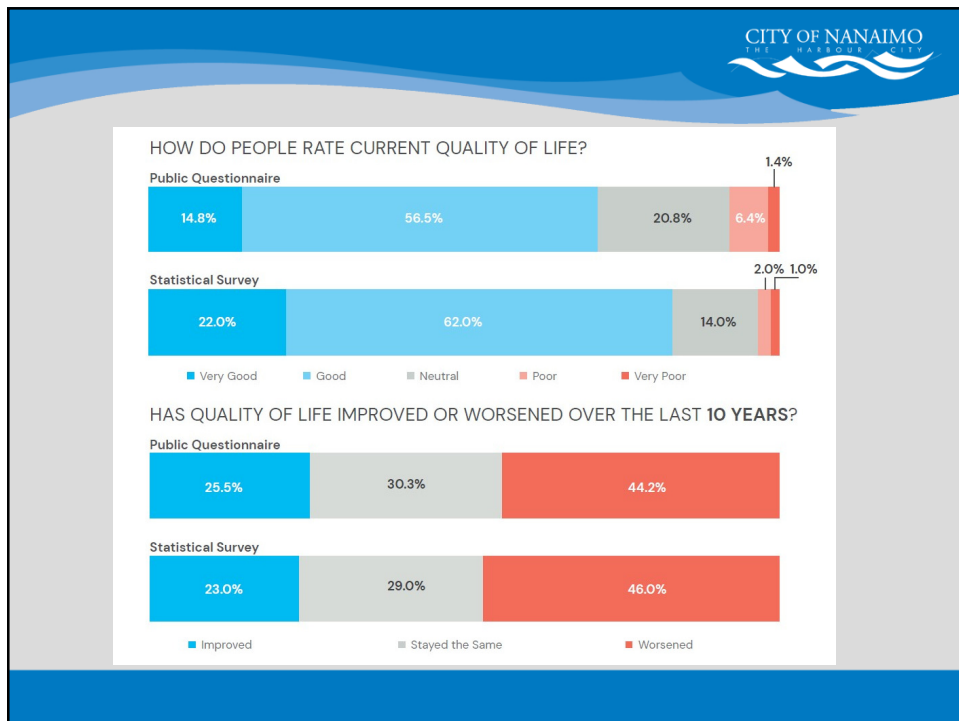
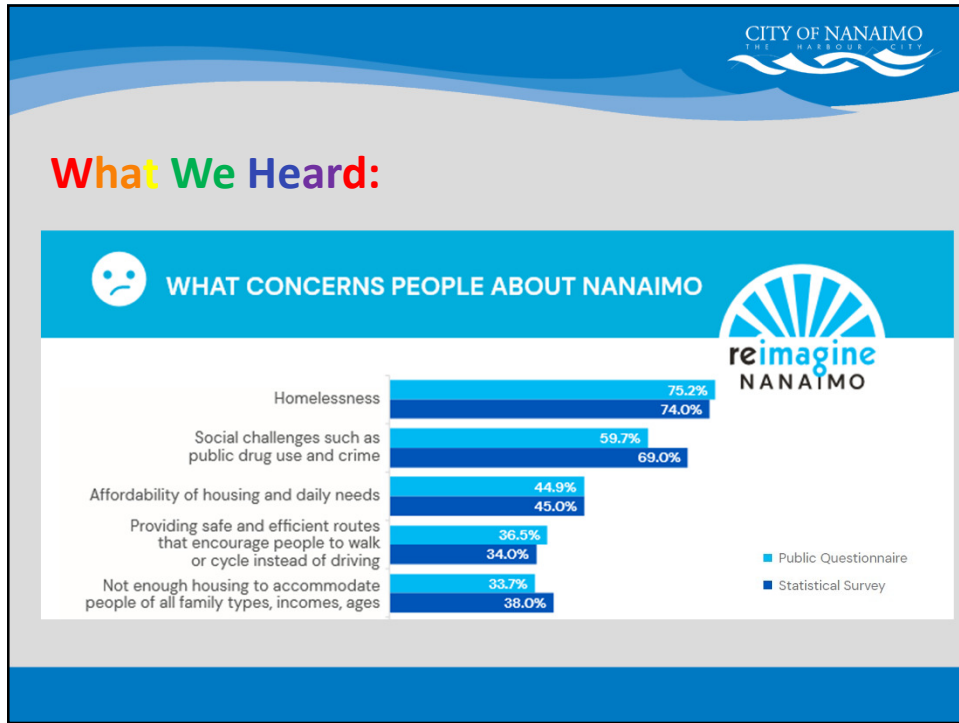




Overcoming Barriers to Participation

- Eliminating registration requirement for public questionnaires and offering a more accessible questionnaire format
- Targeted stakeholder meetings
- Promotion @ Loaves & Fishes/Foodshare
- Boosting youth engagement with VIU 'Blitz' Week and zooming into SD68 classrooms
- Outreach to organizations serving off-reserve Indigenous communities to identify priority issues and concerns









VISION IDEAS



A THRIVING DOWNTOWN

A SUPPORTIVE COMMUNITY

A WATERFRONT FOR ALL

A GREEN APPROACH







WHAT WOULD YOU CHANGE?

SOCIAL CHALLENGES

HOUSING COSTS AND AVAILABILITY



Photo by Franco Folini, used with permission



Source: Vancouver Island Real Estate Board

DOWNTOWN CHARACTER

CRIME AND SAFETY



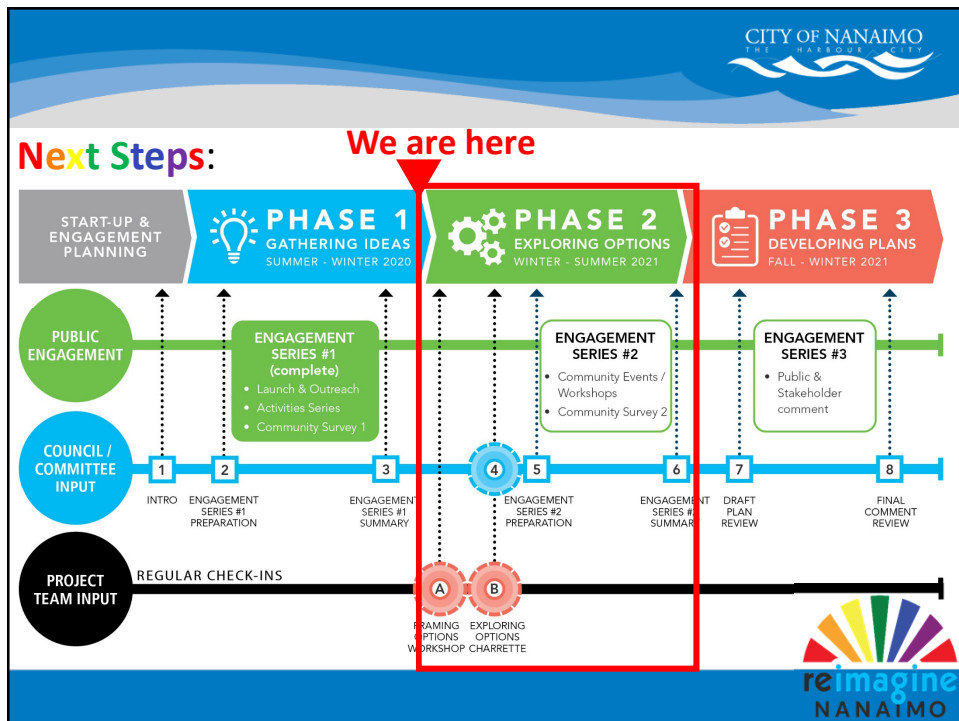
Creative Community Contest Draw Prize Winner



The Dream Park

by Elia King

"This is a new park. You can swim and play at the same time at this park. The park has a waterpark and a petting zoo. There are many food trucks and eating spaces that will connect people. Children can play and parents can have fun at the same time."



