



AGENDA
GOVERNANCE AND PRIORITIES COMMITTEE MEETING

Monday, May 31, 2021, 10:00 A.M.
Virtual Meeting

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

3 - 13

Minutes of the Governance and Priorities Committee meeting held virtually on Monday, 2021-MAY-10 at 1:00 p.m.

5. AGENDA PLANNING:

a. Governance and Priorities Committee Agenda Planning

14 - 19

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

6. REPORTS:

a. REIMAGINE NANAIMO:

1. Mobility Update for REIMAGINE NANAIMO

20 - 45

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

Purpose: To provide Council with an update on overall mobility planning and policy development as we embark on Phase 2 of REIMAGINE NANAIMO, and spark discussion to help guide the next steps of the REIMAGINE NANAIMO process.

Presentation:

1. Jamie Rose, Manager, Transportation, and Gavin Davidson, GJD, Planning and Design.

b. ENVIRONMENTAL RESPONSIBILITY:

c. ECONOMIC HEALTH:

d. COMMUNITY WELLNESS/LIVABILITY:

1. Councillor Maartman re: Permanent Recreational Vehicle Accommodation

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The following motion was deferred from the 2021-APR-19 Council Meeting for further discussion and due to time constraints was not considered at the 2021-APR-26 Governance and Priorities Committee Meeting:

“That Council direct Staff to prepare a report on the options available to support permanent recreation vehicle accommodation.”

Presentation:

1. Jeremy Holm, Director, Development Approvals, and Lainya Rowett, Manager, Current Planning.

e. GOVERNANCE AND MANAGEMENT EXCELLENCE:

1. 2021 Council Alignment Update

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To be introduced by Jake Rudolph, Chief Administrative Officer.

7. **OTHER BUSINESS:**

8. **ADJOURNMENT:**

MINUTES
GOVERNANCE AND PRIORITIES COMMITTEE MEETING
VIRTUAL MEETING
MONDAY, 2021-MAY-10, AT 1:00 P.M.

Present: Councillor Z. Maartman, Chair (joined electronically)
Mayor L. Krog (joined electronically)
Councillor S. D. Armstrong (joined electronically at 2:06 p.m., disconnected 4:25 p.m.)
Councillor D. Bonner (joined electronically)
Councillor T. Brown (joined electronically)
Councillor B. Geselbracht (joined electronically at 1:02 p.m.)
Councillor E. Hemmens (joined electronically at 2:06 p.m., disconnected 4:58 p.m.)
Councillor I. W. Thorpe (joined electronically at 2:10 p.m.)
Councillor J. Turley (joined electronically)

Staff: J. Rudolph, Chief Administrative Officer (joined electronically)
R. Harding, General Manager, Parks, Recreation and Culture (joined electronically)
S. Legin, General Manager, Corporate Services (joined electronically)
D. Lindsay, General Manager, Development Services (joined electronically)
B. Sims, General Manager, Engineering and Public Works (joined electronically)
T. Doyle, Fire Chief (joined electronically)
A. Groot, Director, Facilities and Parks Operations (joined electronically)
L. Mercer, Director, Finance (joined electronically)
P. Rosen, Director, Engineering (joined electronically)
F. Farrokhi, Manager, Communications (joined electronically)
J. Rose, Manager, Transportation (joined electronically)
K. Kronstal, Social Planner (joined electronically)
A. Manhas, Economic Development Officer (joined electronically)
M Desrochers, Client Support Specialist (joined electronically)
S. Gurrie, Director, Legislative Services (joined electronically)
S. Snelgrove, Recording Secretary (joined electronically)

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 Minutes of the Governance and Priorities Committee Meeting held in the Shaw Auditorium, Vancouver Island Conference Centre, 80 Commercial

Street, Nanaimo, BC, on Monday, 2021-APR-26, at 1:00 p.m. be adopted as circulated. The motion carried unanimously.

Councillor Geselbracht joined the meeting at 1:02 p.m.

4. AGENDA PLANNING:

a. Governance and Priorities Committee Agenda Planning

Introduced by Sheila Gurrie, Director, Legislative Services:

- Recreational vehicle accommodation will be on the May 31, 2021 Governance and Priorities Committee (GPC) agenda
- Items that aren't dealt with today will be moved to the next GPC meeting
- There may be a desire to move the REIMAGINE Nanaimo workshop scheduled for May 20th to May 31st

Committee discussion took place. Highlights included:

- Inviting groups to speak in an open workshop format within a GPC meeting when topics such as neighbourhood associations and the Community Amenity Contribution Policy are addressed in order to understand details and concerns
- Groups to invite include the Nanaimo development group and neighbourhood associations
- Timing of topics to be addressed including the Community Amenity Contribution Policy in June and a follow-up meeting regarding neighbourhood associations in September

5. REPORTS:

a. COMMUNITY WELLNESS/LIVABILITY:

1. Update on Capital Projects and Potential Additions

Introduced by Jake Rudolph, Chief Administrative Officer:

- Workshop format to inform Council of upcoming decisions to make at the Finance and Audit Committee Meeting next week
- History on the process and noting that last year Council expressed an interest to get involved earlier in the capital planning process
- Presentation is to present the big picture, take stock of what Council has been involved in and lay the groundwork for next year
- Multi-departmental presentation to follow

Presentation:

1. Bill Sims, General Manager, Engineering and Public Works, provided a presentation. Highlights included:

- The Capital Plan supports all pillars of Council's Strategic Plan
- The majority of work is asset management related, such as renewals and making sure the City is sustainable long term
- Intention to combine active transportation projects with asset management updates
- Capital project productivity has grown due to the focus on governance excellence

Richard Harding, General Manager, Parks, Recreation and Culture, continued the presentation. Highlights included:

- The current Parks, Recreation and Culture Master Plan is dated and was last updated in 2005
- The master plan will be updated through REIMAGINE Nanaimo and Staff see it as a tool for long and medium term priorities
- There is no shortage of amenities the community would like to see developed
- Staff are hearing that people want more open spaces and access to facilities
- Parks, Recreation and Culture is working with Engineering to coordinate priorities
- A number of projects achieved over the last two years were highlighted:
 - Serauxmen Stadium lighting which was key for the baseball community and attracting the Nanaimo Night Owls
 - Harewood Youth Park
 - Maffeo Sutton inclusive playground and working with the Advisory Committee on Accessibility and Inclusiveness and the Child Development Centre as key partners
 - Rotary Garden at Maffeo Sutton Park
 - Lighting upgrades to civic facilities and HVAC systems
 - Adapting facilities for COVID-19
 - 2005 Parks, Recreation and Culture Master Plan recommendation included a south end community centre and Staff believe there is still a need which will be shown in a feasibility study and engagement process
 - Neck Point washroom upgrade project slated for this year and both washrooms will be universal
 - Roof replacement at Nanaimo Aquatic Centre
 - Bowen Park bridge replacement
 - Protection Island ramp and dock at Gallows Point
 - Harewood Search and Rescue building
- Potential Projects for 2021-2022 include:
 - Stadium district development and interim improvements
 - Phased improvement plan for Serauxmen Stadium and opportunities to expedite improvements
 - Rotary Bowl and track

