MERGED AGENDA
GOVERNANCE AND PRIORITIES COMMITTEE MEETING

Monday, June 14, 2021, 1:00 P.M.
SHAW AUDITORIUM, VANCOUVER ISLAND CONFERENCE CENTRE
80 COMMERCIAL STREET, NANAIMO, BC

SCHEDLUED RECESS 3:00 P.M.

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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 - 11

Minutes of the Governance and Priorities Committee Meeting held virtually on Monday, 2021-MAY-31 at 10:01 a.m.

5. AGENDA PLANNING:

a. Governance and Priorities Committee Agenda Planning — 12 - 18

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

6. REPORTS:

a. REIMAGINE NANAIMO:

1. REIMAGINE Nanaimo - Scenarios Workshop and Public Engagement Update — 19 - 31

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

Presentation:

1. Lisa Bhopalsingh, Manager, Community Planning.

b. GOVERNANCE AND MANAGEMENT EXCELLENCE:

1. Policy Renewal Project Update 32 - 41

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

[Note: PowerPoint presentation to be distributed on the Addendum.]

*Purpose: To update Council on the status of the Policy and Bylaw Renewal Projects and to present a number of outdated or redundant Council policies for repeal.*

Presentation:

1. Karen Robertson, Deputy City Clerk, Legislative Services.

Recommendation: That the Governance and Priorities Committee recommend that Council repeal the 101 outdated or redundant Council policies highlighted in red within the Table of Contents linked to the June 14, 2021 report by the Deputy City Clerk.

*1. Add PowerPoint Presentation titled Bylaw and Policy Renewal Project Update* *42 - 47*

c. ENVIRONMENTAL RESPONSIBILITY:

d. ECONOMIC HEALTH:

e. COMMUNITY WELLNESS/LIVABILITY:

## 7. ADJOURNMENT:

**MINUTES**
GOVERNANCE AND PRIORITIES COMMITTEE MEETING
VIRTUAL MEETING
MONDAY, 2021-MAY-31, AT 10:01 A.M.

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Present: Councillor Z. Maartman, Chair (joined electronically)
Mayor L. Krog, (joined electronically)
Councillor S. D. Armstrong (joined electronically 11:00 a.m.)
Councillor D. Bonner (joined electronically 10:53 a.m.)
Councillor T. Brown (joined electronically)
Councillor B. Geselbracht (joined electronically)
Councillor E. Hemmens (joined electronically)
Councillor I. W. Thorpe (joined electronically)
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)
J. Holm, Director, Development Approvals (joined electronically)
P. Rosen, Director, Engineering (joined electronically)
L. Bhopalsingh, Manager, Community Planning (joined electronically)
F. Farrokhi, Manager, Communications (joined electronically)
J. Rose, Manager, Transportation (joined electronically)
D. Blackwood, Client Support Specialist (joined electronically)
S. Gurrie, Director, Legislative Services (joined electronically)
K. Gerard, 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 10:01 a.m.

Councillor Maartman, Chair, stated that the flags at City Hall would be lowered to half-mast for the week to recognize the lost Indigenous children of the residential school system in Canada. Councillor Maartman advised that Council and the City of Nanaimo stand with all the families of those children and recognize that this is a negative chapter in Canadian history.

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 Minutes of the Governance and Priorities Committee meeting held virtually on Monday, 2021-MAY-10 at 1:00 p.m. be adopted as circulated. The motion carried unanimously.

4. AGENDA PLANNING:

1. Governance and Priorities Committee Agenda Planning

Introduced by Sheila Gurrie, Director, Legislative Services.

Sheila Gurrie, Director, Legislative Services, spoke regarding the agenda planning documents and stated that Council will have an opportunity in late June or early July to discuss the priority items and to make changes or additions if needed.

5. REPORTS:

a. REIMAGINE NANAIMO:

1. Mobility Update for REIMAGINE NANAIMO

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

Presentation:

1. Jamie Rose, Manager, Transportation, and Gavin Davidson, GJD, Planning and Design, provided the Committee with a PowerPoint presentation. Highlights included:

- Phase 1 of the REIMAGINE Nanaimo process involved gathering information and community feedback
- Phase 2 will include exploring options with a Council workshop to be held on 2021-MAY-31 regarding land use and active transportation
- Staff are working with BC Transit and the Regional District of Nanaimo (RDN) regarding land use planning and active transportation
- Phase 3 will involve development of the plans based on Council and community feedback
- Staff are working with all partnering agencies to ensure they understand the needs and wants of the community, stakeholders, BC Transit and the RDN
- Working along side the Ministry of Transportation to ensure land use and mobility planning align with the Ministries goals and visions
- Safety is the primary concern of the community along with connectivity, sustainability, accessibility and affordability

- Staff have shared information gathered through the REIMAGINE Nanaimo process with BC Transit and the RDN
- Data collected through REIMAGINE Nanaimo shows that the areas in Nanaimo with the longest walk and transit wait times are also the lower income areas

Committee discussion took place regarding investment and education in lower income areas to promote walkability, ridership with BC Transit and cycling.

Jamie Rose, Manager, Transportation, continued his presentation. Highlights included:

- Once the Phase 2 engagement process is completed Staff will return to Council or the Committee with land use scenarios regarding active transportation and explore options and plan for the implementation strategies
- Phase 1 allowed Staff to see where there are gaps in walkability and cycling and how those gaps can be filled
- Completion of Metral Drive will connect all ages and abilities from the North End to downtown Nanaimo via the E&N Trail system
- Land use planning will enable Staff and Council to see areas where building and investing will have the most positive impact on active transportation
- The normal method of data collection used for analysis has been fairly technical and left the public with an unclear picture of the priority areas for pedestrian and cycling safety
- Staff are looking to find a way to be more transparent and easily understood by the public and enhance community feedback/concerns

Gavin Davidson, GJD, Planning and Design, continued the presentation. Highlights included:

- Pedestrian planning scope study included existing processes and improvements, best practices, Federal and Provincial guidance and recommendations to the Committee
- Comparison cities included Bellingham, WA, Boulder, CO, and Kelowna, BC which are relative in size to Nanaimo
- Findings showed that Nanaimo is lower in sustainable transportation but is in a good position to integrate active transportation into future development/land use plans
- Nanaimo's long term sustainable mode share target is lower than the comparable cities
- Infrastructure improvement process should include the following:
    1. Strategic planning
    2. Identification and prioritization
    3. Selection of treatment options
    4. Implementation

5. Monitoring and evaluation
6. Communication, engagement and celebration

- Nanaimo's Transportation Master Plan provides direction and guides the policies and principles for investment, vision and goals that support the City's commitment to active transportation
- Strategic planning needs to ensure it acknowledges missing pedestrian links on high speed roads and roads built before City standards of active transportation were recognized
- Strategic Planning recommendations include:
  - Working toward consensus on the vision and principles
  - Combine long range targets with short term goals
  - Support targets with a flexible and adaptive action plan
  - Take advantage of current projects to improve or extend the pedestrian network
- Identification and Prioritization recommendations include:
  - Ensure the process is transparent
  - Use criteria that is easy to calculate
  - Establish proactive and reactive measures
- Take a proactive approach by building pedestrian and cycling links into current and future development projects
- Bellingham, WA, uses a scoring method to prioritize intersections and areas in need of improvements based on safety, posted speed and traffic volumes
- These scores are easy to understand for Staff and the public

Committee discussion took place regarding gentrification and change in priorities.

Gavin Davidson, GJD, Planning and Design, continued the presentation. Highlights included:

- Evaluating areas in need of pedestrian improvement should also take into account professional judgement, existing conditions, average speed of vehicles, available funding and resources
- Implementation can include curb extension, overhead flashing lights, medians and raised crosswalks
- Selection of treatment option recommendations include:
  - Creating and using a decision making flowchart
  - Allow for exceptions and consideration of other options
  - Make the selection process more transparent
  - Use best practises in treatment options
- Through transparency the public can see the factors that influence priority items such as cost, project readiness and availability of resources
- Implementation recommendations include:
  - Clearly define the factors that influence implementation
  - Seek alliances to pursue shared objectives
  - Focus limited resources where they will leverage impact

- Monitoring and evaluation allows for public input and concerns on pilot pedestrian projects and for Staff to hear how changes directly affect those with accessibility concerns
- Monitoring and evaluation recommendations include:
  - Establish and track progress toward a robust set of targets
  - Include long-range and achievable interim targets
  - Recognize that perceived and actual outcomes are important
- The goals included in the Transportation Master plan include pedestrian safety, accessibility and to create more and better places to walk
- The City has a goal to increase walkability by 12% by 2041 but it is important to set goals and targets for every 2 – 3 years to see if targets are being met
- Communication and Engagement recommendations include:
  - Consistent and measured communications and engagement
  - Expand the diversity and frequency of engagement
  - Include celebration or "quick wins" as a way to build community support
- A total of nineteen recommendations have been provided and broken down into six categories
- Next steps include:
  - Updating the process for sidewalk infill and roadway crossings
  - develop a long-range pedestrian plan that aligns with future land use
  - create short and long-range targets that align with Nanaimo's goals

Councillor Bonner joined the meeting electronically at 10:53 a.m.