CITY OF NANAIMO
THE HARBOUR CITY

Next Steps:

Phase 2:

- City Portrait underway -Doughnut Economics
- Scenario development underway
- Engagement – April/May 2021

Phase 3:

- Draft Plan development – Fall/Winter 2021
- Engagement – Winter 2021



reimagine
NANAIMO

CITY OF NANAIMO
THE HARBOUR CITY


Next Steps:

OCP Amendment Applications


- In-stream Applications and REIMAGINE
Phase 2 Scenario Development & Evaluation
- Council consideration of Moratorium on
Application Intakes: May & Nov 2021



reimagine
NANAIMO

[illegible]



- Does the Phase 1 feedback reflect what you heard in the engagement you were part of?
- Any surprises or reflections?
- Other thoughts?





Hay ch q'a/Thank you

DATE OF MEETING FEBRUARY 8, 2021

AUTHORED BY JAKE RUDOLPH, CHIEF ADMINISTRATIVE OFFICER

SUBJECT ANNUAL REVIEW OF THE STRATEGIC PLAN

OVERVIEW

Purpose of Report

To review the status of the Strategic Plan key priorities and update, as necessary, the key priority action items.

Recommendation

That Council receive the report and provide direction to Staff.

BACKGROUND

The Council Strategic Plan was originally adopted in 2019 to serve as a guiding framework for decision making and departmental business plans. The Strategic Plan (Attachment A) was reviewed at the 2020-JAN-27 Governance and Priorities Committee (GPC) Meeting (Attachment B), and revisions to the plan were adopted at the 2020-MAR-02 Regular Council Meeting. An updated summary of Strategic Plan priorities was included in the 2021 CAO Business Plan (Attachment C). An annual Council review of the Strategic Plan is recommended to ensure it remains up to date.

DISCUSSION

In addition to the initiatives outlined in the Strategic Plan and CAO Business Plan, the organization continues to provide and maintain a diverse portfolio of services. The organization strives to continually improve and align services with the goals of the Strategic Plan.

One of the cornerstones of the Strategic Plan is Governance Excellence. In addition to the Strategic Plan, Council continues to review its governance practices (GPC, as an example). Enclosed is a submission from municipal management consultant George Cuff as a "Council Covenant" he recommends for municipalities such as Nanaimo (Attachment D). This has been submitted as part of a midterm opportunity to update and enhance the governance section of the Strategic Plan. The GPC affords an opportunity to consider the submission and any other midterm updates to the governance framework.

Senior Leadership staff will be available at the GPC to answer any questions that Council may have regarding updates to the projects in the Strategic Plan.

OPTIONS

1. That Council receive the report and provide direction to staff.

SUMMARY POINTS

- The Council Strategic Plan was originally adopted in 2019 as a guiding framework for decision making
- An annual Council review of the Strategic Plan is recommended to ensure it remains up to date
- Consultant George Cuff submitted a “Council Covenant” as an opportunity to update and enhance the governance section of the Strategic Plan

ATTACHMENTS:

ATTACHMENT A – 2019-2022 Strategic Plan

ATTACHMENT B – 200127 Governance and Priorities Committee Meeting Minutes

ATTACHMENT C – 2021 CAO Business Plan

ATTACHMENT D – Council Covenant by George Cuff

Submitted by:

Jake Rudolph
Chief Administrative Officer

ATTACHMENT A

2019-2022 Strategic Plan

Revised March 2, 2020





Photo credits and acknowledgement

The City of Nanaimo would like to thank Tom Jackman, Mike Anderson, Mike Thompson, Rachel Kirk, Greg Howard, Tourism Nanaimo and City staff for taking and sharing breathtaking photos that capture the beauty of our city.



ABOUT NANAIMO

The City of Nanaimo is a vibrant and growing regional centre on the east coast of Vancouver Island with a population of approximately **99,000** residents.

With its large protected harbour, Nanaimo is referred to as the Harbour City making it one of two major gateways to Vancouver Island and positioning Nanaimo as a key service and transportation hub for a regional population of nearly **400,000** people throughout Central and Northern Vancouver Island.

GOVERNANCE

The City of Nanaimo is governed by a Mayor and eight Councillors who are elected for a four-year term. Members of the current City Council were elected on October 20, 2018.

City Council is responsible for local government leadership and decision-making. Their responsibilities include establishing and implementing the priorities of the City of Nanaimo and for overseeing the overall administration of civic business.

ABOUT THE PLAN

At the beginning of each term in office, Nanaimo's Mayor and Council set their Strategic Plan, identifying the vision and priorities of the City of Nanaimo, which in turn, lays the foundation for the development of work plans for City departments.

The Strategic Plan is reviewed regularly during Council's term to assess progress. As strategic priorities move to an operational level, and are accomplished, Council develops new priorities. This living document provides a clear roadmap, focusing resources and energies on priority projects and initiatives that benefit the people who live, work, play, visit and invest in our spectacular city.

VISION

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

STRATEGIC THEMES

Four strategic themes were identified and highlighted by Nanaimo City Council as key areas of focus for the duration of their term in office.





Environmental Responsibility

COUNCIL PRIORITY

“We will protect and enhance Nanaimo’s natural environment by looking after the community’s biological diversity and adapt the way we live, work, recreate and move.”

KEY FOCUS AREAS

1. Take a leadership role and focus on our environmental impact and climate change contributions in our decision making and regional participation
2. Ensure our community and transportation planning are multi-modal designed to encourage active and public transportation

ACTIONS

TIMELINE

✓ Complete Climate Resiliency Strategy	2020
✓ Recognize climate change and the impact on our community through our plans, strategies, bylaws, and actions	Ongoing
✓ Complete a natural asset inventory and strategy	2022
✓ Conduct Downtown Mobility Study	2020
✓ Update Community Sustainability Action Plan	2021
✓ Work with Regional District of Nanaimo to increase the efficiency and effectiveness of public transit services in the City	Ongoing
✓ Work with the Regional District of Nanaimo and other community organizations to develop food security for the region	Pending Invitation



Governance Excellence

COUNCIL PRIORITY

“We will develop a culture of excellence around governance, management and cost-effective service delivery.”