- Artificial turf field at Harewood Centennial Park
- Westwood Lake Park amenity improvements
- Marie Davidson BMX track improvements
- Maffeo Sutton Park inclusive playground phase two
- Long Lake paddling centre and rowing centre at Loudon Park

Committee discussion took place. Highlights included:

- REIMAGINE process will help Council note what key projects will most benefit the community
- Process for debating and selecting priorities
- Staff wanting to determine Council's areas of interest
- Process for funding projects

Poul Rosen, Director, Engineering, continued the presentation. Highlights included:

- Staff are working diligently to update project budgets, reassess priorities and have included a series of slides that are a mix of what is in the existing financial plan, changes and new items that may be proposed as part of the next budget cycle
- Noted active transportation projects planned for 2021, significant 2022 projects that Staff think Council would be interested in and 2023 projects:
 - Midtown Water Supply identified as a result of water main break on Bowen Road
 - Terminal Avenue project separated into three phases to focus on high priority areas first
 - Fitzwilliam and Third Street project is currently in the capital plan as there is a large sewer that needs to be replaced and opportunity for enhancement
 - Signalization of Fifth Street and Bruce Avenue and an opportunity to construct active transportation components
 - Wakesiah Avenue project separated into three phases driven by the need to replace utilities, phased to be affordable and minimize impact on schools and Vancouver Island University
 - Hammond Bay Road, Turner Road to Emil Place project driven by the need to replace the sewer and presents an opportunity to re-establish a cycling track in line with current standards on Hammond Bay Road
 - Madsen Road/East Wellington Road signalizing intersection and bringing East Wellington Road geometry up to current standards
 - Stewart Avenue complete streets project originally planned for public consultation prior to the pandemic and now Staff are in negotiations with the Ministry of Transportation and Infrastructure and BC Ferries
- Unallocated pedestrian project funding is proposed to be raised to \$500,000/year to complete pedestrian projects as needed

- Downtown tree program will address 100 trees per year where tree roots have become too constrained and are damaging sidewalks and creating safety hazards
- Projects constrained by funding and driven by storm, sanitary sewer needs and active transportation opportunities
- With current project portfolio, Staff are subscribed into 2022 but new project options for consideration include:
 - Bowen Park Lenhart bridge
 - E&N Trail lighting as a scalable project
 - Buttertubs Bridge related to the off Bowen Road Bikeway which connects Fuller Street to Buttertubs as an important link over the Millstone River
 - Haliburton Farquar – Woodhouse

Councillor Hemmens joined the meeting at 2:06 p.m.

Councillor Armstrong joined the meeting at 2:06 p.m.

- Other projects of note dated for 2026-2027

Councillor Thorpe joined the meeting at 2:10 p.m.

Committee discussion took place:

- Interested in moving up projects that connect active transportation links
- Mid-town gateway work planned for Northfield area not included in the presentation as it has previously been before Council and phase 1 has already been constructed

Poul Rosen, Director, Engineering, continued the presentation. Highlights included:

- Off Bowen Road bikeway requires a development to proceed which is not in the entire control of the City of Nanaimo
- Madsen Road connection is important as the existing road is narrow and inappropriate for large vehicle turning movements

Committee discussion took place:

- Council setting priorities
- Models for transportation project prioritization
- Funding envelopes to be discussed next week at the Finance and Audit Committee meeting
- Working on complete and connected streets
- Missing end of trip facilities where major populations move to and from

Laura Mercer, Director, Finance, continued the presentation:

- Information from today's meeting will be incorporated in the Finance and Audit Committee Meeting presentation on 2021-MAY-19

- Presentation will include a recap of projects in and out of the current capital plan
- Potential for additional gas tax revenue and if passed the City will receive that money in the fall
- Staff will review unallocated funding and provide Council with an opportunity to provide more input on the budget cycle
- In May draft 10-year project plans should be complete and Council input will be incorporated
- Draft operating budgets will be completed in June and July
- From July to October budget information is compiled to create the draft budget to present to Council in late October or early November
- Plan is to adopt the provisional financial plan prior to end of the year

Committee discussion continued:

- Increase of allotment of pedestrian safety funds to \$1 million
- Bringing forward motion to have Lenhart Bridge added to the capital plan
- Midtown gateway proposal and no opportunity for Council input
- Corridor upgrades at the Bowen Road/Northfield Road entrance to the City are not required when there is the ability to upgrade other entrances
- Having an agreed upon goal or common value of what Council is trying to achieve
- Options for Midtown gateway redesign at the Northfield Road and Bowen Road intersection
- Terminal Avenue trench and opportunities for improvement
- Creating a strategic dashboard completed by each department to show why items are considered a priority and include the cost of each project
- Connectivity for commercial vehicles and connectivity being more than for pedestrians and cyclists
- End of trip facilities being taken into consideration for vehicles
- Viable networks for automobiles and creating a minimum grid for bike travel

Jake Rudolph, Chief Administrative Officer, advised:

- Current documents directing Staff are pre REIMAGINE Nanaimo
- Strategically tying everything together

It was moved and seconded that the Governance and Priorities Committee Meeting recess at 2:48 p.m. The motion carried unanimously.

The Governance and Priorities Committee Meeting recessed at 2:48 p.m.
The Governance and Priorities Committee Meeting reconvened at 3:00 p.m.

Committee discussion continued:

- Clarification required regarding how bigger projects are chosen and how Council can select projects that aren't open to lobby
- Projects are generally based on opportunities available and what group is ready to go forward

2. Long Lake Paddling and Rowing Centre Update

Richard Harding, General Manager, Parks, Recreation and Culture, advised:

- Project is a tangible example of working with community groups for a number of years
- Project will provide permanent amenities for two long standing youth organizations in Loudon Park area
- Staff are asking for approval of drafts and incorporating other parts of Loudon Park into the development process

Presentation:

1. Art Groot, Director, Facilities, and Michael Van Bakel, Iredale Architecture, provided a PowerPoint presentation. Highlights included:

- The architect has been working on this process for one year
- An initial plan was developed but once priced, numbers were higher than anticipated so the architect found ways to bring the costs down
- Architect was asked to consider park improvements, develop an overall concept for the park and upgrade the park for visitors
- Landscape architect was engaged and study completed regarding how boats will manoeuvre within the site
- Design adapted to accommodate boats and inform the park layout
- Mandate to improve access for those with mobility issues and developments in design are related to how boats move in and out of the building
- Topography of the site was considered as it moves steadily down toward the beach and the building has the boat storage element in the north east
- Relative size of storage and public washrooms were part of original mandate and needed to be upgraded
- Multipurpose room included a small kitchenette and was intended to be rented to the public; however, with costs so high the transition to another version reduces everything to a minimum and loses the ability to rent areas to the public
- Removed exterior walls around boat storage area to reduce costs
- Landscape vegetation is to include native species

Committee discussion took place. Highlights included:

- Losing space and appearance in versions two and three compared to version one drawings
- Removing walls from boat storage area allowed views through the boat storage to the lake and reduced overall impression of the building mass
- Retaining rental facility benefits entire community
- Orientation of first design was revised and improved in second version as the movement studies were completed
- Won't be able to use version one as drawn
- Not asked to incorporate indigenous design elements into the building although timber works speaks to First Nation aesthetics,
- The use of natural elements such as roof form speaking to activity housing everything on the water and expression of wave form
- Building will be used for canoes and indigenous nations yet little indigenous design or partnership in the project
- Architect noted version one is not an option but versions two or three can be considered
- Including a commercial kitchen and meeting rooms in the design
- Incorporating indigenous design in the building
- Development based on the Loudon Park Master Plan and and public consultation which included objectives to upgrade washrooms and consolidate the paddling/canoe and kayak club

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

1. receive the two concepts for public review and comment and direct Staff to return with a finalized design, plan and costing for Council consideration and deliberation during the 2022-2026 Financial Plan Review process; and,
2. consider the addition of the overall park and playground redevelopment into the same project year to minimize park disruption.