Committee discussion took place. Highlights included:

- Concerns regarding commercial delivery routes and frequent stopping areas
- Lack of pull out areas for transit
- Conducting a study on the increase or decrease in delivery times for commercial and/or delivery companies within the complete streets projects

Jamie Rose, Manager, Transportation, advised the Committee that a conversation regarding goods movement is important in this process as it is essential to our daily lives and the economy.

Committee discussion took place. Highlights included:

- Boulder, CO, and how it achieved 42% sustainable transportation modes

- Transparency around planning and implementation of land use and active transportation

Gavin Davidson, GJD, Planning and Design, advised the Committee that:

- Boulder, CO, gained their 42% sustainable transportation mode by building a community that aligns with all the objectives stated in their transportation plan, created an effective transit system and created a cycling network that connects key origins and destinations
- Transparency could include a web based portal that is easily accessible to the community where the short and long-term goals are clearly defined and shows the outcomes of monitoring pilot projects before and after completion
- The portal could also include an area for public input and feedback

Councillor Armstrong joined the meeting electronically at 11:00 a.m.

Committee discussion took place. Highlights included:

- Concerns regarding narrow lanes which can effect transit and commercial deliveries as well as cause an increase in frustration for motor vehicle drivers
- The City meeting and completing the goals and objectives of the Transportation Master Plan
- Refining the active transportation nodes

Gavin Davidson, GJD, Planning and Design, advised the Committee that ensuring space for commercial and emergency vehicles should be done on a case-by-case basis. He stated that this is the reason monitoring pilot or completed projects is so important.

Jamie Rose, Manager, Transportation, continued the presentation. Highlights included:

- Staff are looking at ways to be more opportunistic when projects are planned to ensure that active transportation can be included in the project
- Land use scenarios will include visioning exercises to show the potential growth of the community and how this will integrate into the Transportation Master Plan
- Goals identified through Phase 1 of the REIMAGINE Nanaimo process include reducing injury rates with a Vision Zero target in Phase 3
- The safer systems approach involves four main factors: drivers, operating speed, road designs and vehicle designs
- The design of complete streets is based on ensuring separation from vehicles, pedestrians and cyclists and creating

an environment that makes it less comfortable for motorists to speed
- Staff plan on having a workshop with the RDN and BC Transit after Phase 2 and the land use scenarios are created

Committee discussion took place regarding the complete street design, safety for residents backing out of their driveways on Metral Drive, monitoring Metral Drive for safety and a decrease or increase in traffic collisions.

The Governance and Priorities Committee recessed at 11:29 a.m.
The Governance and Priorities Committee reconvened at 11:35 a.m.

b. COMMUNITY WELLNESS/LIVABILITY:

1. Councillor Maartman re: Permanent Recreational Vehicle Accommodation

Introduced by Dale Lindsay, General Manager, Development Services.

Presentation:

1. Jeremy Holm, Director, Development Approvals, provided the Committee with a PowerPoint presentation. Highlights included:

- The City does have provisions for allowing temporary and permanent accommodation in recreational vehicles (RV's)
- Temporary accommodations are allowed:
  - During construction of a single dwelling for residents of the dwelling
  - For non-paying guests of the owner/occupant of a single dwelling for a maximum of 42 days in a calendar year
  - In a campground on properties zoned Agricultural Rural Residential (AR1) for up to 90 days in a calendar year
- Nanaimo is unique in that we have locations where temporary and permanent RV accommodations are allowed
- Temporary or permanent locations include a portion of Living Forest Campground, Resort on the Lake (1142 Woss Lake Drive) and Westwood Lake RV (380 Westwood Road)
- Challenges with permanent accommodation in an RV outside of the specified zones include grey and black water disposal, electrical systems, and how to charge for property taxes and user rate fees
- The Affordable Housing Strategy recommends consideration of allowing RV's in mobile home parks and creation of other areas where RV's could be lived in on a permanent basis
- Staff are researching expanding the definition of secondary suites to include modular units based on lot size and services (hook-ups) available

- Allowing more permanent RV accommodations could discourage funding and grants for more permanent housing solutions

Committee discussion took place. Highlights included:

- Concerns regarding capacity to hold grey water and sewage waste and where these can be offloaded
- Steps needed to be taken in order to allow more permanent RV accommodations such as bylaws or policies
- Creating a bylaw or policy that clearly lays out the rules for RV accommodation to address disposal of grey water and sewage, proper water and electrical hook-ups and safety much like a carriage house
- Allowing for RV's in mobile home parks or creating more mobile home parks

Jeremy Holm, Director, Development Approvals, continued his presentation. Highlights included:

- Staff could return to the Committee at a future meeting with a fulsome report for discussion
- Consultation and public engagement would be required
- The RDN may be better equipped to accommodate another mobile home park as they have more rural land use areas
- Concerns regarding displacement of people who currently live in mobile home parks in park type RV models which are designed for permanent accommodation

Dale Lindsay, General Manager, Development Services, advised the Committee that:

- In order to change the zoning an amendment would have to be made to the zoning bylaw which would require consultation and a Public Hearing
- There has not been a new mobile home park built in Nanaimo for approximately 25 years
- There is little land in Nanaimo left suitable for mobile home parks and the land that remains is more suited to high density developments

Committee discussion took place. Highlights included:

- Insurance companies have no issue insuring RV's for permanent use
- Ensuring a minimize property size if an owner wanted to allow a permanent RV on their property as well as property water, sewer and electrical hook ups

It was moved and seconded that the Governance and Priorities Committee recommend that Council direct Staff to prepare a report on the options available to support permanent recreation vehicle accommodation. The motion carried.
*Opposed:* *Mayor Krog, Councillors Brown and Thorpe*

c. GOVERNANCE AND MANAGEMENT EXCELLENCE:

1. 2021 Council Alignment Update

Jake Rudolph, Chief Administrative Officer, spoke regarding the 2021 Council Alignment document and requested that the Committee receive the document for information or asked the Committee if an in depth discussion is required at a future Governance and Priorities Committee Meeting.

By unanimous consent the 2021 Council Alignment document was received for information.

6. ADJOURNMENT:

It was moved and seconded at 12:15 p.m. that the meeting terminate. The motion carried unanimously.

_____
C H A I R

CERTIFIED CORRECT:

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CORPORATE OFFICER

# Upcoming GPC/Special Council Topics

## June 28



1. Recreation/Parks Overview
2. Sports Tourism (Tentative)

## July 12



1. GPC Planning
2. Council Resolutions
3. Community Amenity Contribution Policy
4. Business Licence Bylaw

| 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.<br>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.<br>Information Report re: Raised crosswalks at high accident intersections,<br>Crosswalk design modelling on the new 3 D style being introduced, email had been sent to Mr. Rose<br>Reflective tape such as is used in Ladysmith,<br>Controlled crosswalks and the various styles<br>Costs associated with all | At one of the multiple meetings (could be a multi-step approach):<br>-RCMP traffic reconstructionist who can provide information.<br>-ICBC Safety Coordinator.<br>-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.<br><br>Outcome: a report that outlines all of the pros and cons of crosswalk lighting and pedestrian safety. Options/costs<br><br>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.<br>List of projects of a strategic nature.<br>Broad list of anticipated projects. | | Workshop format with projects of a strategic nature identified.<br>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.<br>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.<br>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.<br>Tourism - update from staff and next steps. | | Sports tourism strategy and sports venues | |
| Q3 | Committee Structure | 9 | Examining the current Committee Structure | Discussion re: suggested changes:<br>Does Council want to re-establish committees such as Arts and Culture<br>Parks Recreation<br>Community Safety<br>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 | |