KEY FOCUS AREAS

3. Ensure we are structured and resourced for innovative, expeditious and high quality decision making and action
4. Focus on targeted advocacy with other levels of government to support our strategic goals and long term interests as well as the health and safety of those in our community

ACTIONS

TIMELINE

✓ Implement a new model of governance that allows Council to participate in an enhanced decision making process	<i>Completed</i>
✓ Undertake a review and update Council Policies and Bylaws	<i>2020</i>
✓ Continue to work with Snuneymuxw First Nation through the Protocol Agreement Working Group to address issues and topics of mutual interest	<i>Ongoing</i>
✓ Enhance stakeholder relations with the Nanaimo Port Authority, School District 68, the Greater Nanaimo Chamber of Commerce and the Regional District of Nanaimo	<i>Ongoing</i>
✓ Seek grant funding opportunities from the Federal and Provincial government for capital projects	<i>Ongoing</i>
✓ Advocate to the Federal and Provincial governments to take responsibility for mental health, affordable housing and social disorder issues	<i>Ongoing</i>
✓ Undertake a review of civic facilities to prioritize and plan for necessary upgrades, expansion and/or replacement	<i>Ongoing</i>

Livability

COUNCIL PRIORITY

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

KEY FOCUS AREAS

5. Support the provision of affordable and accessible housing for all our community needs
6. Proactively address social disorder issues, enhance public safety and advocate for support to ensure our community is a safe place for all people to live, work, play, create and learn
7. Improve opportunities for active transportation in order to encourage a healthy, connected and environmentally responsible community

ACTIONS

TIMELINE

✓ Undertake a coordinated review of the Official Community Plan; Parks, Recreation and Culture Master Plan; and Active Transportation Plan	2021
✓ Implement the Affordable Housing Strategy (short term rentals and adaptable housing regulations)	2020
✓ Adopt an age-friendly City plan to support Nanaimo being recognized as an Age Friendly British Columbia (AFBC) Community	Completed
✓ Support arts, culture and recreation as an integral part of everyday life	Ongoing
✓ Continue to ensure our facilities and programs are safe and accessible to all peoples in our community	Ongoing
✓ Update the Water Supply Strategic Plan	2021
✓ Complete and update the Fire Service Delivery Plan	2020
✓ Work with the RCMP in setting annual policing priorities and responding to emerging community safety issues	Ongoing
✓ Work with the RCMP, Bylaw Services, community and neighbourhood block watch programs to reduce social disorder issues and enhance public safety	Ongoing
✓ Support the work and implement the recommendations of the Health and Housing Task Force to address the health and housing crisis in our community	2020



Economic Health

COUNCIL PRIORITY

“We create a vibrant culture of innovation, stewardship and partnership to encourage a diverse and healthy economy now and into the future.”

KEY FOCUS AREAS

8. Have Downtown recognized as a livable and desirable heart of our community
9. Focus on business retention and expansion; and, position Nanaimo as the best place to grow a business with a focus on businesses that align with our strategic direction
10. Continue to increase opportunities for residents to access our waterfront and natural environment

ACTIONS

TIMELINE

✓ Identify and implement the most appropriate economic development model for Nanaimo	2020
✓ Complete an Economic Development Strategy	2020
✓ Continue to work with tourism sector (i.e. Nanaimo Hospitality Association, Tourism Nanaimo, Vancouver Island Conference Centre) to increase tourism in Nanaimo	Ongoing
✓ Complete feasibility work and conceptual design for on-beach options for the Departure Bay Waterfront Walkway	2020
✓ Construct an interim walkway around One Port Drive	Completed
✓ Develop City property at One Port Drive	In Progress
✓ Implement improvements in the downtown core to increase pride of place, stimulate the economy and address public safety concerns	In Progress
✓ Council advocate for a fast ferry service, or other forms of transportation improvements, for connectivity	Ongoing

Strategic Plan - Key Priorities Action Items				
Environmental Responsibility	2019	2020	2021	2022
▪ Complete Climate Resiliency Strategy	Grey	Green		
▪ Recognize climate change and the impact on our community through our plans, strategies, bylaws and actions	Blue	Blue	Blue	Blue
▪ Complete a natural asset inventory and strategy	Grey	Grey	Blue	Blue
▪ Conduct Downtown Mobility Study	Green	Green		
▪ Update Community Sustainability Action Plan	Grey	Green	Green	
▪ Work with Regional District of Nanaimo to increase the efficiency and effectiveness of public transit services in the City	Grey	Blue	Blue	Blue
▪ Work with the Regional District of Nanaimo and other community organizations to develop food security for the region	Grey	Grey	Grey	Grey
Governance Excellence	2019	2020	2021	2022
▪ Implement a new model of governance that allows Council to participate in an enhanced decision making process	Purple			
▪ Undertake a review and update Council Policies and Bylaws	Grey	Green		
▪ Continue to work with Snuneymuxw First Nation through the Protocol Agreement Working Group to address issues and topics of mutual interest	Blue	Blue	Blue	Blue
▪ Enhance stakeholder relations with the Nanaimo Port Authority, School District 68, the Greater Nanaimo Chamber of Commerce and the Regional District of Nanaimo	Blue	Blue	Blue	Blue
▪ Seek grant funding opportunities from the Federal and Provincial government for capital projects	Blue	Blue	Blue	Blue
▪ Advocate to the Federal and Provincial governments to take responsibility for mental health, affordable housing and social disorder issues	Blue	Blue	Blue	Blue
▪ Undertake a review of civic facilities to prioritize and plan for necessary upgrades, expansion and/or replacement	Blue	Blue	Blue	Blue

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

Strategic Plan - Key Priorities Action Items				
Livability	2019	2020	2021	2022
▪ Undertake a coordinated review of the Official Community Plan; Parks, Recreation and Culture Master Plan; and Active Transportation Plan				
▪ Implement the Affordable Housing Strategy (short term rentals and adaptable housing regulations)				
▪ Adopt an age-friendly City plan to support Nanaimo being recognized as an Age Friendly British Columbia (AFBC) Community				
▪ Support arts, culture and recreation as an integral part of everyday life				
▪ Continue to ensure our facilities and programs are safe and accessible to all peoples in our community				
▪ Update the Water Supply Strategic Plan				
▪ Complete and update the Fire Service Delivery Plan				
▪ Work with the RCMP in setting annual policing priorities and responding to emerging community safety issues				
▪ Work with the RCMP, Bylaw Services, community and neighbourhood block watch programs to reduce social disorder issues and enhance public safety				
▪ Support the work and implement the recommendations of the Health and Housing Task Force to address the health and housing crisis in our community				

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

Strategic Plan - Key Priorities Action Items				
Economic Health	2019	2020	2021	2022
▪ Identify and implement the most appropriate economic development model for Nanaimo				
▪ Complete an Economic Development Strategy				
▪ Continue to work with tourism sector (i.e. Nanaimo Hospitality Association, Tourism Nanaimo, Vancouver Island Conference Centre) to increase tourism in Nanaimo				
▪ Complete feasibility work and conceptual design for on-beach options for the Departure Bay Waterfront Walkway				
▪ Construct an interim walkway around One Port Drive				
▪ Develop City property at One Port Drive				
▪ Implement improvements in the downtown core to increase pride of place, stimulate the economy and address public safety concerns				
▪ Council advocate for a fast ferry service, or other forms of transportation improvements, for connectivity				

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

2019 – 2022 Strategic Plan

In early 2019, Nanaimo's Mayor and City Council underwent a planning process with an independent consultant to define their vision and values for their term on Council. Through this process, Council identified four strategic themes for the plan: Governance Excellence, Environmental Responsibility, Economic Health and Livability. Under each of these themes are a number of key actions aimed to support and guide Council's long-term vision for Nanaimo.

The 2019-2022 Strategic Plan was revisited and adopted by Council at their March 2, 2020 Regular Council Meeting. Further revisions came forward through a facilitated workshop held on January 27, 2020 which sought to highlight themes and priorities not previously captured in the Strategic Plan.

Vision

The City of Nanaimo's vision is to be a community that is livable, environmentally sustainable and full of opportunity for all generations and walks of life.