It was moved and seconded that the motion be amended to include option number one, for all three concepts to be considered for public review and comment. The motion carried. Opposed: *Councillors Armstrong and Bonner*

The vote was taken on the main motion, as amended, as follows:

That the Governance and Priorities Committee recommend that Council:

1. receive the three concepts for public review and comment and direct Staff to return with a finalized design, plan and costing for Council consideration and deliberation during the 2022-2026 Financial Plan Review process; and,

2. consider the addition of the overall park and playground redevelopment into the same project year to minimize park disruption.

The motion carried.

Opposed: Councillor Bonner

3. Lenhart Bridge Upgrade Options

Bill Sims, General Manager, Engineering and Public Works, advised:

- The existing bridge is insufficient for cyclists and Staff hoped to simply widen the deck but the footings don't support widening
- It is a stand alone project important to connectivity between the hospital area, Townsite area and downtown

Committee discussion took place. Highlights included:

- Importance of the bridge for connectivity to Bowen Park
- Requirements for environmental approvals and timing of fish window to design, fabricate and build project
- Proposal for construction in summer 2022

It was moved and seconded that the Governance and Priorities Committee recommend that Council direct Staff to include \$237,000 for the Lenhart Bridge replacement project in 2022 of the Draft 2022 – 2026 Financial Plan for consideration during the budget review process. The motion carried unanimously.

- b. REIMAGINE NANAIMO

1. Confirming Indicators for REIMAGINE NANAIMO

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

Presentation:

1. Karin Kronstal, Social Planner, provided a PowerPoint presentation. Highlights included:
 - Crime severity index (CSI) not used as it is not useful for determining safety as an event may spike the CSI but the event does not impact overall safety
 - Housing mix indicator looks at mix of housing and establishes targets for housing in different areas
 - Diversity and inclusion topic is still under development as the City doesn't have baseline data
 - Traffic injury rate measures the likelihood of collisions
 - Ample and diverse employment opportunities which consider both the number and size of businesses
 - A few high level indicators have been selected for the doughnut scenarios

- Options for economic indicators include economic diversity index, green jobs and low income measures
- Businesses include the social service sector
- Asking for Council direction to confirm indicators as attached to the report as a preliminary set to be used at Council's workshop
- Council workshop on May 20th or 31st, will look for Council discussion, dialogue, debate and is an opportunity for Council to ask questions and provide feedback prior to phase two engagement
- Phase two engagement is set to be launched in June and Staff are currently putting together an engagement campaign

Councillor Armstrong disconnected from the meeting at 4:25 p.m.

Committee discussion took place. Highlights included:

- Council hasn't spent enough time deciding what the goals are
- Identifying indicators without a clear goal of what is trying to be achieved
- There are some specific indicators that Council needs to have more conversation about and address
- Targets have not been established as indicators need to be set for various scenarios
- Identify targets and goals first, then determine indicators
- Some targets have been set for some topics, such as economic development and growth
- Some indicators are not fully considered because of cost associated with them
- Timelines for the project had to be taken into account to move forward in the process
- Council needs to be notified if resourcing considerations are affecting the project in order to make that decision
- Transportation targets are noted in the Transportation Master Plan
- Some targets are in the Affordable Housing Strategy
- Some targets are directional in nature
- Some targets are known in accepted standards such as the vacancy rate

Councillor Hemmens disconnected from the meeting at 4:58 p.m.

- Targets and indicators are an iterative process
- Council needing to spend time determining goals

2. Mobility Update for REIMAGINE NANAIMO

Due to time constraints it was noted this item will be discussed at the 2021-MAY-31 GPC Meeting.

6. ADJOURNMENT:

It was moved and seconded at 4:59 p.m. that the meeting adjourn. The motion carried unanimously.

C H A I R

CERTIFIED CORRECT:

CORPORATE OFFICER

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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*January 25 – Meeting Cancelled

FEBRUARY

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*April 12 – Special GPC

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*May 10 – Special Council

JUNE

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SEPTEMBER

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OCTOBER





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
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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

Deferred to Finance and Audit Committee

- Fees and Charges

Previous Topics Covered 2021

- Active Transportation
- Public Engagement report for the Animal Responsibility Bylaw
- SFN and SD68 Truth and Reconciliation -Joan Brown and Scott Saywell Presentation
- Health and Housing Task Force Final Report
- Community Amenity Contribution Policy
- Building Permit Review
- Mayor's Task Force on Recovery and Resilience
- Safety and Security
- Neighbourhood Associations

Previous Topics Covered 2019 - 2020

- Review of "Council Procedure Bylaw 2018 No. 7272"
- Neighbourhood Associations – Part 1
- Effective Advocacy Strategies
- Coordinated Strategic Policy Review 2020-2021
- Single Use Checkout Bags
- Civic Facilities – conditions, issues, plans and objectives
- Energy and Emissions Management Program
- Advocacy – Part 2
- Coordinated Strategic Policy Review 2020-2021 – Public Engagement Strategy
- Manual of Engineering Standards and Specifications Revision Update
- REIMAGINE NANAIMO Demographics and Land Inventory/Capacity Analysis Summary
- Climate Change Resilience Strategy
- Reallocation of Street Space
- Governance: Question Period/Correspondence/Proclamations/Other
- Council Resolution Update
- Reopening Strategy/Plan
- Roadway Reallocation Options
- Social Procurement
- Sustainable Procurement
- Capital Projects
- Sports Venues
- Proposed Amendments to the MoESS

Governance and Priorities Committee Agenda Planning

- Arts & Culture
- Short Term Rental/AirBnB regulations
- REIMAGINE NANAIMO “Water”
- Sanitation Review
- Animal Responsibility Bylaw
- Councillor Brown and Councillor Geselbracht re: Doughnut Economic Framework Model
- Health and Housing Task Force Update
- Environment Committee Recommendations
- Emergency Food and Nutrition Security Strateg