| Timeline | Topic | Overall Ranking | Background | Format | Invitees | Desired Outcomes | Status |
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| 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<br>Appointment of members<br>Establishing terms of reference<br>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<br>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 |
| 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;<br>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 | | | | | | |

| Timeline | Topic | Overall Ranking | Background | Format | Invitees | Desired Outcomes | | Status |
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| March | REIMAGINE NANAIMO | | | Charrette<br>GPC Council options on Charrette | | | | Complete |
| April | REIMAGINE NANAIMO | | | Approval of Plan Framework | | | | Complete |
| May | REIMAGINE NANAIMO | | Relmagine - Transportation Policy<br>Relmagine - Council Workshop<br>(May 31, 2021) | Updates on Engagement and Activities<br>Committee Feedback | | | | In progress |
| June | REIMAGINE NANAIMO | | | Committees Feedback and Continued Engagement Updates - DRAFTING PLANS | | | | |
| July | REIMAGINE NANAIMO | | | Phase 2 engagement numbers<br>Phase 2 Engagement Summary Presented<br>Draft Plans - internal staff review | | | | |
| August | REIMAGINE NANAIMO | | | No meetings - Preparation of key plan directions and rationale | | | | |
| September | REIMAGINE NANAIMO | | | Committees Feedback<br>External Agency Referrals<br>Refining Plans | | | | |

# Governance and Priorities Committee Agenda Planning

| 2021 GPC Dates | | | | | | | | | | | |
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| 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

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*April 12 – Special GPC

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*May 10 – Special Council

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*July 15 Public Hearing changed to July 22

## AUGUST

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| 28 | 29 | 30 | | | | |

## DECEMBER

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| 26 | 27 | 28 | 29 | 30 | 31 | |

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

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

Updated: 2021-APR-27
Page 1

# 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
- Council Realignment

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

# Governance and Priorities Committee Agenda Planning

- Proposed Amendments to the MoESS
- 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

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# SCENARIOS WORKSHOP & PUBLIC ENAGEMENT UPDATE

2021-JUN-14

## AGENDA

- Update on May 31 Scenarios Workshop
- Public Engagement Strategy
- Next Steps

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Project Overview
WE ARE HERE!
PHASE 1
GATHERING IDEAS
SUMMER - WINTER 2020
PHASE 2
EXPLORING OPTIONS
SPRING - FALL 2021
PHASE 3
DEVELOPING PLANS
FALL - WINTER 2021/2022
Phase 1 was about sharing information and listening to the community's ideas for Nanaimo's future.
Phase 2 is focused on identifying and evaluating different options for how our community can achieve its shared vision and goals.
Phase 3 will develop preferred directions into plans, policies, and actions that will guide Nanaimo's future.

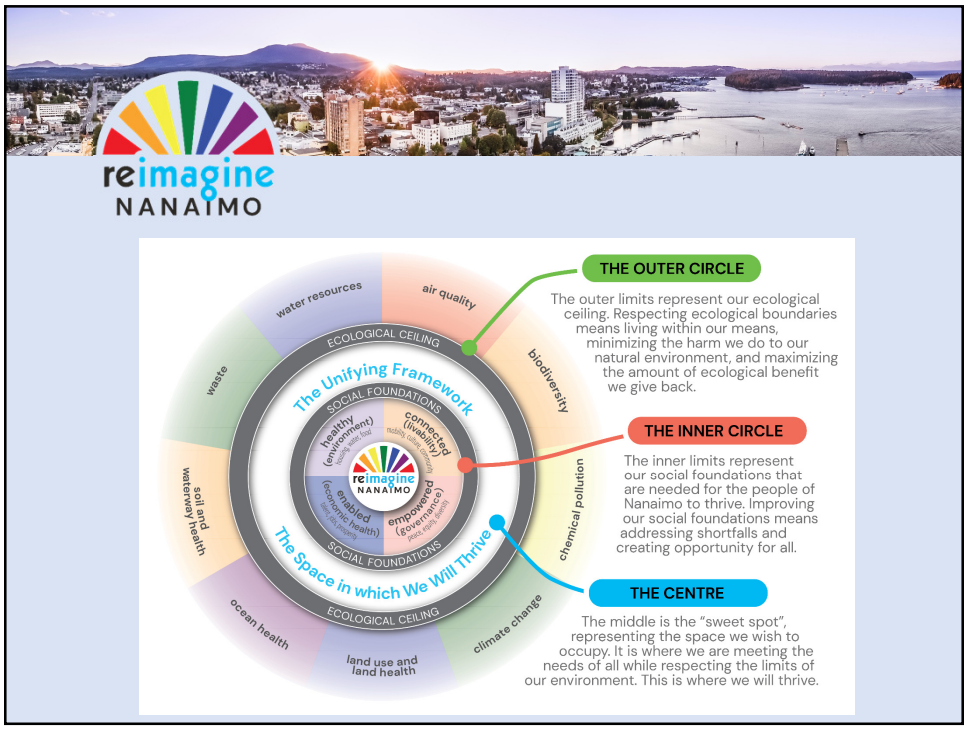

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Where We're Going
INTEGRATED CITY PLAN
Parks Recreation & Culture Plan
Climate Action Plan
Official Community Plan
Active Transportion Plan
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Key Strategy Documents
(e.g., Economic Development Strategy, Water Supply Strategic Plan)
Focus Area Plans
(e.g., Neighbourhood Plans)
Action Implementation Plans
SUPPORTING ACTION PLANS & STRATEGIES



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# Key Community Input Themes

- Access to Nature & Outdoor Recreation
- Central Hub Identity
- Supportive City
- A Waterfront Identity
- Inclusive & Equitable
- Great Jobs & Businesses
- A Green Approach
- Mobility Choice
- Neighbourhood Character
- City Living
- Affordable City
- A Thriving Downtown



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**THE OUTER CIRCLE**

The outer limits represent our ecological ceiling. Respecting ecological boundaries means living within our means, minimizing the harm we do to our natural environment, and maximizing the amount of ecological benefit we give back.

**THE INNER CIRCLE**

The inner limits represent our social foundations that are needed for the people of Nanaimo to thrive. Improving our social foundations means addressing shortfalls and creating opportunity for all.

**THE CENTRE**

The middle is the "sweet spot", representing the space we wish to occupy. It is where we are meeting the needs of all while respecting the limits of our environment. This is where we will thrive.


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ONE UNIFYING FRAMEWORK
FIVE DRAFT STRATEGIC GOALS
A GREEN NANAIMO:
RESILIENT& REGENERATIVE ECOSYSTEMS
A HEALTHY NANAIMO:
COMMUNITY WELL-BEING & LIVABILITY
A CONNECTED NANAIMO:
EQUITABLE ACCESS & MOBILITY
AN EMPOWERED NANAIMO:
DIVERSITY, CULTURE, AND SOCIAL INTEGRITY
AN ENABLED NANAIMO:
ECONOMIC PROSPERITY


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Planning Context
+40,000
+18,000
RESIDENTIAL
COMMERCIAL
INDUSTRIAL
INSTITUTIONAL


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Next Steps:
Community Input on Goals, Indicators & Scenarios
Scenario 1:
Current Path
Scenario 2:
Mobility Hubs
Scenario 3:
Central Focus


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Update on May 31 Scenarios Workshop
Phase 2 Public Engagement Strategy
Next Steps



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# Phase 2 Engagement Timeline

**Ph2 LAUNCH**
June 2021

**OUTREACH & POP-UPS**
Summer - Fall 2021

**SD68/VIU**
Ongoing

**SURVEY OPEN**
Summer 2021

**SURVEY CLOSES**
Fall 2021



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# Digital Outreach

- Facebook posts @cityofnanaimo
- Tweets @cityofnanaimo
- Instagram posts & stories @cityofnanaimo
- Email updates to subscribers to Get Involved Nanaimo
- Posts and activities on Get Involved Nanaimo (getinvolvednanaimo.ca)
- Surveys & questionnaires



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# Media & Announcements

- Media releases
- Ads in the *Nanaimo News Bulletin*
- radio spots: on 102.3 the *Wave* on 106.9 the *Wolf*
- Weekly features in the *My Nanaimo This Week* newsletter
- Online ads on the *Wave*, the *Wolf*, and *Nanaimo News Now*
- Announcements by Current Planning during Public Hearings (with meetings streamed online)