Council Priorities

Four strategic themes were highlighted by Council as key focus areas for the 2019-2022 Strategic Plan:

- **Environmental Responsibility** - "We will protect and enhance Nanaimo's natural environment by looking after the community's biological diversity and adapt the way we live, work, recreate and move."
- **Governance Excellence** - "We will develop a culture of excellence around governance, management and cost effective service delivery."
- **Livability** - "We will proactively plan for Nanaimo's growth and focus on community infrastructure to support an inclusive, healthy, safe and desirable place to live."
- **Economic Health** - "We create a vibrant culture of innovation, stewardship and partnership to encourage a diverse and healthy economy now and into the future."

Priorities

The 2019 – 2022 Strategic Plan identifies a number of key focus areas under each strategic theme to be integrated in annual operating plans and five-year investment plans.

Strategic Plan - Key Priorities Action Items				
Environmental Responsibility	2019	2020	2021	2022
▪ Complete Climate Resiliency Strategy				
▪ Recognize climate change and the impact on our community through our plans, strategies, bylaws and actions				
▪ Complete a natural asset inventory and strategy				
▪ Conduct Downtown Mobility Study				
▪ Update Community Sustainability Action Plan				
▪ Work with Regional District of Nanaimo to increase the efficiency and effectiveness of public transit services in the City				
▪ Work with the Regional District of Nanaimo and other community organizations to develop food security for the region				
Governance Excellence	2019	2020	2021	2022
▪ Implement a new model of governance that allows Council to participate in an enhanced decision making process				
▪ Undertake a review and update Council Policies and Bylaws				
▪ Continue to work with Snuneymuxw First Nation through the Protocol Agreement Working Group to address issues and topics of mutual interest				
▪ Enhance stakeholder relations with the Nanaimo Port Authority, School District 68, the Greater Nanaimo Chamber of Commerce and the Regional District of Nanaimo				
▪ Seek grant funding opportunities from the Federal and Provincial government for capital projects				
▪ Advocate to the Federal and Provincial governments to take responsibility for mental health, affordable housing and social disorder issues				
▪ Undertake a review of civic facilities to prioritize and plan for necessary upgrades, expansion and/or replacement				

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

Strategic Plan - Key Priorities Action Items				
Livability	2019	2020	2021	2022
▪ Undertake a coordinated review of the Official Community Plan; Parks, Recreation and Culture Master Plan; and Active Transportation Plan	✓	⌚		
▪ Implement the Affordable Housing Strategy (short term rentals and adaptable housing regulations)	✓	⌚		
▪ Adopt an age-friendly City plan to support Nanaimo being recognized as an Age Friendly British Columbia (AFBC) Community	✓			
▪ Support arts, culture and recreation as an integral part of everyday life	✓	⌚		
▪ Continue to ensure our facilities and programs are safe and accessible to all peoples in our community	✓	⌚		
▪ Update the Water Supply Strategic Plan		⌚		
▪ Complete and update the Fire Service Delivery Plan	✓	⌚		
▪ Work with the RCMP in setting annual policing priorities and responding to emerging community safety issues	✓	⌚		
▪ Work with the RCMP, Bylaw Services, community and neighbourhood block watch programs to reduce social disorder issues and enhance public safety	✓	⌚		
▪ Support the work and implement the recommendations of the Health and Housing Task Force to address the health and housing crisis in our community	✓	⌚		

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

Strategic Plan - Key Priorities Action Items				
Economic Health	2019	2020	2021	2022
▪ Identify and implement the most appropriate economic development model for Nanaimo	✓	⌚		
▪ Complete an Economic Development Strategy		⌚		
▪ Continue to work with tourism sector (i.e. Nanaimo Hospitality Association, Tourism Nanaimo, Vancouver Island Conference Centre) to increase tourism in Nanaimo	✓	⌚		
▪ Complete feasibility work and conceptual design for on-beach options for the Departure Bay Waterfront Walkway	✓	⌚		
▪ Construct an interim walkway around One Port Drive	✓			
▪ Develop City property at One Port Drive	✓	⌚		
▪ Implement improvements in the downtown core to increase pride of place, stimulate the economy and address public safety concerns	✓	⌚		
▪ Council advocate for a fast ferry service, or other forms of transportation improvements, for connectivity	✓	⌚		

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

MINUTES
GOVERNANCE AND PRIORITIES COMMITTEE MEETING
BOARDROOM, SERVICE AND RESOURCE CENTRE,
411 DUNSMUIR STREET, NANAIMO, BC
MONDAY, 2020-JAN-27, AT 9:00 A.M.

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

Absent: Mayor L. Krog

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

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

The Governance and Priorities Committee Meeting was called to order at 9:01 a.m.

2. APPROVAL OF THE AGENDA:

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

3. ADOPTION OF THE MINUTES:

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

- Minutes of the Governance and Priorities Committee held in the Shaw Auditorium, Vancouver Island Conference Centre, 80 Commercial Street, Nanaimo, BC, on Monday, 2019-NOV-25, at 1:00 p.m.

- Minutes of the Governance and Priorities Committee held in the Boardroom, Service and Resource Centre, 411 Dunsmuir Street, Nanaimo, BC, on Monday, 2019-DEC-09, at 11:00 a.m.

The motion carried unanimously.

4. REPORTS:

a. GOVERNANCE AND MANAGEMENT EXCELLENCE:

(1) City of Nanaimo Strategic Plan Workshop

Introduced by Jake Rudolph, Chief Administrative Officer.

Presentation:

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

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

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

Committee discussion took place regarding:

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

Each Councillor stated their top three priority themes:

- Derelict buildings downtown, the waterfront and 1 Port Drive

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

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

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

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

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

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

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

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

Committee discussion took place regarding:

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

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

Committee discussion took place regarding:

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

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

Committee discussion continued regarding:

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

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

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

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

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

Committee discussion took place regarding:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The committee members determined their top three priorities as follows:

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

Committee discussion took place regarding:

- Difference between Health and Housing and Social Disorder

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

- Social Disorder provides more licence to address issues more broadly

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

Committee discussion took place regarding:

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

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

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

b. AGENDA PLANNING:

1. Governance and Priorities Committee Agenda Planning

Committee discussion took place regarding:

- Adding crosswalk safety topic
- Adding election signage topic

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

- Crosswalk safety
- Election signage

The motion carried unanimously.

5. QUESTION PERIOD:

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

6. ADJOURNMENT:

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

C H A I R

CERTIFIED CORRECT:

CORPORATE OFFICER



CITY ADMINISTRATION

Chief Administrator's Office

2021 Business Plan



Chief Administrator's Office

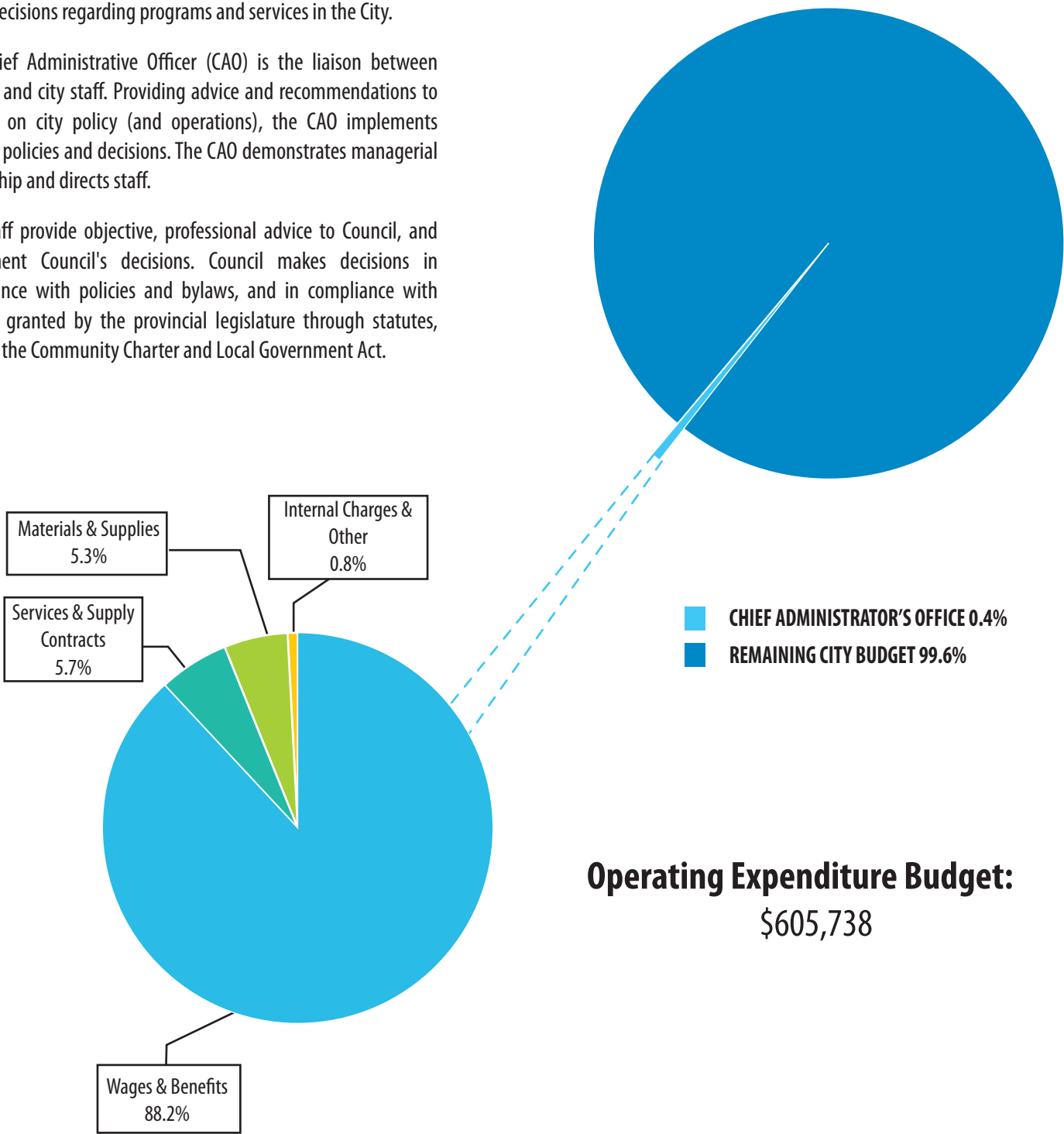
OVERVIEW

Nanaimo City Council consists of the Mayor and eight Councillors. They are responsible for local government leadership and decision making, establishing the City's policies and priorities and they make decisions regarding programs and services in the City.

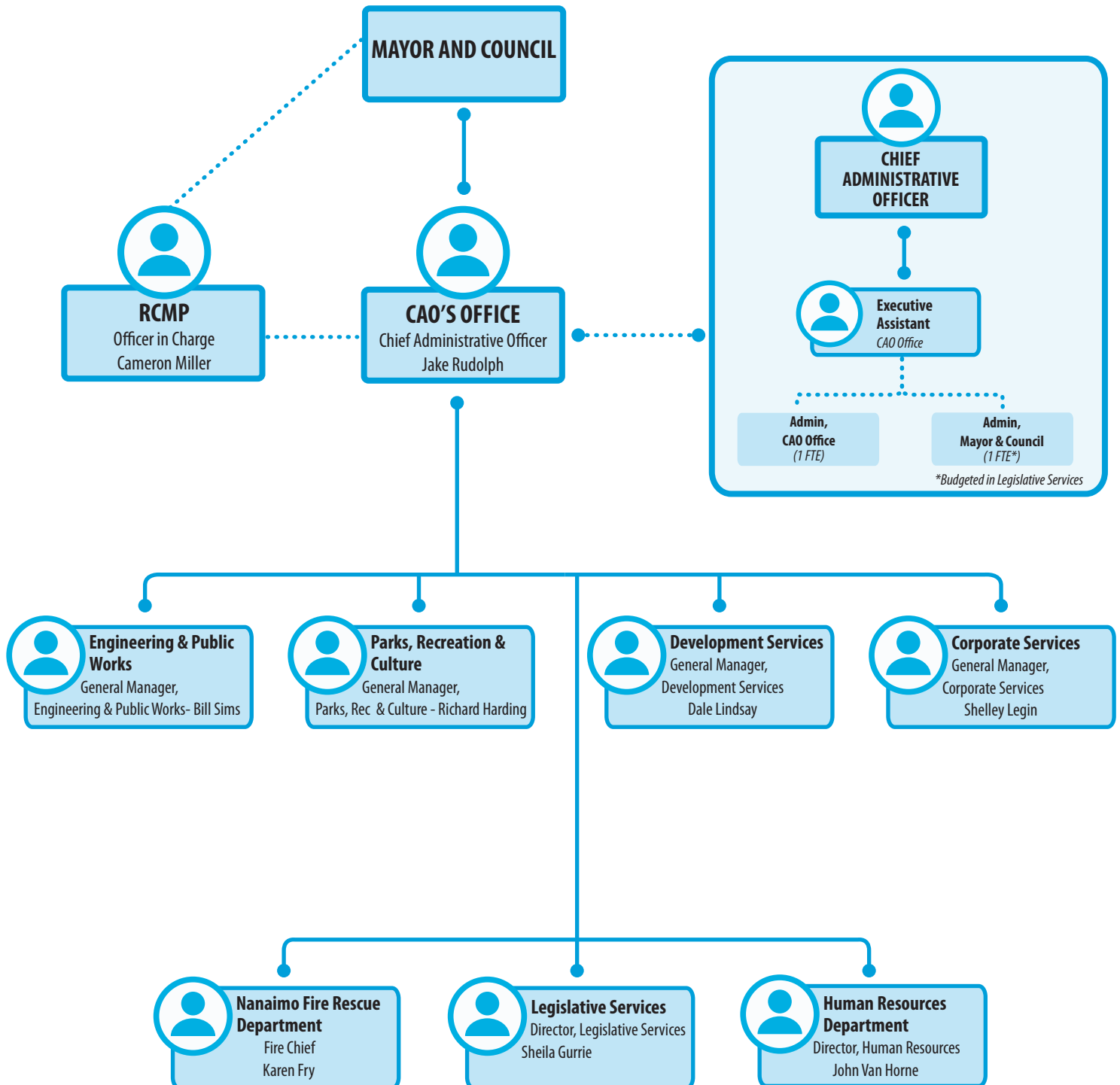
The Chief Administrative Officer (CAO) is the liaison between Council and city staff. Providing advice and recommendations to Council on city policy (and operations), the CAO implements Council policies and decisions. The CAO demonstrates managerial leadership and directs staff.

City staff provide objective, professional advice to Council, and implement Council's decisions. Council makes decisions in accordance with policies and bylaws, and in compliance with powers granted by the provincial legislature through statutes, such as the Community Charter and Local Government Act.