Timeline	Topic	Overall Ranking	Background	Format	Invitees	Desired Outcomes	Status
April	Neighbourhood Associations (Session 2 of 2)	1	Identified as a priority topic at the GPC meeting held 2020-Jan-20 (Session 1 of 2)	Invite chairs of some associations to attend and be available for the discussion. Identify what resources are available. Presentation on how neighbourhood associations work in the City and what expectations they have of Council (i.e.: how do they want to be engaged?)	Neighbourhood Association Representatives	Formalized process for recognizing neighbourhood associations and the City's role in this process. Create a new policy and criteria for neighbourhood associations moving forward including how they can be officially recognized. Defer any financial implications to Finance and Audit Committee	In progress
May	Crosswalk Safety	3	Identified as a priority topic at the GPC meeting held 2020-FEB-10	Crosswalks: report about flashing lights at crosswalks (are they beneficial, etc.). Education and information around increasing pedestrian safety at crosswalks. Costs around the lighting at crosswalks. Information Report re: Raised crosswalks at high accident intersections, Crosswalk design modelling on the new 3 D style being introduced, email had been sent to Mr. Rose Reflective tape such as is used in Ladysmith, Controlled crosswalks and the various styles Costs associated with all	At one of the multiple meetings (could be a multi-step approach): -RCMP traffic reconstructionist who can provide information. -ICBC Safety Coordinator. -Open to delegations	Could come as a next step: Professional best practice on what should be at crosswalks and what works best and why, etc. Outcome: a report that outlines all of the pros and cons of crosswalk lighting and pedestrian safety. Options/costs All crosswalks will have the latest safety features available.	In progress
Q2	1 Port Drive	7		Update from Staff on this project and next steps.		Next steps identified.	
May	Capital Planning Process	2		Included in the next budget cycle. List of projects of a strategic nature. Broad list of anticipated projects.		Workshop format with projects of a strategic nature identified. During budget process 5 to 10 year capital plan projects reviewed.	Complete
April	Safety/Security	4		Discussion on safety as a whole, resources available and streamlining or finding solutions to help all.	Business owners and residents that are impacted by the homelessness crisis. Bylaw, Police, Security, Fire	Solutions, education, and streamline resources.	In progress
Q2	Waterfront Walkway	5		Update from staff on this project and the next steps.		Next steps identified - borrowing and method.	
September	Election Signage	10		Staff report with background, updates required, policy, etc.		Election signage clarity - bylaw, policy, location, limits, time-frame, etc.	
Q4	Street Entertainers Bylaw	11		Review of current bylaw and other related bylaws (e.g. Noise Bylaw) to ensure consistencies. Update if necessary.		Consistent bylaws. Improvements if necessary.	
Q2	Vancouver Island Conference Centre	6		Information session on history; state of the union. Discussion around all uses identified and utilization of space.	Conference Centre staff	Best uses/practices determined. Utilization of space and uses identified.	
June	Sports Venues and Tourism Strategies	8		Multi-step process - venues and projects around Sport Venues will be grouped together when possible for a discussion and decision on advancing. Tourism - update from staff and next steps.		Sports tourism strategy and sports venues	

Timeline	Topic	Overall Ranking	Background	Format	Invitees	Desired Outcomes	Status
Q3	Committee Structure	9	Examining the current Committee Structure	Discussion re: suggested changes: Does Council want to re-establish committees such as Arts and Culture Parks Recreation Community Safety Would it be a forum for interested residents to learn the basics of good governance and procedures - training ground for future candidates		Council decision on moving forward with more committees, or a different committee structure.	
	Westwood Lake Amenities Overview		Review of the park amenities (Park/Trail/Parking/Use)	Staff report and review of the park amenities and use plan		Outcome desired to gain an understanding of the park use plans currently in place and improvements/plans for future use	
March	Leaders Table		The Mayor's Leaders' Table is one of the key recommendations for recovery coming from the Mayor's Task Force on Recovery and Resilience.	Discussion re: Establishing a Leaders' Table Appointment of members Establishing terms of reference Governance structure and schedule		To establish the Mayor's Leaders' Table as recommended by the Mayor's Task Force.	Complete
March	Build Nanaimo - 100,000 Voices		Nanaimo BUILDS is one of the key recommendations for recovery coming from the Mayor's Task Force on Recovery and Resilience.	Discussion re: establishing a citizen-directed campaign to generate enthusiasm for the rebuilding of all sectors of Nanaimo's community Review proposed logo concept.		To begin developing the 100,000 Voices Campaign Concept including marketing and communications plan, and a budget.	Complete
March	Art in Public Spaces - Deaccession 2021		The Community Plan for Public Art, identifies the process to ensure the ongoing care of the City's Public Art Collection, including periodic evaluation of artworks for de-accession. Three works are identified as having reached the end of their lifespan and are recommended for de-accession.	Staff report with background and recommendations.		Deaccession of three artworks from the City of Nanaimo's Public Art Collection.	Complete
March	Strengthening Communities' Service Grant Opportunity		Funding is available through UBCM on behalf of the Province and Government of Canada to assist local governments and Treaty First Nations to improve health and safety of unsheltered homeless people, and reduce community concerns about public health and safety in neighbourhoods with unsheltered homeless people seeking shelter.	Presentation and discussion		Apply for grant through UBCM.	Complete
March	Art in Public Spaces Working Group - Draft Guidelines and Process		During the 2020-OCT-05 Governance and Priorities Committee Meeting, Council endorsed the creation of an Art in Public Spaces Working Group with the purpose of providing strategic and technical advice, and expertise to Staff to advance the City's public art programs.	Discussion re: Establishing an Art in Public Spaces Working Group and Guidelines for their work.		Establishing guidelines for an Art in Public Spaces Working Group and proceeding with a call for applications.	Complete

Timeline	Topic	Overall Ranking	Background	Format	Invitees	Desired Outcomes	Status
March	Building Permit Review		Nielson Strategies Inc. was engaged in October 2020 to assist in an independent Building Permit Function Review. The consultant has provided seven recommended changes.	Review and discuss draft report from Neilson Strategies Inc.	Allan Neilson, Neilson Strategies	Referring the proposed additional Staff positions to the Finance and Audit Committee for consideration in the 2021-2025 Financial Plan; Implement remaining six recommended changes outlined in report.	Complete
April & May	Council Realignment						In progress
April	Schedule D - Affordable Housing					Committee wishes to have a further look at the bylaw when housekeeping amendments come forward.	In progress
April	Affordable Housing Strategy - Annual Implementation Update						Complete
May	Transit Redevelopment Strategy						In progress
May	Safer Systems - Pedestrian Safety/Crosswalk - Vision Zero		Council ranked #1 GPC topic - 2nd report on crosswalk safety				
June/July	Sports Tourism Strategy						
June/July	Tourism Governance Model						
June/July	Events Planning						
June/July	Community Contributions Part II						
March	REIMAGINE NANAIMO			Charrette			Complete
April	REIMAGINE NANAIMO			GPC Council options on Charrette Approval of Plan Framework			Complete
May	REIMAGINE NANAIMO		Relmagine - Transportation Policy Relmagine - Council Workshop (May 31, 2021)	Updates on Engagement and Activities Committee Feedback			In progress
June	REIMAGINE NANAIMO			Committees Feedback and Continued Engagement Updates - DRAFTING PLANS			
July	REIMAGINE NANAIMO			Phase 2 engagement numbers Phase 2 Engagement Summary Presented Draft Plans - internal staff review			
August	REIMAGINE NANAIMO			No meetings - Preparation of key plan directions and rationale			
September	REIMAGINE NANAIMO			Committees Feedback External Agency Referrals Refining Plans			

DATE OF MEETING MAY 31, 2021

AUTHORED BY JAMIE ROSE, MANAGER, TRANSPORTATION

SUBJECT MOBILITY UPDATE FOR REIMAGINE NANAIMO

OVERVIEW

Purpose of Report:

To provide Council with an update on overall mobility planning and policy development as we embark on Phase 2 of REIMAGINE NANAIMO, and spark discussion to help guide the next steps of the REIMAGINE NANAIMO process.