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# Out & About

- Pop-ups: parks, seawalks, trails, playgrounds, farmers markets
- Signs in Nanaimo buses (one in each bus)
- Posters and static signs put up in local parks and along trails
- Workshops, meetings, and discussion groups led by City staff
- Information on the Beban Park reader board (on Bowen Road)



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# Stakeholder Engagement

- Discussions and input from Committees of Council
- Information shared with intergovernmental and community agencies
- Emails / calls to stakeholders and user group representatives, and organizations to invite participation and collect ideas and input
- Backgrounders & Strategy Sheets with key information about the process

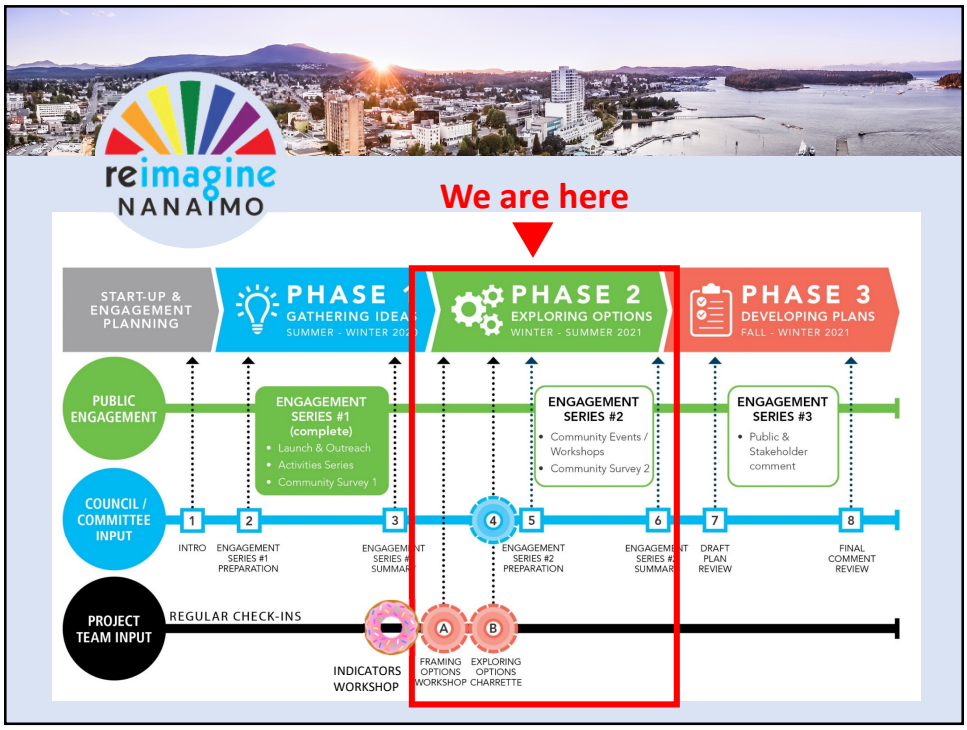


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# Youth & Student Outreach

- School District 68 cross-promotion
- Tik Tok videos
- VIU student led outreach, Pop-up Booths at Rock VIU
- Vancouver Island Regional Library cross-promotion


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Update on May 31 Scenarios Workshop
Phase 2 Public Engagement Strategy
Next Steps

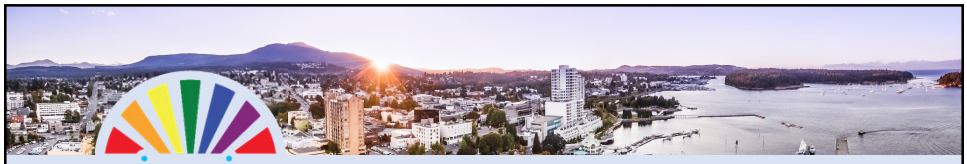

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NANAIMO
We are here
START-UP & ENGAGEMENT PLANNING
PHASE 1
GATHERING IDEAS
SUMMER - WINTER 2020
PHASE 2
EXPLORING OPTIONS
WINTER - SUMMER 2021
PHASE 3
DEVELOPING PLANS
FALL - WINTER 2021
PUBLIC ENGAGEMENT
ENGAGEMENT SERIES #1 (complete)
Launch & Outreach
Activities Series
Community Survey 1
ENGAGEMENT SERIES #2
Community Events / Workshops
Community Survey 2
ENGAGEMENT SERIES #3
Public & Stakeholder comment
COUNCIL / COMMITTEE INPUT
1 INTRO
2 ENGAGEMENT SERIES #1 PREPARATION
3 ENGAGEMENT SERIES #1 SUMMARY
4
5 ENGAGEMENT SERIES #2 PREPARATION
6 ENGAGEMENT SERIES #2 SUMMARY
7 DRAFT PLAN REVIEW
8 FINAL COMMENT REVIEW
PROJECT TEAM INPUT
REGULAR CHECK-INS
INDICATORS WORKSHOP
A FRAMING OPTIONS WORKSHOP
B EXPLORING OPTIONS CHARRETTE

# KEY DATES

## DRAFT REIMAGINE NANAIMO – 2021-22 MILESTONE CALENDAR

✚Council Updates
★Council Decisions

| | January | February | March | April | May | June | July | August | Sept |
|---|---|---|---|---|---|---|---|---|---|
| | **PHASE 2 MILESTONES** | | | | | | | | |
| OCP Official Community Plan | Phase 1 Public Engagement Summary Finalized<br>Base Maps Finalized<br>Staff begin review of indicators for Doughnut Economics City Portrait<br>**Feedback from Environment Committee** | ✚ Feb 8 GPC ✓<br>Phase 1 Engagement Summary Presented<br>★Feb 22 GPC ✓<br>Staff discuss milestones and potential project outcomes<br>Ongoing staff review of indicators for Doughnut Economics City Portrait | ★ Mar 8 GPC ✓<br>Preliminary City Portrait & Indicators<br>★ Mar 10 ✓<br>Targets & Indicators Workshop/charrette<br>★ Mar 22 GPC<br>Council to update on Targets & Indicators to Evaluate Scenarios<br>Refine Indicators<br>Model options<br>Staff workshop on exploring options/scenarios | Further model options/scenarios<br>Prepare Phase 2 engagement materials<br>**Committees Feedback** | ★ May 10 GPC<br>Draft City Portrait Approval<br>★May 31<br>Council workshop/Charrette on exploring options/scenarios to use for Phase 2 engagement | ✚ Jun 14 GPC<br>✚ Jun 28 GPC<br>Updates on Phase 2 engagement<br>**Committee Feedback**<br>Phase 2 online questionnaire launched<br>Phase 2 Statistical Survey mailed out<br>Virtual workshops / at-home activities<br>Ongoing Events & Promotions<br>**Drafting Plans** | ✚ July 12 GPC<br>✚ July 26 GPC<br>Update on Phase 2 engagement numbers/ demographics<br>**Committee Feedback**<br>Draft Plans: internal staff review<br>**Drafting Plans** | No GPC Mtgs<br>Preferred scenarios confirmed<br>Draft Plans refined & reviewed with internal team and **Committees**<br>Update Climate modelling<br>Phase 2 Engagement closes<br>Preparation of summary of key plan directions and rationale<br>**Refining Plans** | ★Sept 27 GPC<br>Phase 2 Engagement Summary presented<br>**Committees Feedback**<br>**Refining Plans** |
| CAP Climate Action Plan | | | | | | | | | |
| ATP Active Transportation Plan | | | | | | | | | |
| PRCMP Parks Rec & Culture Master Plan | | | | | | | | | |
| INTEGRATED PLANNING | | | | | | | | | |
| | **WSS development synced with land use scenario analysis/modelling, options development, engagement and Council meetings** | | | | | | | | |
| WSS Water Supply Strategy | | Prepare communication and engagement materials | Develop target indicators | Discuss alignment with REIMAGINE Milestones | Prepare Phase 2 public education materials | Finalize Phase 2 public education materials<br>**Drafting WSS** | Finalize Phase 2 public education materials<br>**Drafting & Refining WSS** | | ★Sept 27 GPC<br>Council review as part of key strategic plans<br>**Refining WSS** |
| EDS Economic Development Strategy | **Jan 19 - EDS** Task Force recommend Council endorse | ★ Feb 1 Council<br>**COMPLETE** ✓<br>**EDS Endorsed** | • EDS priorities inform development of plan scenarios<br>• In house team starts EDS implementation<br>• Creation of External Economic Development Corporation | | | • Draft REIMAGINE Plans to link clearly to EDS<br>• Implementation of External Economic Development Corporation tasks begin | | | |
| | EDS and WWS, along with other documents like the Trail Implementation Plan, Culture Plan for a Creative Nanaimo, Various Park Master Plans, Food Security Plan, Health and Housing Action Plan, Age Friendly Plan etc. will inform scenario development/ options for drafting land use and policy directions in integrated plans | | | | | | | | |