DEPARTMENT'S SHARE OF CITY'S OPERATING EXPENDITURE BUDGET



Chief Administrator's Office



Chief Administrator's Office

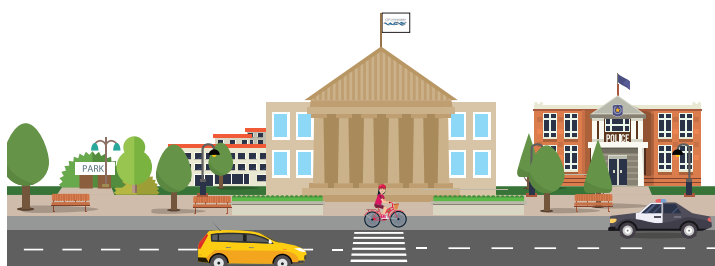
2020 ACHIEVEMENTS

One year ago I reported to Council on the accomplishments in 2019 and the ambitious work plan and forecasted challenges for 2020. I am pleased to report that the work program as outlined in the Council Strategic Plan and departmental business plans has achieved most targets. Conversely, the challenges of maintaining service levels in a year impacted by a worldwide pandemic cannot be overstated.

In March 2020, the City activated its Emergency Coordination Center (ECC). Pandemic impacts on the organization were immediate and significant as the City facilities were closed, and the community reeling from media reports and government alerts. Measures were implemented immediately to identify and maintain key services in public safety, utilities, technology, and communications, and the City transitioned to a virtual platform for Council and administrative City services. While the closures had significant staffing implications across the organization, particularly with recreation services, the support from Council and the community throughout the pandemic has been most appreciated. Governance stability and the organizational changes since 2019 positioned the City well to address the pandemic.

Throughout the year, the City has aligned its service delivery in accordance with the directives from the government and the Provincial Health Officer. Operational procedures have also adhered to the advice from the Union of BC Municipalities, WorkSafe BC, the BC Recreation and Parks Association, and other organizations.

Asset management is a core function for the City, and this responsibility was evident in a major water main failure in April. Maintaining core services during the pandemic has not been an option. I am grateful to the staff in Public Works, Fire Services, the RCMP, and numerous back-of-house support services in human resources, information technology, legislative services, communications, finance, engineering, and development services who have all contributed to a safe and functional City in 2020. Particular acknowledgment is owing to the Parks, Recreation, and Culture staff who have had a very challenging year, with significant staffing and operational impacts. I further wish to acknowledge our CUPE and IAFF unions who have been very supportive.



The collaborative work of the Senior Leadership Team (SLT) during 2020 allowed the City to address priority services impacts, stabilize the organization and pivot to digital services, the original work program, and reopening.

In addition to business continuity, the City has been proactive on several fronts with three task forces:

- Mayor's Task Force on Recovery and Resilience
- Health and Housing Task Force
- Economic Development Task Force

The City has also established two new committees in 2020:

- Advisory Committee on Accessibility and Inclusiveness
- District 68 Sports Field and Recreation Committee.

Service delivery reviews in 2020 have included:

- Animal Control
- Sanitation Services
- Building Permit Process
- Tourism Function
- Fire Services

Capital projects of note in 2020 include:

- Fire Hall #1
- Metral Drive Corridor Plan
- Bowen Road, Haliburton Street, and Hammond Bay improvements
- Recreation projects – Maffeo Sutton playground, Rotary Centennial Peace Garden, Serauxman Stadium lighting upgrade, Harewood Youth Skate Park

Other key initiatives for 2020 include:

- Continued work with Snuneymuxw First Nation, School District 68, and Nanaimo Port Authority
- Manual of Engineering Standards and Specifications (MOESS)
- BC Housing Memorandum of Understanding (MOU)
- REIMAGINE Nanaimo
- Social Disorder Response Team

KEY ACHIEVEMENTS IN 2020

GOVERNANCE EXCELLENCE

- Business Continuity
- Mayor's Task Force on Recovery and Resilience
- Governance and Priorities Committee
- Inclusiveness and Accessibility Committee
- Recreation Services Committee
- SFN Protocol Agreement Working Group
- Te'tuxwtun
- Digital Process Improvements
- Human Resource Management
- Policy and Bylaw Review Initiative
- SARC/VICC Improvements
- Animal Control Review
- Capital Works Program
- Communications – Bang the Table

ENVIRONMENT

- Environment Committee Work Plan
- Climate Resiliency Strategy
- Green Fleet Strategy
- Sanitation Service Review
- Plastic Bag Policy

ECONOMIC HEALTH

- Economic Development Task Force
- Strong Building and Development Activity
- Building Permit Process Review
- Sustainable Procurement Initiative
- Fiscal Stewardship
- Gordon Street Hotel

LIVEABILITY

- Health and Housing Task Force
- MOU with BC Housing
- REIMAGINE Nanaimo
- Fire Service Operational Plan
- Strategic Property Initiatives – Fire Hall #1
- Manual of Engineering Standards and Specifications (MOESS)
- Downtown Initiatives
- Waterfront Walkway
- Social Disorder Response Team

2021 KEY OPPORTUNITIES

2021 will be the third year of implementation for the 2019-2022 Council Strategic Plan. The enclosed summary chart identifies priorities that are complete, in progress, and ongoing. Numerous initiatives will carry over into 2021 and 2022, including:

- REIMAGINE Nanaimo coordinated review of several City plans and strategies
- Implementation of Task Force recommendations on recovery and resiliency, health and housing, and economic development
- Environment Committee and Accessibility and Inclusiveness work program
- Strategic partnerships with Snuneymuxw First Nation, Nanaimo Port Authority, School District 68, BC Housing, amongst others
- Significant capital projects such as Metral Drive, Boxwood Connector, and Fire Hall #1

COVID-19 presented an unprecedented challenge for the City in 2020 which impacted the service delivery across the organization and impeded progress on some initiatives. The impacts of COVID-19 will continue to be a prominent factor in 2021 and beyond for the organization. As such, the proposed budget and departmental business plans reflect the forecasted impact on revenue and operational challenges in areas such as recreation, for example.

Chief Administrator's Office

2021 KEY OPPORTUNITIES, cont'd

Notwithstanding the uncertainty for 2021, the work program is ambitious. Much of what the organization is responsible for is not top of mind in the daily lives of residents, but nonetheless draws a significant amount of resources. The City's \$3.0 billion in assets requires constant maintenance and investment as infrastructure ages and the City grows. Departments such as technology, human resources, legislative and financial services all have important support functions and growing demands. Across the organization, the impacts of our changing world require constant monitoring, adaptation, and investment. Change is a constant and the organization continues to evolve in fiscally prudent and measured steps.

Council's strategic plan speaks to areas of emphasis to focus resources during the timeframe of the plan. Generally speaking, and notwithstanding COVID 19, implementation of the strategic plan is on time and on track. The accomplishments of Council and the administration are outlined in the departmental business plans, and are numerous. Again, many improvements are not highly impactful in the daily lives of residents, but ensure the City continues to maintain its core services.

Last year, I outlined some of the key challenges facing the City. Nowhere did the commentary anticipate an issue as consequential as COVID-19. This will undoubtedly be a key influencing factor for the City in 2021. Can the recreation facilities function in a safe and fiscally responsible manner during COVID-19? How can the organization ensure its essential services continue without interruption? What will be taxpayers' primary needs from the City during COVID-19? What is the City's role during these challenging times?

As CAO, I would like to outline some key principles which shape the administration's approach heading into the next 12 months:

1.) Stable governance – Governance has been a major component of the Council mandate since the election. Many changes to the organization, legislative procedures, and Council conduct have yielded a stable governing environment. This in turn has permitted the City to restore and enhance service levels. It also permits the City to achieve progress where service demands warrant. During COVID-19, the importance of stable governance cannot be understated.