BACKGROUND

Under the REIMAGINE NANAIMO process, this report provides information and presents ideas for consideration through the lens of mobility. This report and presentation are intended to apprise Council of the work that has been completed and offer questions to engage in discussion, to support development of land use and mobility servicing scenarios through Phase 2 of REIMAGINE NANAIMO. The intent is to have an iterative dialogue around all modes of travel and how they will integrate into land use scenarios.

When the process of reviewing mobility policies began with REIMAGINE NANAIMO, the Nanaimo Transportation Master Plan (NTMP), and its visions, goals, and strategies were still valid and applicable. Rather than adjusting the goals, this current process focuses on investigating the strategies being employed to achieve them. Through the Phase I engagement process, aspects of mobility were identified under three of the community's goals:

- Health
- Connectivity
- Ecological Impact

Within these, three indicators were chosen to evaluate land use scenarios:

- Traffic Injury Rate
- Transportation by Mode
- Daily Trip Distance Travelled

DISCUSSION

This section provides background for each of the goals and Indicators along with discussion points that could be considered, as land use scenarios develop. Presenting this information in a GPC forum, should support a more dynamic discussion between Staff and Council which should ultimately enable Staff to more successfully support Council and the community in the next steps of REIMAGINE NANAIMO.

GOAL: Health – Indicator: Traffic Injury Rate

Safety is the highest and most universally accepted priority for all modes of transportation. It is the first of the six visions outlined in the NTMP and affects all modes of transportation. Through REIMAGINE NANAIMO, Staff propose to adopt a Vision Zero Policy statement. Vision Zero speaks to the goal of reducing motor vehicle related fatalities and severe injuries to Zero. In order to make this a meaningful statement, it is essential to include time-based goals in Nanaimo's policy documents.

Successful policy also requires an accompanying action plan. Staff do not envision developing the specific action plan through REIMAGINE NANAIMO, but instead, plan to create a toolkit and implementation strategy following the adoption of the new Official Community Plan and the Active Transportation Strategy.

Considerations for adopting a policy statement and providing direction to develop an implementation strategy:

- **Consider what elements of transportation safety the City controls? Examples are road design (complete streets), speed limits (through signage, not bylaw), and establishing priorities for enforcement.**
- **Consider what elements the City does not control? (Provincial legislation, judicial system, or driver education.)**

GOAL: Connectivity and Ecological - Indicators: Transportation by Mode and Daily Trip Distance Travelled

Walking:

The NTMP envisions a near doubling of walking trips. It is important to create a system that makes walking a desirable option. Pedestrian mobility and thoughtful land use planning go hand in hand. Locating residential use close to employment and recreational services is paramount as more people will choose to walk if the distances are short. Typically, the maximum walking distance is 600-800m, or 10 to 13 minutes of walking.

When land use is well planned, daily travel distance is shorter. To support walking, the next priority is a walking network that is direct, comfortable and safe. New developments are obliged to build transportation infrastructure to current design standards. These standards have changed over the years, and some areas of the City were developed with little consideration for walking. The City has historically approached intersection (crosswalk) and corridor (sidewalk) upgrades through a reactive process. There is a technical process for evaluating and prioritizing requests from residents as to which areas are not currently meeting expectations. This process

has enabled bridging gaps in the network, but has inhibited efforts to establish a strategic and systematic effort to achieve walkable communities.

As part of the data collection and baseline information gathering, a review of the City's prioritization processes shows that the system being used is complex, but is consistent with peer communities such as Vancouver and Kelowna, BC, Bellingham, WA, and Boulder, CO. The emerging recommendations are to streamline the process to make it more universally understood, transparent, and to create guidelines or policy for the proactive prioritization of locations that serve direct connections, and where conflicts are known or suspected to occur. Land use scenarios will need to be confirmed before this process can take place.

Considerations when discussing land use and mobility servicing scenarios with aspirations to encourage and empower walking:

- **When planning investments in walking infrastructure, consideration will need to be made for balancing priorities. Ex. Determining weighting factors for safety vs economic equity?**
- **If a diffuse land use scenario is being considered, what level of service will be expected, how will that be resourced?**
- **How should Staff balance proactive walking investments against reactive requests?**

Biking:

The NTMP states the current goal for biking mode share is an increase by a factor of 5, raising it from 1% to 4% by 2041. Biking is an economical, healthy, sustainable and fun way to travel moderate distances. Commuters will typically ride up to 5km / trip). The most common challenges cyclists identify are:

- Consistency of facilities
- Lack of end of trip facilities (secure storage, etc).

The City's newly adopted Complete Streets Road Standard is foundational in providing design standards that support All Ages and Abilities of rider; however, implementing these standards on a City wide basis exceeds current resource capacities.

As land use scenarios evolve, Transportation and Parks Planning Staff will use existing usage data as well as feedback from the community to develop a network of primary, secondary, and tertiary biking, and multi-use routes connecting residents to their destinations. This information will then be cast into a prioritization policy for future implementation.

Considerations when discussing land use and mobility servicing scenarios with aspirations to encourage and empower biking:

- **How can existing cycling networks support potential land use scenarios?**
- **Can every neighbourhood be connected for cycling?**
- **What level of service for maintenance will be expected or can be provided for each level of hierarchy or route?**

Transit:

The current Official Community Plan aims to make transit a more economical, convenient and practical means to move around the City, but also acknowledges that changing mobility patterns will only come about with increased densities in Urban Nodes along corridors within neighbourhoods. The current plan does not distinguish transit's dual roles to:

- Provide basic mobility for people without transportation alternatives (service coverage), and
- Attract demand that would otherwise drive (ridership).

As land uses scenarios evolve through Phase 2, this vision will need to be adapted.

Of the various modes of travel within Nanaimo, transit is the one that the City has the least influence over. The Regional District of Nanaimo (RDN) is the local government operator of the transit service, working alongside funding partner, BC Transit. Fortunately, the City and RDN have a strong working relationship and between the Transit Future Plan and the NTMP, the agencies are already aligned in their goals. The City and RDN have partnered to deliver the Transit Redevelopment Strategy concurrent to REIMAGINE NANAIMO, ensuring that transit will be part of forming a holistic land use and mobility strategy. The Transit Redevelopment Strategy has not progressed as far as REIMAGINE NANAIMO, but the collaboration between agencies and sharing of information will ensure that both processes support the needs of the community.

Considerations when discussing land use and mobility servicing scenarios with aspirations to integrate transit:

- **How should transit service design and resources be allocated between service coverage and attracting ridership?**
- **What direct or indirect factors could the City consider to support transit?**
 - **Parking management strategies at high density employment centers?**
 - **Land use that favours employment in centres and nodes with higher density residential at nodes and along priority corridors.**
 - **Transit prioritization on major corridors?**

CONCLUSION

Through REIMAGINE NANAIMO and the variety of other background investigations, Staff are gaining a stronger understanding of what residents' aspirations are for Nanaimo. We are now at a juncture of developing scenarios on how best to meet these expectations within the City's means. The development of land use schemes and evaluating them against indicators will enable the teams involved to prepare a mobility servicing strategy.