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# REIMAGINE
## Steering Committee feedback

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



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# Huy tseep q'u Siem

A GREEN NANAIMO:
**RESILIENT& REGENERATIVE ECOSYSTEMS**

**Water Resources:** so everyone has access to clean drinking water and we preserve this resource for future generations

| Draft Indicator | Draft Target | Baseline (if known) |
|---|---|---|
| Water Consumption by Residents | » New target to be set as previous target was exceeded | 206 litres / capita / day (2019) |

**Waste:** so we use our resources sustainably

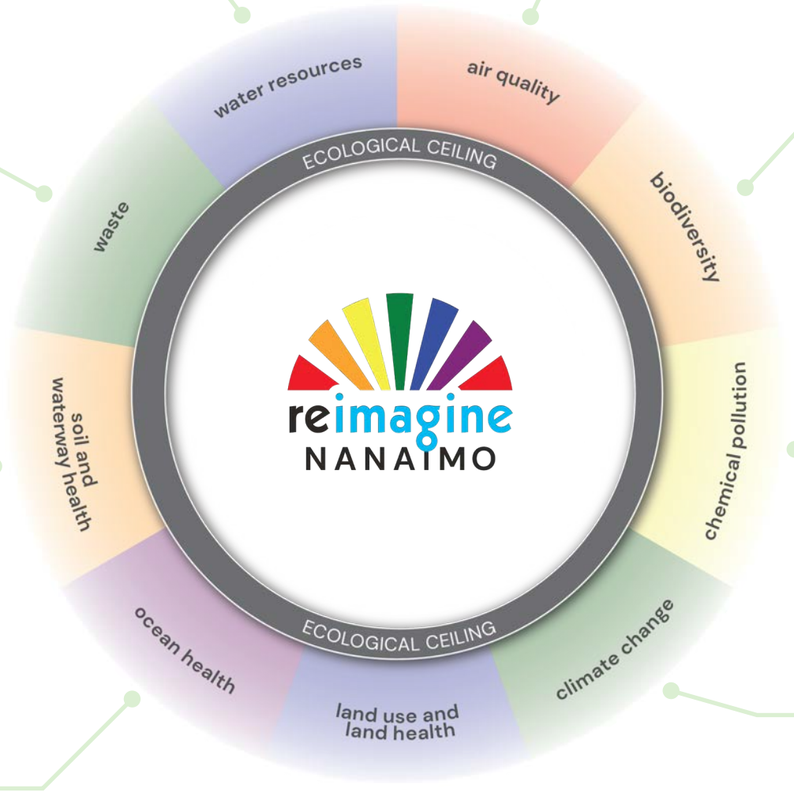
| Draft Indicator | Draft Target | Baseline (if known) |
|---|---|---|
| Household Waste Sent to the Landfill | » By 2030 150 kg / household /yr<br>» By 2040 120 kg / household / yr<br>» By 2050 100 kg / household / yr | 191 kg / household / year (2019) |

**Soil and waterway health:** so our lands and waters are healthy and cared for / managed sustainably

| Draft Indicator | Draft Target | Baseline (if known) |
|---|---|---|
| Number of Water Samples at Monitored Sites Meeting BC Water Quality Guidelines | » Reduced number of samples that fail to meet guidelines | TBD |

**Ocean health:** so our lands and waters are healthy and cared for / managed sustainably

| Draft Indicator | Draft Target | Baseline (if known) |
|---|---|---|
| Number of Water Samples at Monitored Sites Meeting BC Water Quality Guidelines | » Reduced number of samples that fail to meet guidelines | TBD |




**Air quality:** so everyone has good quality air to breathe

Monitored hourly at the provincial level.

**Biodiversity:** so our ecosystems are healthy and cared for

| Draft Indicator | Draft Target | Baseline (if known) |
|---|---|---|
| Area of Lands Dedicated for Natural Area Protection (PRC1-Zoning) | » General: increase<br>» Specific target TBD | 2,152 ha |

**Chemical Pollution:** so our lands and waters are healthy and cared for / managed sustainably

| Draft Indicator | Draft Target | Baseline (if known) |
|---|---|---|
| Number of Water Samples at Monitored Sites Meeting BC Water Quality Guidelines | » Reduced number of samples that fail to meet guidelines | TBD |

**Climate change:** so the impacts of climate change are minimized for present and future generations

| Draft Indicator | Draft Target | Baseline (if known) |
|---|---|---|
| Community greenhouse gas emissions (tCO2e) | » By 2030 reduce to 50%-58% below 2010<br>» By 2050 reduce to 94%-107% below 2010 | 465,000 tCO2e (2010) |

**Land use and land health:** so our lands and waters are healthy and cared for / managed sustainably

| Draft Indicator | Draft Target | Baseline (if known) |
|---|---|---|
| Area of Lands Dedicated for Natural Area Protection (PRC1-Zoning) | » General: increase<br>» Specific target TBD | 2,152 ha |

## A HEALTHY NANAIMO:
## COMMUNITY WELL-BEING & LIVABILITY

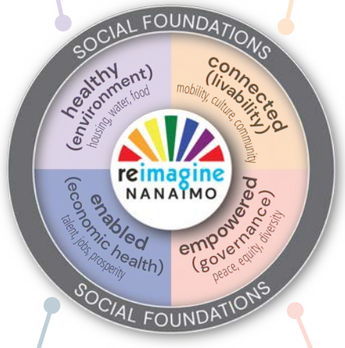
so everyone has opportunity to have a healthy, safe, and affordable home

| Element | Draft Indicator | Draft Target | Baseline (if known) |
|---|---|---|---|
| Chronic / Episodic Homelessness | Point-in-time count of people experiencing homelessness | » Elimination of homelessness by 2025 | 433 (2020) |
| Rental Housing Affordability | Average rent of a 2-Bedroom Apartment | » TBD | $1,263 (2020) |
| Vacancy Rate | Percent of vacancies in rental accommodation | » 3%-5% | 1% (2020) |
| Mix of Housing Types | Proportion of single-family, ground-oriented, and apartment housing types | » TBD | » 60% single-family<br>» 18% ground-oriented<br>» 22% apartment (2020) |

## AN ENABLED NANAIMO:
## ECONOMIC PROSPERITY

so everyone has opportunity to find good employment and businesses can thrive

| Element | Draft Indicator | Draft Target | Baseline (if known) |
|---|---|---|---|
| Working Age Population | Percent of population that are of an age likely to be in the workforce (15-64) | » 67% of total population | 63% (2020) |
| Non-Residential Building Permits | Value of commercial and public building permits issued | » General: increase<br>» Specific target TBD | $37.5 million (2020) |
| Ample & Diverse Business Opportunities | Number of total businesses and businesses with employees | » General: increase<br>» Specific target TBD | 6,281 businesses with 1+ employees (2020) |




## A CONNECTED NANAIMO:
## EQUITABLE ACCESS & MOBILITY

so everyone has safe, affordable, and sustainable options to move and to access their daily needs

| Element | Draft Indicator | Draft Target | Baseline (if known) |
|---|---|---|---|
| Transportation by Mode | Trips made by different modes of transportation | Modal split by 2041:<br>» 12% walking<br>» 4% cycling<br>» 8% transit<br>» 76% vehicle | 2016 Modal split:<br>» 6% walking<br>» 2% cycling<br>» 4% transit<br>» 86% vehicle |
| Distance Driven | Average distance driven per person per day | » 10 km per day / person by 2041 | 14 km per day / person (2011) |
| Access to Daily Needs | Number of households within a 400 m walk to employment lands, essential services, schools, transit, recreation services, parks, and healthcare | » TBD | » Employment lands: TBD<br>» Essential Services: 8%<br>» Elementary Schools: 4%<br>» Transit: TBD<br>» Recreation Facilities: TBD<br>» Parks: 71%<br>» Healthcare: 5% |
| Growth in Nodes & Corridors | Proportion of growth occurring in designated growth areas - urban nodes and corridors | » TBD | TBD |
| Traffic Injury Rate | Number of reported crashes throughout the City | » Vision zero | TBD |

## AN EMPOWERED NANAIMO:
## DIVERSITY, CULTURE, AND SOCIAL INTEGRITY

so everyone can thrive and have opportunities to connect and participate in a way that fulfills them

| Element | Draft Indicator | Draft Target | Baseline (if known) |
|---|---|---|---|
| Inclusion & Diversity | TBD | » TBD | TBD |
| Investment in Arts, Culture and Heritage | Dollars being invested into arts, culture, and heritage | » General: increase<br>» Specific target TBD | TBD |
| Participation in PRC Programs and Services | Number of people participating in PRC programs and services | » General: increase<br>» Specific target TBD | TBD |
| Public Waterfront Access | Length of waterfront with public access and number of publicly accessible waterfront features | » Increase | TBD |

CITY OF NANAIMO
THE HARBOUR CITY

# Staff Report for Decision

File Number: GOV-03

DATE OF MEETING JUNE 14, 2021

AUTHORED BY KAREN ROBERTSON, DEPUTY CITY CLERK

**SUBJECT POLICY AND BYLAW RENEWAL PROJECT UPDATE**

## OVERVIEW

### Purpose of Report

To update Council on the status of the Policy and Bylaw Renewal Projects and to present a number of outdated or redundant Council policies for repeal.