2.) Resilience – Resilience is one of the more fundamental issues for all cities. The issue touches on many subjects, such as emergency preparedness, the impacts of climate change, asset management, and the City's human capital, to name a few. 2021 will be a year to focus on organizational resilience. This may be at the expense of some components in the aspirational work plan, and the departmental leaders have been asked to make resilience a focus. During times of uncertainty, it is important to ensure the fundamental requirements of the organization and the community are addressed. This provides stability and provides for confidence.

3.) Fiscal Sustainability – COVID-19 has significantly impacted City revenues and expenditures. Recreation and cultural facilities, parking revenues, casino revenues, the Vancouver Island Conference Centre, and other service delivery partners have all been impacted. As a result, the proposed budget has made assumptions resulting in deferrals of business cases, capital projects, and other desirable initiatives. At the same time, costs for public safety, insurance, technology, and asset management continue to demand increased funding.

The City requires adequate funding to support its service delivery responsibilities. The City is also a major contributor to the local economy. These factors will play into the budget decision process for 2021. While attention is focused on immediate budgetary needs, it is also important to keep an eye to the future to provide ongoing fiscal sustainability.

4.) One Community – COVID-19 provides an opportunity, if not necessity, for Nanaimo to come together and do what it takes to keep our community healthy and moving forward. The Task Force on Recovery and Resilience report speaks to the key challenges and opportunities to forge forward and focus on key priorities. The City is being looked upon for leadership, but also to facilitate a collaborative approach to address key community issues.

Both the Health and Housing, and the Economic Development Task Forces are key examples of stakeholders coming together. Implementation of Task Force recommendations will be a focus for 2021.

2021 KEY OPPORTUNITIES, cont'd

5.) Immediate Priorities – A fundamental tenant for this Council term has been to restore, and be loyal to, good governance principles. This is very helpful in order to remain focused on immediate priorities:

a.) Social Disorder – The impacts of homelessness, mental health, addiction, and related matters are highly visible and consequential for the community. It is also a significant drain on resources which is not sustainable. Nanaimo and many other cities continue to advocate for a call to action by senior governments to effectively address these social issues. The collaboration with BC Housing is welcome and needed, and the City looks forward to working with the health authority and local service providers to address this important issue. In the interim, the City will be challenged to keep up with the impacts on City parks, streets, the downtown, and other areas, and will require funding to support these challenges.

b.) Major Capital Needs – Staff have presented to Council the unfunded major capital investment challenges for the City. The RCMP facility has required a major investment for over 10 years and does not meet current needs or standards. Similarly, the Public Works facility has a very dated fleet facility and modular trailer complex.

The community has spoken in favour of waterfront improvements, including an ambitious connection to Departure Bay and a south side community centre. Other projects to enhance the community's livability either do not have sufficient funding or are funded for the longer term. There generally appears to be support for an accelerated capital investment program for public transit and transportation projects. Funding limitations do impact the ability to advance some of these projects.

A focus of 2021 will be to advance planning for these projects and position the City to consider financial options moving forward.

c.) Local Economy – The Economic Development Task Force is producing a blueprint to support and grow the local economy. The new economic development strategy will require funding to support its recommendations.

The City is also moving forward with a sustainable procurement program in 2021, which aims to benefit the local economy. Other initiatives to assist the local businesses, in particular those most impacted by the COVID-19 pandemic, are anticipated to be a focus in 2021.

Council has cited the need to maintain the capital works program as a contributor to the local economy. The fiscal challenge will be to find the wherewithal to achieve this goal within the financial parameters available.

d.) Organizational Resiliency – At an administration level, the continuation of service delivery has been an unparalleled challenge since March 2020. Several departments are under tremendous strain and warrant ongoing support to maintain performance and morale.

e.) Strategic Focus Areas – The CAO Office is involved in a diversity of issues and is the pivot point linking Council and the administration. The focus of the CAO is a balance between the administrative requirements of the organization, and the support requirements of Council. It is anticipated that the following additional matters will be a focus for the CAO in 2021:

- REIMAGINE Nanaimo
- Fire services
- Business process enhancements
- Organizational leadership and change
- Issues of strategic importance including 1 Port Drive, partnerships, and task force implementations

f.) Relationships – The importance of working collaboratively with our key stakeholders and partners has been addressed earlier, but warrants reiteration. As noted, the Task Force on Recovery and Resiliency speaks to this. A priority of 2021 will continue to be the City relationship with Snuneymuxw First Nation and other partners. Both Council and staff understand the need for partnerships, and continued commitment to maintaining these relationships is recommended in 2021.



Chief Administrator's Office

STRATEGIC PLAN PRIORITIES

The 2019 – 2022 Strategic Plan identifies a number of key focus areas under each strategic theme to be integrated in annual operating plans and five-year investment plans.

Strategic Plan - Key Priorities Action Items				
ENVIRONMENTAL RESPONSIBILITY	2019	2020	2021	2022
Complete Climate Resiliency Strategy				
Recognize climate change and the impact on our community through our plans, strategies bylaws and actions				
Complete a Natural Asset Inventory and Strategy				
Conduct Downtown Mobility Study				
Update Community Sustainability Action Plan				
Work with Regional District of Nanaimo to increase the efficiency and effectiveness of public transit services in the City				
Work with Regional District of Nanaimo and other community organizations to develop food security for the region				
GOVERNANCE EXCELLENCE	2019	2020	2021	2022
Implement a new model of governance that allows Council to participate in an enhanced decision making process				
Undertake a review and update Council Policies and Bylaws				
Continue to work with Snuneymuxw First Nation through the Protocol Agreement Working Group to address issues and topics of mutual interest				
Enhance stakeholder relations with the Nanaimo Port Authority, School District 68, the Greater Nanaimo Chamber of Commerce and the Regional District of Nanaimo				
Seek grant funding opportunities from the Federal and Provincial governments for capital projects				
Advocate to the Federal and Provincial governments to take responsibility for mental health, affordable housing and social disorder issues				
Undertake a review of civic facilities to prioritize and plan for necessary upgrades, expansion and/or replacement				

LEGEND: In Progress Ongoing Complete Complete In Progress

Strategic Plan - Key Priorities Action Items

LIVABILITY	2019	2020	2021	2022
Undertake a coordinated review of the Official Community Plan; Parks, Recreation and Culture Master Plan; Active Transportation Plan	✓	⌚		
Implement the Affordable Housing Strategy (short term rentals and adaptable housing regulations)	✓	⌚		
Adopt an age-friendly City plan to support Nanaimo being recognized as an Age Friendly British Columbia (AFBC) Community	✓			
Support arts, culture and recreation as an integral part of everyday life	✓	⌚		
Continue to ensure our facilities and programs are safe and accessible to all people in our community	✓	⌚		
Update the Water Supply Strategic Plan		⌚		
Complete and update the Fire Service Delivery Plan	✓	⌚		
Work with the RCMP in setting annual policing priorities and responding to emerging community safety issues	✓	⌚		
Work with the RCMP, Bylaw Services, community and neighbourhood block watch programs to reduce social disorder issues and enhance public safety	✓	⌚		
Support the work and implement the recommendations of the Health and Housing Task Force to address the health and housing crisis in our community	✓	⌚		

LEGEND: In Progress Ongoing Complete ✓ Complete ⌚ In Progress

Chief Administrator's Office

Strategic Plan - Key Priorities Action Items				
ECONOMIC HEALTH	2019	2020	2021	2022
Identify and implement the most appropriate Economic Development model for Nanaimo	✓	⌚		
Complete an Economic Development Strategy		⌚		
Continue to work with tourism sector (i.e. Nanaimo Hospitality Association, Tourism Nanaimo, Vancouver Island Conference Centre) to increase tourism in Nanaimo	✓	⌚		
Complete feasibility work and conceptual design for on-beach options for the Departure Bay Waterfront Walkway	✓	⌚		
Construct an interim walkway around One Port Drive	✓			
Develop City property at One Port Drive	✓	⌚		
Implement improvements in the downtown core to increase pride of place, stimulate the economy and address public safety concerns.	✓	⌚		
Council advocate for a fast ferry service or other forms of transportation improvements for connectivity	✓	⌚		

LEGEND: In Progress Ongoing Complete ✓ Complete ⌚ In Progress

PROPOSED OPERATING BUDGET

	2020	2021	2022	2023	2024	2025
	Approved Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget
Revenues						
CAO Office	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Annual Operating Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditures						
CAO Office	\$ 595,067	\$ 605,738	\$ 617,660	\$ 629,821	\$ 642,224	\$ 654,876
Annual Operating Expenditures	\$ 595,067	\$ 605,738	\$ 617,660	\$ 629,821	\$ 642,224	\$ 654,876
Net Annual Operating Expenditures	\$ 595,067	\$ 605,738	\$ 617,660	\$ 629,821	\$ 642,224	\$ 654,876
Staffing (FTEs) - Budgeted	3.0	3.0	3.0	3.0	3.0	3.0

Excludes legal budget.

Chief Administrator's Office

PROPOSED OPERATING BUDGET

	2020	2021	2022	2023	2024	2025
Expenditure Summary	Approved Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget
Wages & Benefits	\$ 519,170	\$ 534,269	\$ 544,955	\$ 555,854	\$ 566,971	\$ 578,310
Services & Supply Contracts	36,700	34,650	35,343	36,049	36,771	37,506
Materials & Supplies	33,200	31,935	32,382	32,838	33,302	33,776
Internal Charges & Other	5,997	4,884	4,980	5,080	5,180	5,284
Annual Operating Expenditures	\$ 595,067	\$ 605,738	\$ 617,660	\$ 629,821	\$ 642,224	\$ 654,876

Excludes legal budget.

January 25th 2021

To: Mayor Leonard Krog and Members of Council

From: George B Cuff, FCMC

Re: Council Covenant

The following is a brief and condensed outline of the Covenant (principle-based commitments) that I believe should guide the behaviour, key roles and expectations of this Council.

I recommend that this series of statements be adopted “in principle” by Council at its next regular meeting.

Commitments

1. Service to Community

- a. As citizens of the City of Nanaimo, we ran for elected office because we felt we could make a positive difference.
- b. It is our fervent desire that our decisions are recognized as our best effort to serve all citizens to the best of our collective abilities.
- c. While there is a certain degree of prestige and acclaim involved in elected official service, these are not top of mind for any of us. We simply want to serve.
- d. Our service is based on our collective love of this community with all of its advantages and yes, even its flaws. We are keen to see this community not only survive but thrive.

2. Understanding of Role Distinctions

- a. As elected officials we understand that we are expected to lead, set the vision, goals and priorities, provide direction, review reports, make decisions, adopt and/or revise policies, assess progress on issues, liaise with the CAO and management, listen to the public and represent its will on issues.
- b. We understand that management undertakes very different roles. They assess issues, direct subordinate officials, supervise, coordinate, discipline, prepare reports, draft policies, respond to the direction of Council, undertake approved action stemming from adopted resolutions/bylaws, report on progress towards completion of strategic plan.
- c. We accept that the Mayor has a somewhat different role from the rest of Council. He is expected to chair Council meetings, ensure all Council members receive equal treatment, share confidential information with Council colleagues, speak as requested at public events, represent the City, support Council resolutions, attempt to reconcile differences within Council, recommend new initiatives, appoint Council members to external committees and boards, act as a member of the Regional District.

3. Respect for Roles

- a. We will individually and collectively show respect for one another in our public and private comments. We will not encourage others to be disrespectful to our colleagues on Council or to our administration.
- b. We understand that our public expects us to live up to the standards expected of an elected official and to abide by both the legislation as well as our own bylaws and policies.

4. Support for the Decision-Making Model

- a. We understand that each Council inherits the decision-making (governance) model of its predecessor. We also understand that at any time in our term of office, we are at liberty to change this model to one which better suits our requirements and style.
- b. As a Council we have adopted a Governance & Priorities Committee and have continued various advisory committees (referred to as ABCs--- Agencies, Boards and Committees). It is our intent to carry forward this model and to enhance it wherever possible.
- c. We will utilize whatever mechanisms we have to gain access to legitimate/balanced public opinion which we will listen to when determining how to proceed on a related matter.
- d. While our CAO and management will advise all or some of these bodies, their role is advisory and not that of controlling either the agenda or the outcomes.

5. Understanding of What Divides and Its Results

- a. We recognize that poorly worded comments and inappropriate wording can be used in heated debates and that disagreements can surface relative to what the best course of action is for the City. We accept our own personal responsibility for the comments that we make and if they cause offence to any one or all of our colleagues (which we will try to avoid) we will immediately apologize.
- b. We are not concerned if members disagree on the best course of action for the City or that Council decisions reflect a split in voting from time to time. What we will seek to avoid is any pre-determination of such votes. As a result, we will not canvass each other for support prior to a vote being held so as to respect the independence of all decisions and the options open to each Council member.
- c. We will ensure that the City develops and approves a robust “social media” policy to guide our responses to social media commentary and our participation in any such discourse. Where our personal comments reflect disagreement with the decisions of our Council, we will caveat any such

comments with our respect for Council's right to make such decisions regardless of whether or not we support the decision(s).

- d. We will not speak ill of any of our colleagues on Council or members of our administration through our participation on any public platform. We will ensure that we show respect for those who serve with us.

6. Accepting Decisions

- a. We will accept decisions made by Council as a body at duly called meetings. Regardless of our arguments against a resolution, we understand that Council may decide to adopt a position contrary to our position on the matter(s).
- b. We will not undermine the decisions made by Council. We do not have to justify these nor speak in support of decisions which we may have opposed (this statement does not apply to the Mayor who must stand in support of all decisions made by the Council). At the same time, we will not do anything to undercut the adopted resolution of Council.

7. Personal Conduct

- a. As members of this Council, we will do all in our power to uphold the highest personal standards expected of a member of Council. We will adhere to our adopted code of conduct and will not purposely vary from the standards imposed by the Code.
- b. We accept and recognize that our personal conduct will carry over to that expected of us in our public lives and therefore we will always be cognizant of doing the right thing and being held to account.

8. Desire to Move the Needle

- a. We as a Council are keen to finish our term of office as a collegial group who have as our common focus service to our City, both residents and local businesses. Regardless of any disagreement on positions taken in support or non-support of this issue or that, we will not demean or ridicule our colleagues but rather show respect for their right to differ from our own views.
- b. We will continuously take steps to move forward as a Council which is known for robust discussions which are cloaked in respectful language, offered sincerely and not in jest or facetiously.
- c. We are committed as a body to earning the respect of our community through representing their views fairly and through acting as dedicated, respectful members of this Council.
- d. We are honoured to serve, and we will reflect that in our decision-making and in our behaviour.

Respectfully submitted,



ASSOCIATES LTD. 3

George B Cuff, FCMC
President