SUMMARY POINTS

- Engagement and background data collection is complete.
- Indicators for assessing land use scenarios have been identified.
- Supplemental considerations have been identified for discussion and development of potential land use scenarios.
- Next step is to identify land use scenarios and model mobility servicing.

Submitted by:

Jamie Rose
Manager, Engineering

Concurrence by:

Poul Rosen
Director, Engineering



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THE HARBOR CITY

Mobility Update for REIMAGINE NANAIMO

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GATHERING IDEAS
SUMMER - WINTER 2020

PHASE 2
EXPLORING OPTIONS
WINTER - FALL 2021

PHASE 3
DEVELOPING PLANS
FALL - WINTER 2021/2022

Land Use Scenarios and Mobility

PEDESTRIANS
BICYCLES
TRANSIT
COMMERCIAL VEHICLES
CAR

LAND USE

Conventional

Fused Grid

Traditional

Indirect
Disconnected
Hard to Navigate
Less Walkable

Direct
Connected
Easy to Navigate
More Walkable

How long is a 500m detour for...

	45sec
	2min
	7min

reimagine
NANAIMO

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Mobility Update for REIMAGINE NANAIMO

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Policy/Community Feedback

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Mobility Update for REIMAGINE NANAIMO

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Visions and Goals

<https://visionzero.ca/the-safe-systems-approach-for-road-safety/>

2041 NTMP Target

Target: +45,000 more sustainable trips per day by 2041.

Nanaimo Transportation Master Plan Visions

Shorter trips = less driving

Fewer future driving trips per capita over shorter distances will help reduce traffic growth.

14km
commute
day

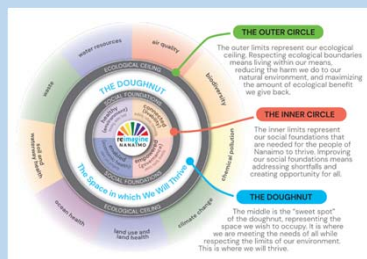
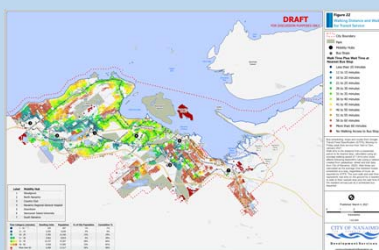
10km
per week
day

Mobility Update for REIMAGINE NANAIMO



Transit

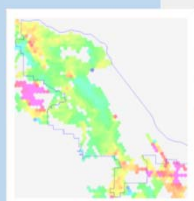
- REIMAGINE – 25yr vision
- Transit Redevelopment Strategy – 5yr vision



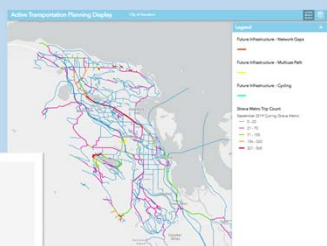
Mobility Update for REIMAGINE NANAIMO



Cycling



Current
Bikability



Current Cycling
Activity



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Mobility Update for REIMAGINE NANAIMO

Pedestrian – Planning and Prioritizing





- Update on work done
- Preview of discussions for future deep dive (concurrent to land use scenario discussions)
- Development of toolkit and implementation strategy in Phase 3

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THE HASTINGS COAST

Pedestrian Planning Scoping Study

Overview



-  Study Overview
-  Review Relative to other Peer Cities
-  Scoping Study Findings
-  Next Steps



Study Summary





1. Existing Process to Plan & Implement Pedestrian improvements
2. Best Practices and Case Studies
3. Federal and Provincial Guidance
4. Recommendations



Commercial Street, Nanaimo

(Royal LePage)

<div> <div>CITY OF NANAIMO</div> <div>  </div> </div> Nanaimo Relative to Case Study Cities				
	Nanaimo, BC	Bellingham, WA	Boulder, CO	Kelowna, BC
Population (2019 and 2020)	97,619	91,610	105,673	142,146
Area	91.30 km ²	79.02km ²	70.86km ²	211.82km ²
Density	1,069/km ²	1,159/km ²	1,491/km ²	671/km ²
Pedestrian mode share	6% ¹	8% ²	5% ³	6% ⁴
Sustainable transportation mode share	12% ⁵	16.1% ⁶	42% ⁷ (all trips)	19% ⁸
Long-term sustainable mode share target	24% (2041)	33% ⁹ (2036)	65% ¹⁰ (2035)	Undetermined
Sustainable transportation mode includes walking, cycling, and public transit.				
<div>  </div>				

Infrastructure Improvement Process



(Todd Sanderson, Nanaimo News Bulletin)

1. Strategic Planning
2. Identification & Prioritization
3. Selection of Treatment Options
4. Implementation
5. Monitoring & Evaluation
6. Communication, Engagement & Celebration



Strategic Planning



**Nanaimo
Transportation Master Plan**



planNanaimo
Official Community Plan

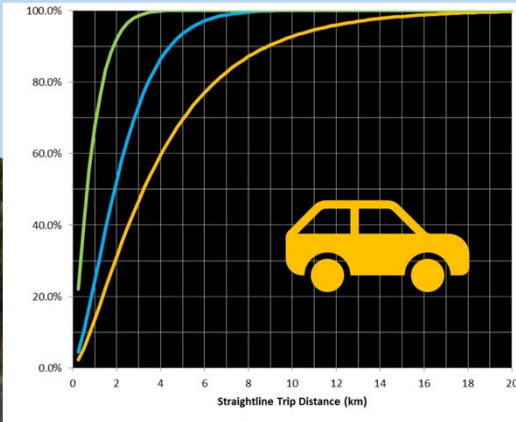



**2019-2022
Strategic Plan**
Revised March 2, 2020




Strategic Planning

(Discussion Paper #1,
Existing Conditions
2013)





(Google Street View)



Strategic Planning Recommendations



- Work toward consensus on the Vision and Principles
Align Vision, Principles, Goals, and Targets
- Combine long-range aspirational targets with achievable short-term targets
- Support targets with a flexible and adaptive Action Plan
- Take advantage of concurrent projects to improve or extend the pedestrian network



Strategic Planning Recommendations



Take advantage of concurrent projects to improve or extend the pedestrian network



Metral Dr.



Identification & Prioritization



Identification & Prioritization



$$\text{Sum of Risk} = \left(\text{Total Pedestrian Outputs} \times \text{Total Risk Outputs or Combined Factor} \right) / 10$$

Pedestrian Outputs

Population density, amenities nearby, distance to transit stops, schools, hospitals and senior residences,

Risk Outputs

Traffic speed & volume, block length, intersection density, quality and extent of existing pedestrian facilities nearby



Identification & Prioritization Recommendations

- Make the process transparent
- Use criteria that is easy to calculate
- Establish proactive and reactive processes



Bicycle counter,
Galloping Goose
Victoria, B.C.
(BCATDG)



Identification & Prioritization - Bellingham

Criterion	Max Points	Possible Points	Measurement
Safety	10	10	3 or more collisions
		6	2 collisions
		3	1 collision
Posted Speed	10	10	> 40 mph
		5	> 30 mph
		3	< 30 mph
Traffic Volume	10	10	Very High
		8	High
		6	Moderate
		4	Low
		2	Very Low
Economic Equity	34	0 - 34	High Scores for areas with subsidized rental housing. Low Scores for high end single family.