### Recommendation

That the Governance and Priorities Committee recommend that Council repeal the 101 outdated or redundant Council policies highlighted in red within the Table of Contents linked to the June 14, 2021 report by the Deputy City Clerk.

## BACKGROUND

As outlined in the Governance Excellence section of Council's Strategic Plan, one of the action items identified was to have a comprehensive review undertaken on Council's bylaws and policies.

On October 19, 2020 staff presented a report that provided a timeline and deliverables for undertaking both projects (see Attachment 1).

Staff is bringing forward this report to provide Council with a status update on the deliverables and to present a number of outdated or redundant Council policies for formal repeal.

## DISCUSSION

### Bylaw Project Update:

The following 5 deliverables for the bylaw project were outlined in the October 19, 2020 staff report that were slotted for completion or noted as on-going for 2021. The status of those deliverables are as follows:

1. To develop a new Animal Responsibility Bylaw (original target for completion December 21, 2020)

   Status: It was anticipated that the new Animal Responsibility Bylaw would be adopted by the end of 2020; however, at the November 16, 2020 meeting, Council asked for further public input and directed staff to post the bylaw to the City's Bang the Table platform for 3 weeks. Staff were then asked to create a report on that input for consideration at a January,

2021 meeting. The report and revised bylaw was presented to Council at the January 11th GPC and given its first three readings on February 1, 2021 and sent to the Ministry for approval. The Ministry provided their response and requested some minor amendments be made to the bylaw. The requested changes were presented to Council on June 7, 2021 and the bylaw was given third reading, as amended. The bylaw has now been sent back to the Ministry and is awaiting approval.

2. Development of a Master Bylaw Registry for the City's 6500 bylaws (original target for completion 2021-Q4)

   Status: Work commenced on the Master Bylaw Registry in Q4 of 2020; however, as noted above, the research, development, and stakeholder/ community consultation associated with the new Animal Responsibility Bylaw took longer than anticipated. There was also a desire to shift the focus to the policy project so that it could be completed in 2021. As a result, the target for completion of this project has changed. Staff will be in a position to resume work on the Bylaw Registry in Q3 and Q4 of 2021.

3. Streamlining the City's ticketing system and doing housekeeping amendments to include consistent violation and penalty language within each regulatory bylaw (on-going)

   Status: To date, 5 regulatory bylaws have had their violation and penalty language updated which also prompted required amendments to the Bylaw Notice Enforcement Bylaw. As regulatory bylaws continue to come forward for amendments, the language will be reviewed and updated at the same time.

4. To develop a comprehensive Fees and Charges Bylaw whereby any bylaws that are up for amendments would have their fees transferred into one single Fees and Charges Bylaw (on-going).

   Status: This project is also on-going whereby any bylaws that come up for amendments that have fees included in them will be transferred to the Fees and Charges bylaw. Currently the only bylaw that has come forward in this regard related to the licencing fees associated with the new Animal Responsibility Bylaw.

5. Scanning of all "signed" bylaws (target for completion 2021-Q4)

   Status: This project has been completed ahead of schedule.

**Policy Project Update:**

Commence with Developing a Master Policy Registry (target for completion 2021)

Staff identified that the policy project would commence once the bylaw project was well underway and that more specific deliverables on the project would be identified in conjunction with an update to Council on the bylaw project. However, as noted above, there was a desire to move the timeline up for the policy project so that it could be completed in 2021. As such,

staff's priorities shifted from the bylaw project to the policy project. The following work has been undertaken on the policy project since that time:

- Established new Council and Administrative Policy Templates (December, 2020)
- Developed a Master Policy Registry outline with a numbering system for Council and Administrative policies (December, 2020)
- Conducted an inventory on all Council policies (both electronic and hard copy) which included a fulsome audit of the historical Council minutes to confirm when the policies were endorsed by Council. Through this process, 283 Council policies were identified. Seventy did not meet the criteria of being a true Council policy as they were simply resolutions of Council placed into a policy template; 28 were confirmed as historical which had been formally repealed by Council. This left 185 policies that needed to be reviewed by staff (December/January, 2021)
- Transferred all policies into the new templates (January, 2021)
- Introduced the Master Policy Registry and reformatted policies to the Senior Leadership Team and advised on next steps (February, 9, 2021)
- Met with each City department to apprise staff who develop policies of the project. During these meetings, staff were also advised that the next step would be to review the Council policies pertinent to their department and identify which ones were: 1) ok as is and still applicable; 2) which policies needed amending and why; and 3) which policies could be repealed and why. Staff were given until May 14, 2021 to provide their feedback (February 15 – mid March).
- While waiting for responses from staff on the Council policies, work commenced on compiling and auditing the Administrative polices from various departments (mid-March – May)
- Once responses on the Council policies were received, they were tallied and placed into a Table of Contents. The results were: 39 policies identified as "ok as is"; 45 policies identified as "needing amendments"; and 101 identified "for repeal" (May, 2021)
- Finalized Table of Contents and responses presented to the Senior Leadership Team for review (June 1, 2021)
- June 14, 2021 - Project update report, with 101 Council policies proposed for repeal presented to the Governance & Priorities Committee for consideration (see link to the Table of Contents at the bottom of the staff report).

  Please note, hyperlinks to each of the policies have been in-bedded in the title of each policy within the Table of Contents.

Next Steps:

Once Council has formally considered repealing the outdated and redundant policies, the Council policy section on the City's website will be updated. This will ensure that Council and members of the public have access to, and the ability to search, all the relevant Council policies. Staff will then turn to next phase of the project, which will be to update the 44 policies that were highlighted to be amended. Work will also continue with reviewing and updating Administrative policies. The goal is to have all Council policies updated before the end of 2021.

The Master Policy Registry (which is a tool for staff) will provide access to both current policies and historic ones for reference. The Registry is in an excel format which will make it easy for staff to search policies alphabetically, by policy number, or by department. This should eliminate the potential for policy conflict or duplication in the future.

## OPTIONS

1. That the Governance and Priorities Committee recommend that Council repeal the 101 outdated or redundant Council policies highlighted in red within the Table of Contents attached to the June 14, 2021 report by the Deputy City Clerk.

    - The highlighted policies within the Table of Contents have been identified by staff as policies that are either redundant and conflict with other Council policies, are no longer legal, reflect outdated processes or practises, or are no longer relevant due to the age of the policy.
    - Should Council select this option, all 101 policies would be repealed and become historical Council policies.
    - Should Council wish to retain any of the 101 policies, staff recommend that Council consider option 2 whereby specific policies could be excluded from the list.

2. That the Governance and Priorities Committee recommend that Council repeal the Council policies highlighted in red within the Table of Contents attached to the June 14, 2021 report by the Deputy City Clerk, with the exception of the following policies: (insert name of the specific policies Council wishes to retain)

    - Under this option, Council could choose to retain specific policies that are slotted for repeal.

## SUMMARY POINTS

- One of the action items identified in Council's Strategic Plan was to have a comprehensive review undertaken on Council's bylaws and policies.
- In October, 2020, staff presented a report that provided a timeline and deliverables for undertaking both projects.
- The status of the deliverables are being presented to Council along with 101 Council policies to be repealed that are either outdated, redundant, no longer legal, reflect outdated processes or practices, or are no longer relevant due to the age of the policy.