G.D3

Selection of Treatment Options



Takes into account:

- Existing conditions –
speeding, yield compliance, latent demand
- Available funding & resources
- Opportunities & constraints presented by concurrent engineering projects



Selection of Treatment Options



Boundary Ave and Nightingale Crescent



Selection of Treatment Options



Pine Street at Wentworth Street



Selection of Treatment Options



Cliff Road near Comox Road



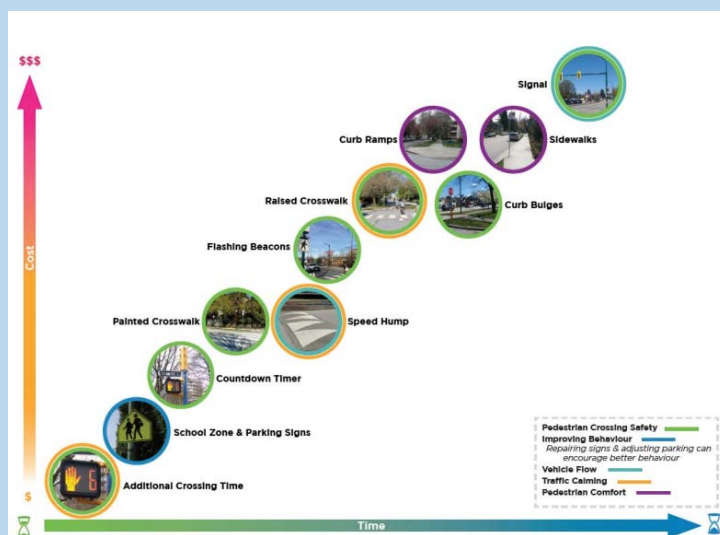
Selection of Treatment Option Recommendations

- Consider a decision-making flowchart
- Allow for exceptions & consideration of other options
- Make the selection process more transparent
- Align treatment options with best practices



Selection of Treatment Option Recommendations

Making the selection process more transparent



City of
Vancouver



Implementation



Crosswalk work on Metral at Aulds Road, Nanaimo

(Nanaimo News Bulletin)

Implementation Recommendations



- Be clear about factors that influence implementation
- Leverage inspiration from those that have achieved ambitious cross jurisdictional projects
- Seek out alliances to pursue shared objectives
- Focus limited resources where they will leverage impact



Implementation Recommendations



Seek out alliances to pursue shared objectives



Stewart Ave at Rosehill St.



Monitoring and Evaluation



New Westminster S4P
(HUB/HappyCity)



Monitoring & Evaluation Recommendations



- Establish and track progress toward a robust set of targets
- Include long-range and achievable interim targets
- Recognize that both perceived and objectively-measured outcomes are important



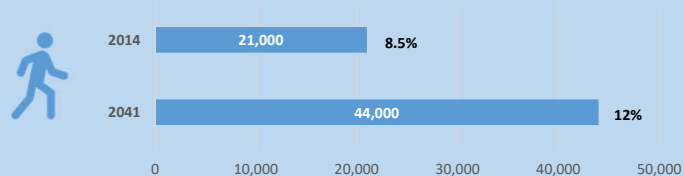
Monitoring and Evaluation



Transportation Master Plan Goals

- Make walking safer
 - More comfortable
 - More accessible
 - Create more and better places to walk
- Encourage more people to walk more often

Establish and track progress toward a robust set of long-range and achievable interim targets



Communications & Engagement



Reimagine Nanaimo
Stakeholder Meeting



Communications & Engagement Recommendations



- Encourage consistency and scale-appropriate communications and engagement
- Expand the diversity and frequency of engagement opportunities
- Include celebration as a way to build community buy-in



IMPROVED PEDESTRIAN INFRASTRUCTURE

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



Communications & Engagement



Include celebration as a way to build community buy-in



Georgia Greenway, Phase One Opening

Recommendations



19 recommendations broken down into 6 categories that reflect the planning process

1. Strategic Planning
2. Identification & Prioritization
3. Selection of Treatment Options
4. Implementation
5. Monitoring & Evaluation
6. Communication & Engagement



Next Steps



Update processes for Sidewalk Infill & Roadway Crossings

1. Align the tool with Nanaimo's goals
2. Refine the selection and prioritization tool
3. Update assessments undertaken using the existing tools
4. Use the updated tool to proactively assess high priority locations
5. Compare and reprioritize locations identified in steps 3 & 4
6. Communicate the adjustments to stakeholders and the public



Next Steps



Develop a long-range pedestrian plan that aligns with future land use.

Create a plan that will identify quantifiable targets that reflect Nanaimo's goals for

- More walking
- Safer
- Improved equity
- Improved accessibility

Establish short and long-range targets to keep Nanaimo on track to achieve its long-range Vision



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Mobility Update for REIMAGINE NANAIMO

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SUMMER - WINTER 2020

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Land Use - Compact and Direct

How long is a 500m detour for...

45sec
 2min
 7min

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Safety – Vision Zero/Safer Systems Approach

Complete Street Design


Reduce Operating Speed

<https://visionzero.ca/the-safe-systems-approach-for-road-safety/>

2007-2011 Collision Rates

CITY OF NANAIMO
THE HASTINGS COAST

Mobility Update for REIMAGINE NANAIMO



Mobility Phase 2 Objectives


Assess Land Use Scenarios to:

- Support mobility needs
- Promote mode shift
- Reducing distance traveled

Future Phase 2 Deep Dives:

- Walkability
 - Prioritization and Toolkit workshop
- Transit Integration
 - Aligning Land with Use Transit – TRS Update

Vision Zero will be discussed in Phase 3



CITY OF NANAIMO
THE HASTINGS COAST

REIMAGINE Steering Committee feedback

- **Feedback?**
- **Thoughts on next steps?**
- **Other comments?**



Accommodation in Recreational Vehicles *Zoning Regulations*

2021-APR-26

City of Nanaimo Governance and Priorities Committee

Jeremy Holm, Director of Development Approvals

Lainya Rowett, Manager, Current Planning

Temporary Accommodation in RVs

1. Allowed during construction of a single dwelling with an active building permit; no renting or letting of RVs (6.7.7).
2. Allowed for non-paying guests of the owner or occupant of a single dwelling on the lot (maximum 42 days in a calendar year); no renting or letting of RVs (6.7.8).



Temporary Accommodation in Campgrounds

- Allowed in a *campground* on properties zoned Agricultural Rural Residential (AR1) up to 90 days in a calendar year (8.2.1).

CAMPGROUND - means a site intended for the temporary accommodation of travellers for vacation or recreational purposes in recreational vehicles or tents which are not occupied as principal residences and *excludes a mobile home or recreational vehicle park*, but may include one or more of the following as accessory uses limited to the occupants of the campground, laundry facility, washroom, and shower facilities, convenience store, restaurant, office and recreational facilities.

Temporary or Permanent Accommodation in Recreational Vehicle Parks

- Allowed in a *recreational vehicle park* on properties zoned Recreational Vehicle Park (R11):

RECREATIONAL VEHICLE PARK - means a site intended for the **temporary or permanent** accommodation of persons in *recreational vehicles or park model trailers*, and excludes a mobile home park or campground, but may include an accessory laundry facility, washroom and shower facility, convenience store, office, storage area, and recreational facilities provided such uses are limited to the occupants of the recreational vehicle park.



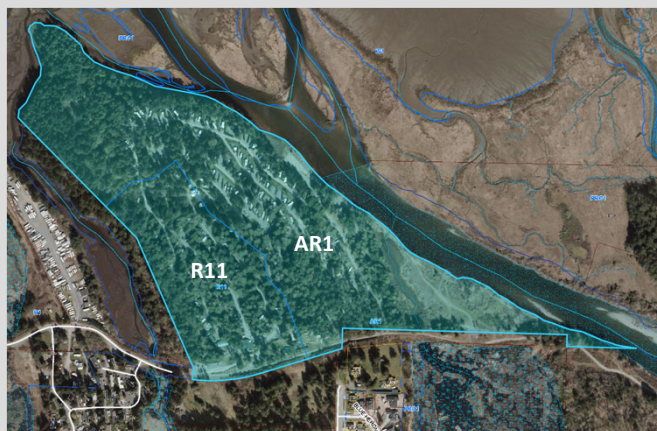
Temporary or Permanent Accommodation in Recreational Vehicle Parks

RECREATIONAL VEHICLE - means any camper, travel trailer, fifth wheel or motor home with a maximum width of 2.6m in transit mode which can be used to provide sleeping accommodation and which is capable of being licensed for highway use pursuant to the Motor Vehicle Act or any subsequent Act or Acts which may be enacted in substitution therefore.

PARK MODEL TRAILER - means a recreational unit that conforms to the CAN/CSA Z-241 series of standards for park model trailers at the time of manufacture, with a width greater than 2.6m in transit mode and a maximum gross floor area of 50m² when in the setup mode.



Existing Recreational Vehicle Parks within the City



Living Forest Campground, 6 Maki Road

Existing Recreational Vehicle Parks within the city



Resort on the Lake
1142 Woss Lake Drive



Westwood Lake RV
380 Westwood Road

Permanent Accommodation in RVs

- Not permitted outside Recreational Vehicle Park zone (R11).
- Challenges:
 - RVs designed for recreational use; don't meet the same health and safety standards, site servicing requirements as dwelling units.
 - RVs are not permitted to connect to City services; they can't provide required pressure to maintain servicing flows. RV Parks are designed to accommodate RV sewer and water hookup.
- Other considerations:
 - Fire protection, neighbourhood impacts, etc.



Affordable Housing Strategy

- AHS recommended action (2.3.d) to explore ways to incentivize smaller units and diversify housing:

2.3.d. Consider approaches to allow accommodation in recreational vehicles in mobile home parks and possibly in other residential areas.

STRATEGIC DASHBOARD 04.20.2021

COMMUNITY RESILIENCE & LIVABILITY through COLLABORATION	
COUNCIL PRIORITIES (Council/CAO)	
NOW <ol style="list-style-type: none"> 1. RE-IMAGINE NANAIMO: Phase II Engagement 2. SFN: Protocol Agreement Working Group (PAWG) 3. PUBLIC SAFETY: Strategy 4. HEALTH & HOUSING: Transition Plan 5. NANAIMO PROSPERITY AGENCY: Implementation 	ADVOCACY/PARTNERSHIPS <ul style="list-style-type: none"> • Mayor's Task Force • BC Housing • Snuneymuxw First Nation (SFN) • Vancouver Island University (VIU) • Nanaimo Port Authority (NPA) • School District 68
NEXT <ul style="list-style-type: none"> • 2022 BUDGET • MAJOR FACILITIES: Direction • WATERFRONT WALKWAY 	
ORGANIZATIONAL EXCELLENCE (cross cutting most Departments)	
<ol style="list-style-type: none"> 1. RE-IMAGINE NANAIMO: Integration of Plans & Studies 2. COVID: Recovery and Service/Workplace Adjustment 3. EDRMS: Pilot 4. CAMS: Implementation 5. VICC Technology Upgrade 6. 2022 Business Plans 7. Policies/Bylaw Review 	
OPERATIONAL STRATEGIES (CAO/Staff)	
CHIEF ADMINISTRATIVE OFFICER (Jake) <ol style="list-style-type: none"> 1. SFN: PAWG - Ongoing 2. TASK FORCE IMPLEMENTATION -MTF, HHTF, Ec Dev 3. PUBLIC SAFETY: Strategy - April <ul style="list-style-type: none"> • MAJOR FACILITY: Direction 	CAO OFFICE (LEG. SERVICES/COMMS/HR) (Sheila/John) <ol style="list-style-type: none"> 1. EDRMS: Pilot Completion– May 2. Bylaws/Policies: Phase II - June 3. Annual Report: Finalize - June <ul style="list-style-type: none"> • MAJOR FACILITY: Public Campaign • Corporate Communication Strategy
ENGINEERING & PUBLIC WORKS (Bill) <ol style="list-style-type: none"> 1. MF- NOC: Business Case – Aug 2. Asset Management Plan: Cost Update - Sept 3. Facilities Master Plan: Proposal - Sept <ul style="list-style-type: none"> • Storm Utility Strategy • CAMS : Implementation Kick-off 	FIRE RESCUE (Tim) <ol style="list-style-type: none"> 1. Master Plan: Priorities and Approval - Aug 2. Dispatch: Implementation – July 3. Fire Station #1 Status: Update - Oct <ul style="list-style-type: none"> • Collective Bargaining • Integrating New Positions
CORPORATE SERVICES (Shelley) <ol style="list-style-type: none"> 1. Intelligent City Strategy: Scope - May 2. CAMS: RFP - July 3. MF - RCMP Detachment: Business Case – July <ul style="list-style-type: none"> • Mayor's Leaders' Table: Structure and Convene • 2022 Capital Matrix 	PARKS, RECREATION & CULTURE (Richard) <ol style="list-style-type: none"> 1. PRC Master Plan Report - June 2. COVID Operational Impacts: Options – Sept 3. DOWNTOWN EVENTS: Program <ul style="list-style-type: none"> • LEAP Program: Review • COVID Adaptation: Reopening Plan
RCMP (Lisa) <ol style="list-style-type: none"> 1. MF RCMP Facility: Location/Cost Analysis - July 2. Situation Table: Training - June 3. Community Response Unit: Implementation - June <ul style="list-style-type: none"> • Community Safety Initiative: Awaiting Results • Targeted Traffic Enforcement CRU/CSI: Pending 	PLANNING & DEVELOPMENT (Dale) <ol style="list-style-type: none"> 1. REIMAGINE NANAIMO: Phase II – [date] 2. HEALTH + HOUSING ACTION PLAN: MOU - May 3. WATERFRONT WALKWAY: Engagement – May <ul style="list-style-type: none"> • Doughnut Economy Model • Nanaimo Prosperity Agency