## ATTACHMENTS:

Attachment 1 – October 20, 2020 staff report – Bylaw and Policy Renewal Project Timeline
Table of Contents and Policies Link - http://www.nanaimo.ca/goto/councilpolicyreview

**Submitted by:**

Karen Robertson, Deputy City Clerk

**Concurrence by:**

Sheila Gurrie, Director of Legislative Services
Bill Sims, General Mgr, Engineering & Public Works
Dale Lindsay, General Mgr, Dev Services
Richard Harding, General Mgr, Parks, Rec & Culture
Shelley Legin, General Mgr, Corporate Services
Laura Mercer, Director of Finance
Tim Doyle, Fire Chief
Lisa Fletcher, Inspector of Police
John Van Horne, Director of HR
Jake Rudolph, CAO

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THE HARBOUR CITY

# Information Report

File Number: GOV-03

DATE OF MEETING OCTOBER 19, 2020

AUTHORED BY KAREN ROBERTSON, DEPUTY CITY CLERK

**SUBJECT** **Attachment 1 - 2020-OCT-20 - Bylaw and Policy Renewal Project Timeline.docx**

## OVERVIEW

**Purpose of Report:**
To provide Council with a timeline of the Bylaw and Policy Renewal Project as identified in Council's 2019 – 2022 Strategic Plan.

## BACKGROUND

In 2019, Council underwent a planning process to define its vision and values for the 2019 – 2022 Council term. Within the Governance Excellence section of the Strategic Plan, one of the action items identified was to have a comprehensive review undertaken on Council's bylaws and policies as well as updates done on ones that were outdated, ineffective or inconsistent with current objectives. The Deputy City Clerk was assigned the responsibility to oversee and support this project and to develop a timeline for moving the project forward.

## DISCUSSION

Prior to developing the timeline and assigning deliverables for the project, an audit of the City's Bylaws and Council policies was undertaken to identify gaps and determine priorities. The following project scope, work breakdown structure, and deliverables were developed based on that audit:

Project Scope:

The "bylaw project" is proposed to be conducted in two phases:

The first phase will consist of manually inputting all of the City's bylaws into a Master Bylaw Registry. This is a critical first step as the audit identified historical gaps in how the bylaws were recorded making it challenging to determine what bylaws are current, what they repealed, which are amendments, missing, etc. Staff has developed a framework for the Registry where critical information will be recorded in one easily searchable Excel spreadsheet (see Attachment "A").

The audit also revealed that the City does not have scanned PDF versions of all signed bylaws. All bylaws are considered permanent records and the Corporate Officer (under Section 148 of the *Community Charter*) is legally responsible for the safekeeping of the bylaws. Therefore, it is crucial for business continuity purposes to have PDF copies of the original bylaws in the event of a flood, earthquake, or fire. As each bylaw is entered into the Registry and the information recorded, staff will make PDF copies of the bylaws.

After the bylaws have been recorded, an analysis of the active bylaws will be done to determine their status (fine as is, to be repealed, or needs updating).

During the second phase of the project, staff will develop a bylaw guide document and work with staff to modernize the bylaws that were identified in phase one for updating. Determining which bylaws will be addressed first will be based on risk, liability, applicability, revenue generation, etc. and drafted based on best practices, using plain language, to provide better enforceability. It is recognized that throughout the process bylaws based on Council priorities and operational needs will need to be updated or modernized sooner rather than later. Therefore, Council can expect to see amendments, rewrites, or development of bylaws on an on-going basis.

The "policy project" will also be conducted in phases. The first phase will consist of bringing forward a list of policies identified by staff as outdated for Council to repeal. As with the Bylaw Renewal Project, the next step will be to develop a Master Council Policy Registry and move forward with modernizing policies in the same manner as the bylaw project. Given the scope of the Bylaw project, the Policy Registry will commence after the Bylaw Registry is well underway. As with the priority bylaws mentioned above, there will be policies that need to be addressed on an on-going basis.

Work Breakdown Structure (Bylaw Renewal Project)

**PHASE ONE – 2020-2021**

**Deliverable: Develop a Master Bylaw Registry**

| Tasks | Timeline for Completion |
|---|---|
| Develop a Master Bylaw Registry of the City's approximately 6,500 bylaws (in Excel) that includes the following information for each bylaw:<br>- Bylaw No.<br>- Name of Bylaw<br>- Readings<br>- Assent of Electors (if applicable)<br>- Date of Adoption<br>- Amends Bylaw<br>- Repeals Bylaw<br>- Amended By<br>- Repeal Date<br>- Repealed By<br>- Comments | 2021-Q4 |
| Attach hyperlinks within the Master Bylaw Registry to PDF versions of each bylaw | 2021-Q4 |

**Deliverable: To repeal bylaws that are no longer relevant**

During the development of the Master Bylaw Registry, bylaws that are active would be analyzed to ensure they are relevant and aligned with Council's stated strategic goals, priorities, and policy objectives. Where bylaws or regulations are seen to be irrelevant, outdated, ineffective, obsolete or inconsistent with current objectives, those bylaws would be identified for updating or earmarked for repeal.

| Tasks | Timeline for Completion |
|---|---|
| While inputting bylaws into the Master Bylaw Registry, identify bylaws that are no longer relevant, and note the rationale for updating or repealing the bylaw. | 2021-Q4 |
| Quarterly – draft a "Bylaw Repeal Bylaw" to remove obsolete bylaws off the books | 2021-Q4 |

**Deliverable: To streamline the City's ticketing system and do housekeeping amendments to include consistent violation and penalty language within each regulatory bylaw so that Bylaw Enforcement Officers are able to issue the appropriate ticket for an offence.**

Currently the City has the following four ticketing options:

1. The Bylaw Offence Notice (BON) ticketing system. This system operates under the authority of the Bylaw Notice Enforcement Bylaw (implemented in 2012) and used for fines under $500. The fines are administered through an Adjudication process vs. the Courts. It is a cost effective system administered by the City (with other local government participation) and used for the majority of offences. Regulatory bylaws that are not included in the BON system need to be added.
2. The Municipal Ticketing Information System (MTI) operates under the authority of the Municipal Ticketing System Bylaw and can be used for fines up to $1,000. This system is administered through the Provincial Courts, which can be costly. The City has not used this system since the implementation of the BON system in 2012 as most of the City's fines are under $500. It is anticipated that in the near future the legislation will be amended to increase the fine limit to $1,000 for the BON system and the MTI system phased out. For these reasons, it is recommended that the MTI Bylaw be repealed.
3. The Long Form ticketing process (via the *Offence Act*) is for processing the most egregious infractions (i.e. cutting down multiple trees). It is administered through the Provincial Courts with the assistance of a Municipal Prosecutor. This system is used for fines over $500 and up to $50,000 (depending on the seriousness of the Offence).
4. The Super Ticket process, (under the authority of Section 263.1 of the *Community Charter*) is a Long Form process that the City enacted in 2005. It is administered through the Provincial Courts and was used for all tickets (prior to implementation of the BON system in 2012). This system is no longer relevant and should be abolished.

| Tasks | Timeline for Completion |
|---|---|
| Draft a housekeeping amendment to the BON bylaw to update the Agreement (Schedule A) and update the Zoning Fine Schedule and include fines for the Management and Protection of Trees Bylaw. A bylaw amendment to remove reference to fines from the Zoning Bylaw (B4500) and Management and Protection of Trees Bylaw (B7126) would be done concurrently. | October 19, 2020 Council meeting |
| Repeal the MTI Bylaw as part of the first Bylaw Repeal project | 2021 – Q1 |
| Remove reference to the fines in the regulatory bylaws as they come up for renewal or amendment and ensure consistent offence clauses are included in all bylaws. | On-going |

**Deliverable: To develop a new Animal Responsibility Bylaw**

On July 6, 2020, Council endorsed, in principle, the recommendations of the Animal Control Services review and directed staff to modernize the Licensing and Control of Animals Bylaw and to incorporate the recommendations of the service review.

| Tasks | Timeline for Completion |
|---|---|
| Identify stakeholders and have preliminary discussions on desired outcomes for a new Bylaw. | Completed |
| Draft bylaw using the SPCA's Model Bylaw and bylaws from those jurisdictions who participate in Nanaimo's Bylaw Dispute Adjudication System as a framework. Include recommendations from stakeholders and those outlined in the service review. | Completed |
| Forward finalized draft bylaw to stakeholders for feedback:<br><br>Note: concerns raised by Council and members of the public regarding mandatory sterilization of outdoor cats, identification for cats, removing breed specific legislation, dogs in heat, and tethering were considered and incorporated into the draft. | Completed |
| Feedback from stakeholders incorporated in the bylaw and circulate 2nd draft | First part of October |
| Send finalized bylaw for legal review | 3rd Week of October |
| Present draft bylaw to Council. | November 9, 2020 GPC |
| Incorporate any Council feedback from the November 9, 2020 GPC meeting and forward to the December 7, 2020 meeting for consideration of first three readings. A new fees and charges bylaw (that incorporates the licensing and boarding fees will be introduced at the same meeting) | December 7, 2020 |
| Bylaw Adoption | December 21, 2020 |
| Once adopted, amendments will be required to the Parks and Regulation Bylaw and the Bylaw Notice Enforcement Bylaw. | December 21, 2020 |

**Deliverable: To develop a comprehensive Fees and Charges Bylaw**

Currently, fees and charges are outlined within various bylaws. Having a "one stop" comprehensive bylaw that lists all fees and charges would make it much easier for the public and staff to find the applicable fees that will reduce the number of enquires to the City.

| Tasks | Timeline for Completion |
|---|---|
| To establish a Fees and Charges Bylaw that would be introduced in conjunction with the Animal Responsibility Bylaw. This bylaw would be the starting point and as various bylaws are amended, staff would take the opportunity to update the fees and charges bylaw at the same time. | December 7, 2020 Council Meeting for introduction.<br>Project will be on going. |

**Deliverable: To scan all "signed" bylaws**

As bylaws are permanent records and the Corporate Officer is assigned the responsibility of ensuring bylaws are maintained and kept safe as outlined in Section 148 of the *Community Charter*, it is important that for business continuity purposes in the event of a flood, fire, or earthquake that the City has scanned copies of all signed bylaws.

| Tasks | Timeline for Completion |
|---|---|
| This project got underway in the spring of 2020 and many bylaws have been scanned. Those remaining will be scanned while the bylaws are being added to the Master Bylaw Registry. | 2021-Q4 |

**PHASE TWO – 2021/2022**

**Deliverable: To work with staff on modernizing the City's regulatory bylaws (on a priority basis) based on risk, liability, applicability, revenue generation, etc. in order to improve service to the public and provide for efficiencies across the organization. Bylaws would be drafted based on best practices using plain language to provide for better enforceability.**

Some of this work has already commenced with work being done on the Animal Responsibility Bylaw and Ticketing Bylaws. Other bylaws that need addressing will be part of the 2021 work plan. The focus for 2022 would be to do a review of the bylaws that are identified through the Master Bylaw Registry project with more specific deliverables and tasks identified in the later part of 2021.

**Deliverable: To develop a bylaw guideline document for staff**

To assist subject matter experts on drafting bylaws, a bylaw guideline document would be developed for staff to use as a tool when developing their bylaws.

Work Breakdown Structure (Policy Renewal Project)

**Phase One – 2021**

**Deliverable: Develop a Master Policy Registry**

The City has a hard copy of a Council policy manual that contains several policies, which are divided into sections, by department. Some of the policies are in effect and posted on the internet (currently 46 posted in the internet). Others are still valid but outdated; others are historical.

In 2010 and subsequently 2016, Legislative Services developed a policy status sheet. This status sheet, along with copies of the policies, were sent to the applicable departments for review. Managers were asked to determine whether the policy was relevant and should remain as is, whether it needed amending, whether it was obsolete and should be repealed or unsure. At the time, it was also noted that some policies were administrative in nature and would be more applicable as a staff policy or appeared to be a procedure or guideline. To assist, staff was provided with definitions as to how to view the policy (i.e. is it a rule, guiding principle or statement vs. a process, method, practice). Feedback from the various departments was provided; however, the work was not concluded.

| Tasks | Timeline for Completion |
|---|---|
| Present a report to Council with a list of policies that need to be repealed | November 23rd GPC |
| Bring forward a revised Public Hearing process policy | November/December, 2020 |
| Start Development of a Master Bylaw Registry | 2021 |
| To build on the work that was done in 2010 and 2016 | *TBD |

*Further work on the policies will be identified in 2021 in conjunction with the updates provided to Council on the bylaw project.

**SUMMARY POINTS**

- As part of Council's 2019 – 2022 Strategic Plan, one of the Governance action items identified was to have a comprehensive review undertaken on Council's bylaws and policies and then proceed with updating those that were outdated, ineffective or inconsistent with current objectives.
- An audit was conducted on the City's bylaws and Council policies and a project timeline, with work breakdown structures and deliverables was developed for moving the project forward.

## ATTACHMENTS

Attachment "A" - Master Bylaw Registry (sample)

| **Submitted by:** | **Concurrence by:** |
|---|---|
| Karen Robertson<br>Deputy City Clerk | Sheila Gurrie<br>Director of Legislative Services |

# Bylaw & Policy Renewal Project Update

Presented by:

Karen Robertson, Deputy City Clerk

- Strategic Plan Action Item – to have a comprehensive review undertaken on Council's bylaws and policies
- On October 19, 2020, staff presented the timeline and deliverables for undertaking both projects
- Staff is now providing a status update for both projects and bringing forward a number of outdated or redundant Council policies for formal repeal.

## Bylaw Renewal Project Update

2021 Deliverables:

- Develop a new Animal Responsibility Bylaw
- Develop a Master Bylaw Registry for the City's 6500 Bylaws
- Streamline the City's ticketing system and housekeeping amendments to include consistent violation and penalty language
- Develop a comprehensive Fees and Charges Bylaw; and
- Scan all "signed" bylaws

## Animal Responsibility Bylaw:

- Original target for completion - December 21, 2020
- November 16, 2020 Council asked for further public input through the City's on-line engagement platform and to bring a further report in January, 2021 based on the feedback.
- Bylaw given 3 readings on February 1, 2021 and forwarded to the Ministry for approval.
- The Ministry requested that minor amendments (for clarity purposes) be made to the wildlife provisions
- Changes presented and endorsed by Council on June 7, 2021.
- The revised bylaw was sent to the Ministry for approval.

Development of a Master Bylaw Registry

- Original target for completion – 2021 Q4
- Work has commenced but the research, development, and stakeholder/community consultation associated with the Animal Responsibility Bylaw took longer than anticipated
- Focus was also shifted to the policy project in November, 2020 so that the policy project could be completed in 2021.
- Staff to resume work on the Bylaw Registry in Q3 and Q4, 2021.

Streamlining the City's Ticketing System

- Project is on-going
- To date, 5 regulatory bylaws have had violation and penalty language updates along with corresponding amendments to the Bylaw Notice Enforcement Bylaw.
- As regulatory bylaws continue to come forward for amendments, the violation and penalty language will be reviewed at the same time

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To Develop a Comprehensive Fees and Charges Bylaw

- Project is on-going
- As bylaws amendments come forward, those with fees will be transferred to the Fees and Charges Bylaw.
- Currently, only the licensing fees associated with the new Animal Responsibility Bylaw have come forward

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Scanning of all Signed Bylaws

- Original target for completion – 2021 Q4
- Project completed ahead of target

## Policy Renewal Project Update

- Original target for 2021 was the development of a Master Policy Registry.
- Focus shifted from bylaw project to policy project in November, 2020 so that the policy project could be completed in 2021
- Details of the work completed on the project are outlined in the staff report
- 101 Council policies identified by staff as either redundant, no longer legal, or reflecting outdated processes or practices, before Council for formal repeal.

## Policy Project

http://www.nanaimo.ca/goto/councilpolicyreview

Option 1: (Should Council support repealing all 101 policies identified)

*That the Governance and Priorities Committee recommend that Council repeal the 101 outdated or redundant Council policies highlighted in red within the Table of Contents attached to the June 14, 2021 report by the Deputy City Clerk.*

Option 2: (Should Council wish to retain any of the 101 policies)

*That the Governance and Priorities Committee recommend that Council repeal the Council policies highlighted in red within the Table of Contents attached to the June 14, 2021 report by the Deputy City Clerk, with the exception of the following policies: (insert name of the specific policies Council wishes to retain)*

## Policy Project (Next Steps)

- To update the Council policy section on the City's website
- To update the 44 policies highlighted as needing amending.
- Goal is to have the policies updated before the end of 2021.

# QUESTIONS: