

DATE OF MEETING May 25, 2020

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SUBJECT CITY SPARK – PUBLIC ENGAGEMENT STRATEGY

OVERVIEW

Purpose of Report

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

Recommendation

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

BACKGROUND

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

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

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

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

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

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

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

DISCUSSION

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

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

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

City Spark – Proposed Public Engagement Strategy

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

OPTIONS

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

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

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

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

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

SUMMARY POINTS

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

ATTACHMENTS:

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

ATTACHMENT B: May 2020 Status Update

ATTACHMENT C: City Spark Public Engagement Strategy |

Submitted by:

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

INTRODUCTION

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

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

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

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

PURPOSE AND GOALS

The goals of this project are to:

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

Purpose and objectives of this project are to:

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

GUIDING PRINCIPLES

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

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

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

PLAN AREA CONTEXT

The City of Nanaimo occupies a land mass of about 90.76 km² (Statistics Canada, 2016 Census), including approximately 10 square kilometres of parks and open space. Located on the east coast of Vancouver Island on Snuneymuxw and Snaw-Naw-As traditional territory, Nanaimo’s growth pattern is linear, stretching approximately 20 km from the Nanaimo River estuary in the south to the District of Lantzville in the north.

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

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

PROCESS AND TIMELINE

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

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

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

STEERING COMMITTEE

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

CITY COMMITTEES

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

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

PUBLIC CONSULTATION

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

RESOURCES

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

ATTACHMENT B

MAY 2020 STATUS UPDATE

2020 Strategic Policy Review



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



**NANAIMO CITY SPARK
DRAFT ENGAGEMENT STRATEGY**

COUNCIL UPDATE | MAY 2020

VERSION CONTROL

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

DRAFT

TABLE OF CONTENTS

1	Overview	1
1.1	About the Project	1
1.2	Engagement Overview	1
1.3	About This Document.....	1
1.4	Engagement Objectives.....	2
1.5	Level of Engagement	2
2	Engagement Team & Roles	4
3	Audiences.....	6
3.1	Identifying Barriers to Engagement.....	6
3.2	Equity and Inclusivity.....	6
3.3	Audiences.....	7
4	Engagement & Communications.....	10
4.1	Process Overview.....	10
4.2	Engagement Process	11
4.3	Implementation	14
5	Communications.....	29
5.1	Principles of Engagement.....	29
5.2	Preliminary Key Messages (to be refined).....	30
5.3	Project Identity	32
6	Anticipated Challenges	35

1 OVERVIEW

1.1 ABOUT THE PROJECT

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

INTEGRATED PLANNING

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



1.2 ENGAGEMENT OVERVIEW

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

1.3 ABOUT THIS DOCUMENT

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

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

1.4 ENGAGEMENT OBJECTIVES

Public engagement and communications for Nanaimo City Spark aim to:

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

1.5 LEVEL OF ENGAGEMENT

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

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

IAP2’s PUBLIC PARTICIPATION SPECTRUM

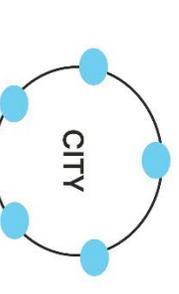
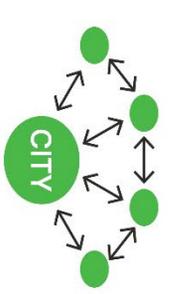
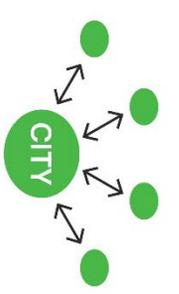
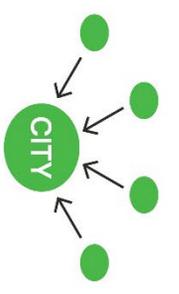
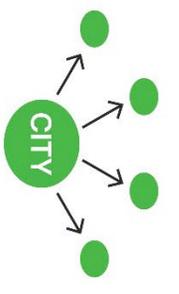
The IAP2 Federation has developed the Spectrum to help groups define the public’s role in any public participation process. The IAP2 Spectrum is quickly becoming an international standard.

INCREASING IMPACT ON THE DECISION



ENGAGEMENT LEVELS FOR NANAIMO CITY SPARK

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



2 ENGAGEMENT TEAM & ROLES

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

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

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

3 AUDIENCES

3.1 IDENTIFYING BARRIERS TO ENGAGEMENT

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

The 5 A's:



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

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

3.2 EQUITY AND INCLUSIVITY

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

3.3 AUDIENCES

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

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

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

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

4 ENGAGEMENT & COMMUNICATIONS

4.1 PROCESS OVERVIEW

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



Figure 1: Illustration of the Nanaimo City Spark process journey

4.2 ENGAGEMENT PROCESS

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

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

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

WHAT is our community vision for the future?

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

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

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

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

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

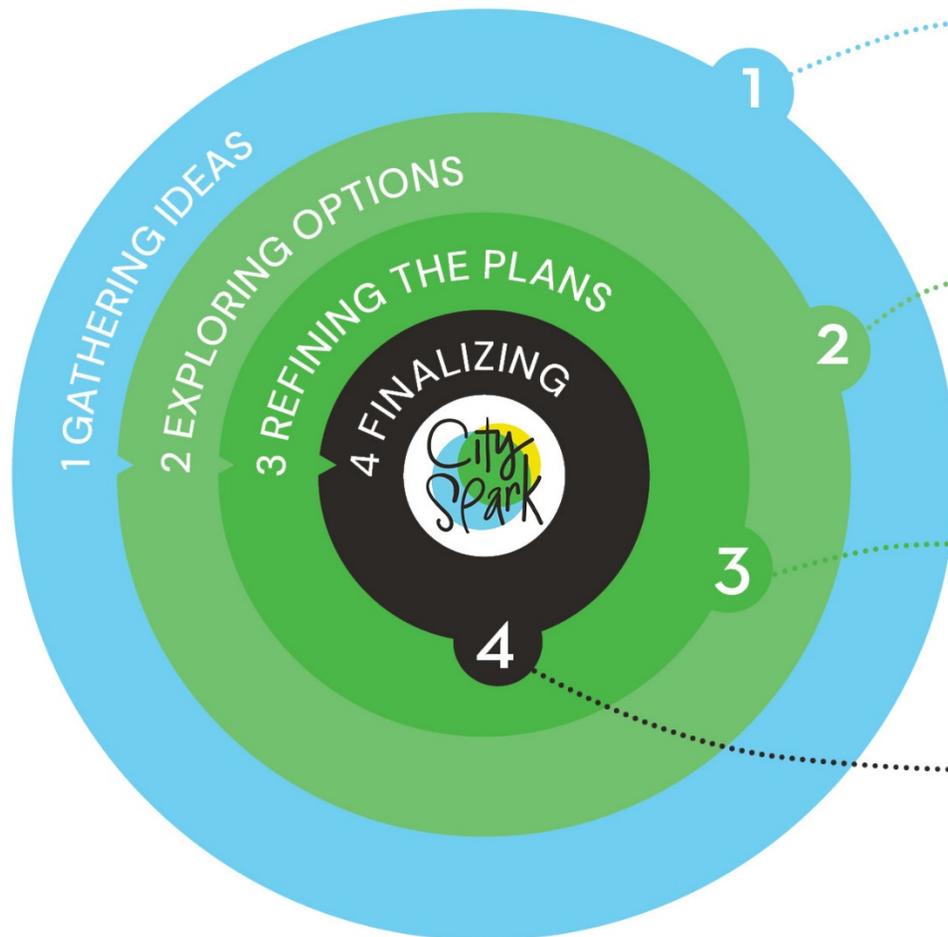
This final phase focuses on reviewing and refining the plans. A key part of this phase will be to report back to the community to confirm “What we Heard” to date, bringing forward draft plans, and working with our community to refine them. Phase 3 is also an opportunity to “close the loop” with community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

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

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

THE PROCESS

A JOURNEY FROM BIG IDEAS TO FOCUSED DIRECTION



“THE WHAT”

- ▶ Start a community conversation
- ▶ Understand where we are now
- ▶ Explore community priorities and issues
- ▶ Think long-term – where do we want to go?

“THE HOW”

- ▶ Develop options for how our community can achieve our shared vision
- ▶ Evaluate how options support our goals
- ▶ Discuss trade-offs and difficult decisions together

“THE TOOLS”

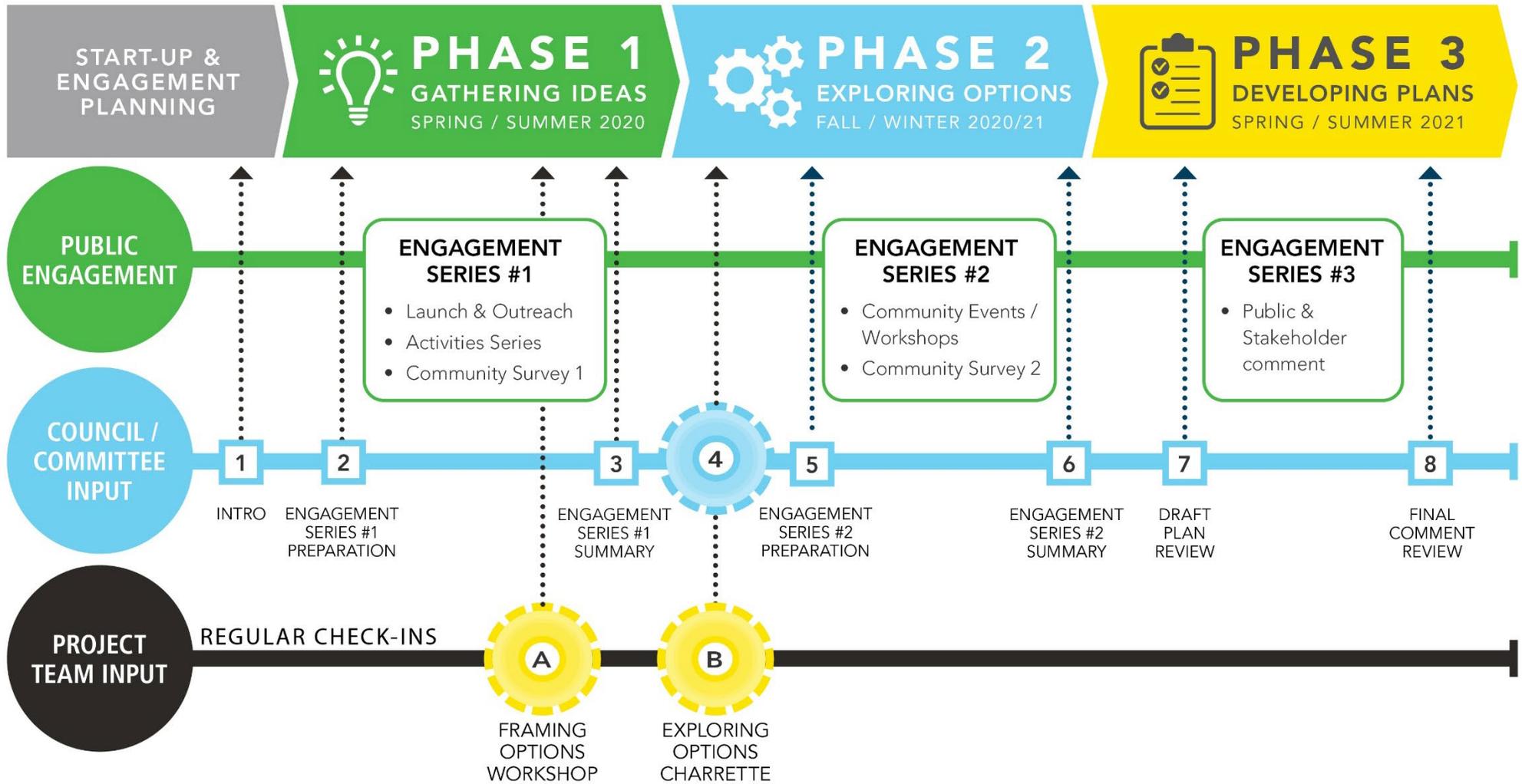
- ▶ Develop policies and actions that will direct change to achieve our community goals
- ▶ Review the draft policies and actions together

“THE PLANS”

- ▶ Draft the plans: OCP Update; Parks, Rec and Culture Plan; Active Transportation Plan; Climate Action Plan; Economic Development Plan; Water Supply Strategic Plan
- ▶ Review together
- ▶ Adopt and implement

GENERAL TIMELINES

PROCESS SEQUENCE AND KEY CHECK-IN POINTS



4.3 IMPLEMENTATION

BUILDING THE FOUNDATION

Spring 2020

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

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

GENERAL OUTREACH & PROJECT AWARENESS

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

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

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

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

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

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

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

PHASE 1: GATHERING IDEAS

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

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

PHASE 2: EXPLORING OPTIONS

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

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

PHASE 3: REFINING THE PLAN

Spring 2021

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

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

DRAFT

5 COMMUNICATIONS

5.1 PRINCIPLES OF ENGAGEMENT

Project engagement and communications should align with the following principles:

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

5.2 PRELIMINARY KEY MESSAGES (TO BE REFINED)

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

Calls to Action

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

Aims of Nanaimo City Spark

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

Background

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

Community Participation

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

5.3 PROJECT IDENTITY

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

TITLE: NANAIMO CITY SPARK

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

TAG LINE: Our City, Our Voices.

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

HASHTAG: #NanaimoCitySpark (to be confirmed)

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

COLOURS

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

ICON AND GRAPHIC CHARACTER

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



CONTACT INFORMATION

Website: To be confirmed [NanaimoCitySpark.ca]

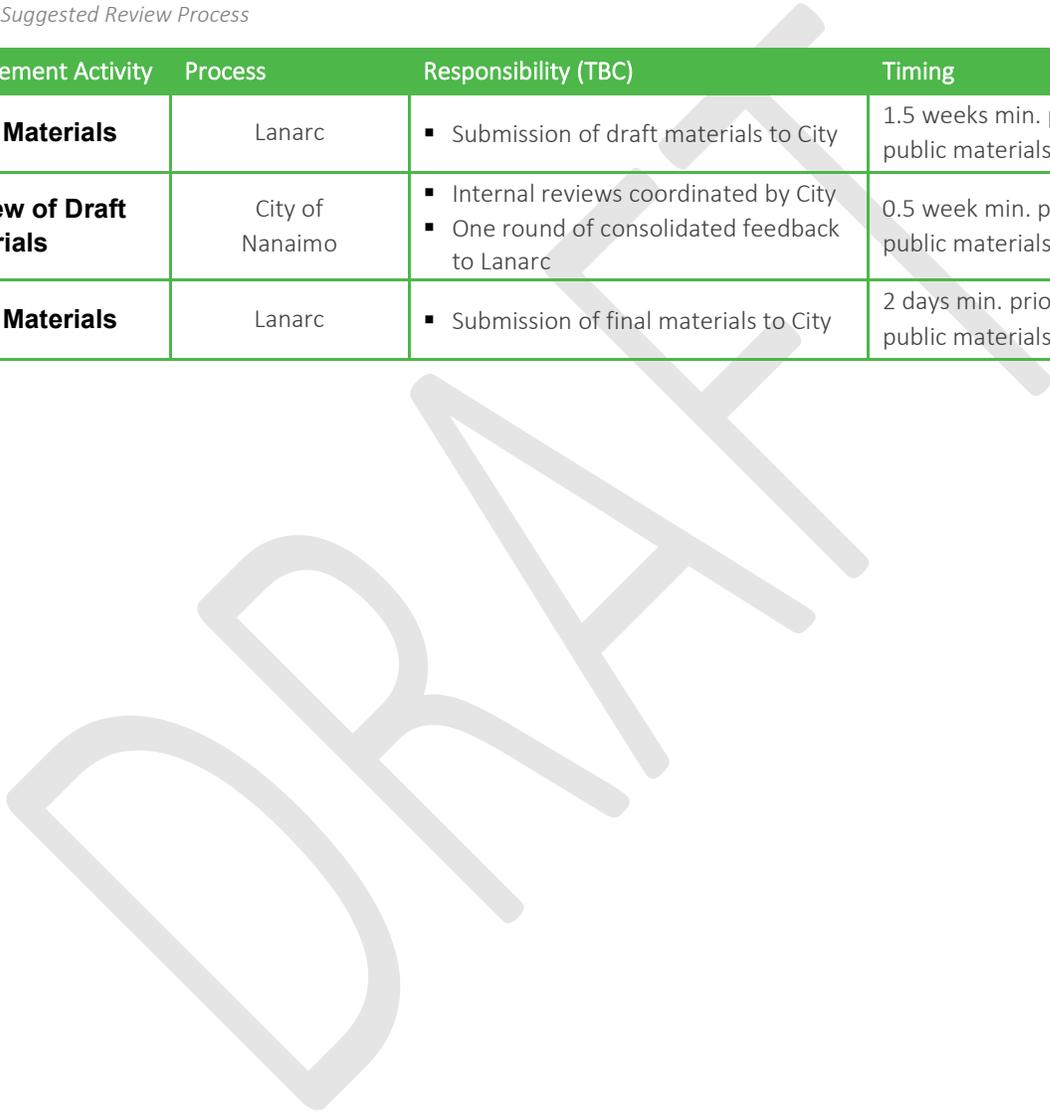
Email: To be confirmed [CitySpark@nanaimo.ca]

5.3.1 Materials Review

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

Table 1: Suggested Review Process

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



6 ANTICIPATED CHALLENGES

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

Table 2: Potential Engagement Challenges and Proposed Response Plan

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

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

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

DRAFT



NANAIMO

Our City, Our Voices.

May 25, 2020 | Update to Council

What is Nanaimo City Spark?



OCP Update



Parks, Rec & Culture Plan Update



Active Transportation Plan



Climate Action Plan



Economic Development Plan



Water Supply Strategic Plan

We are changing
faster than ever
before

City
Spark

3

The Plans



Actions & Steps



Desired Future State
(or where we want to go)

HISTORICAL PLANNING

4



Everyone has a voice in planning our city.

6

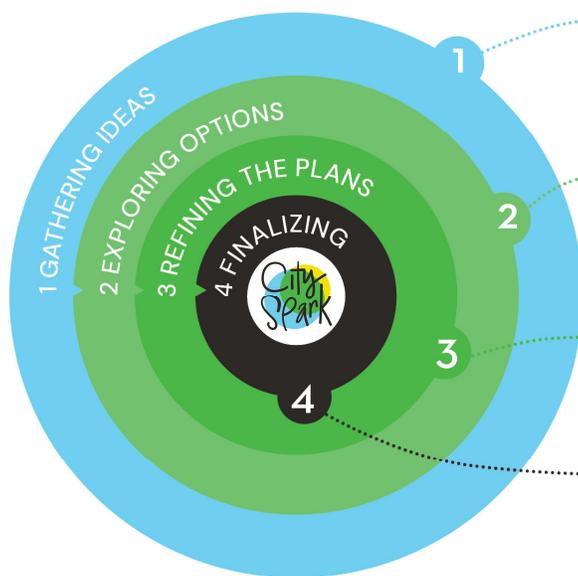
“Community engagement is more than a town hall meeting or an open house: it is a culture fostered within an entire organization and a community. It is a culture where communication is meaningful and authentic; and asking questions makes a resident feel heard and respected at all levels.”

- Community Engagement Task Force Final Report



THE PROCESS

A JOURNEY FROM BIG IDEAS TO FOCUSED DIRECTION



“THE WHAT”

- ▶ Start a community conversation
- ▶ Understand where we are now
- ▶ Explore community priorities and issues
- ▶ Think long-term – where do we want to go?

“THE HOW”

- ▶ Develop options for how our community can achieve our shared vision
- ▶ Evaluate how options support our goals
- ▶ Discuss trade-offs and difficult decisions together

“THE TOOLS”

- ▶ Develop policies and actions that will direct change to achieve our community goals
- ▶ Review the draft policies and actions together

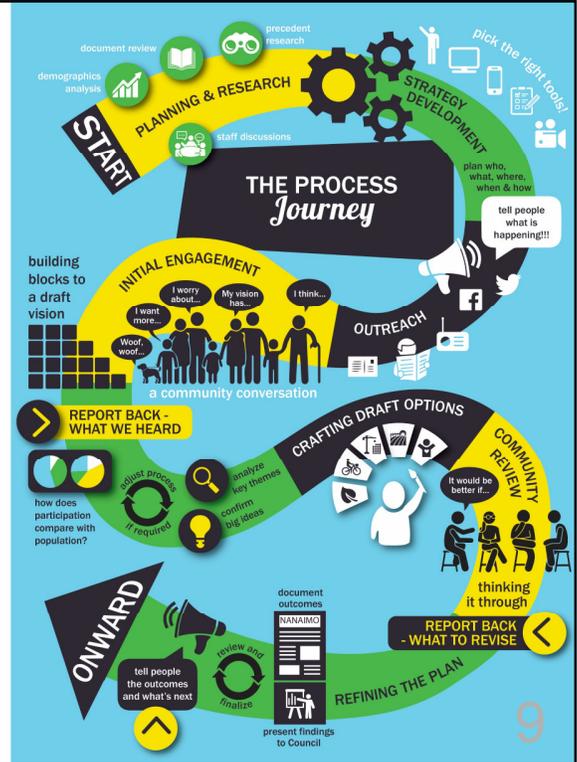
“THE PLANS”

- ▶ Draft the plans: OCP Update; Parks, Rec and Culture Plan; Active Transportation Plan; Climate Action Plan; Economic Development Plan; Water Supply Strategic Plan
- ▶ Review together
- ▶ Adopt and implement

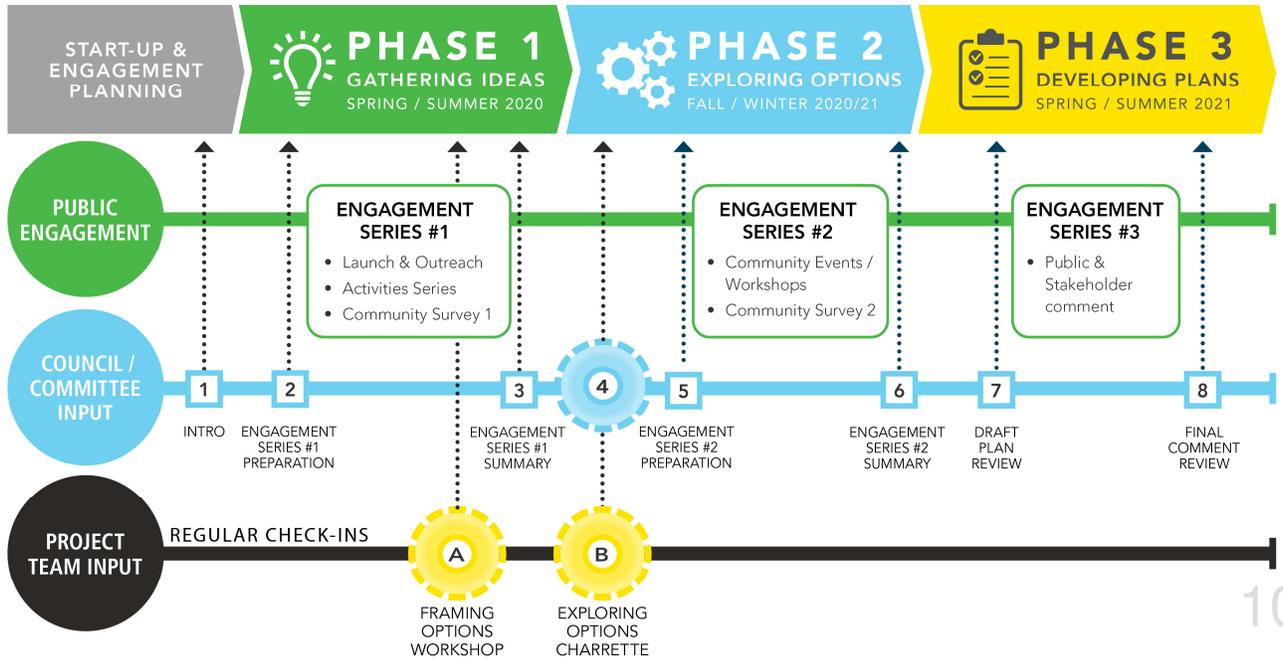
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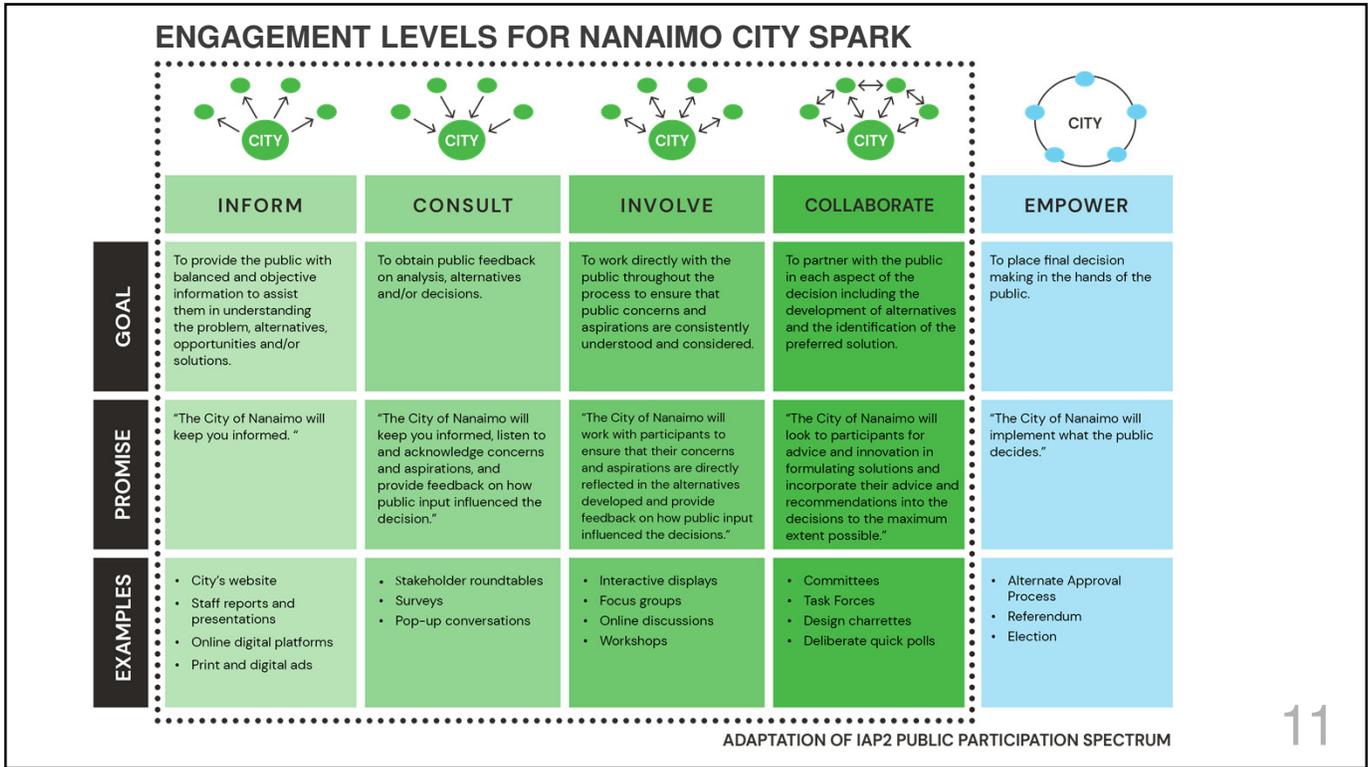
THE NANAIMO CITY SPARK ENGAGEMENT JOURNEY

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



CHECK-IN POINTS





MOVE FORWARD OR WAIT?

WEIGHING THE BENEFITS AND RISKS

Potential Benefits of Moving Forward

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

Potential Risks of Moving Forward

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

Potential Benefits of Waiting

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

Potential Risks of Waiting

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

13

How can we engage while respecting physical distancing measures?

14

ENGAGEMENT AIMS

WHAT ARE THE OBJECTIVES OF THIS INTEGRATED PROCESS?



15

ENGAGEMENT AUDIENCES

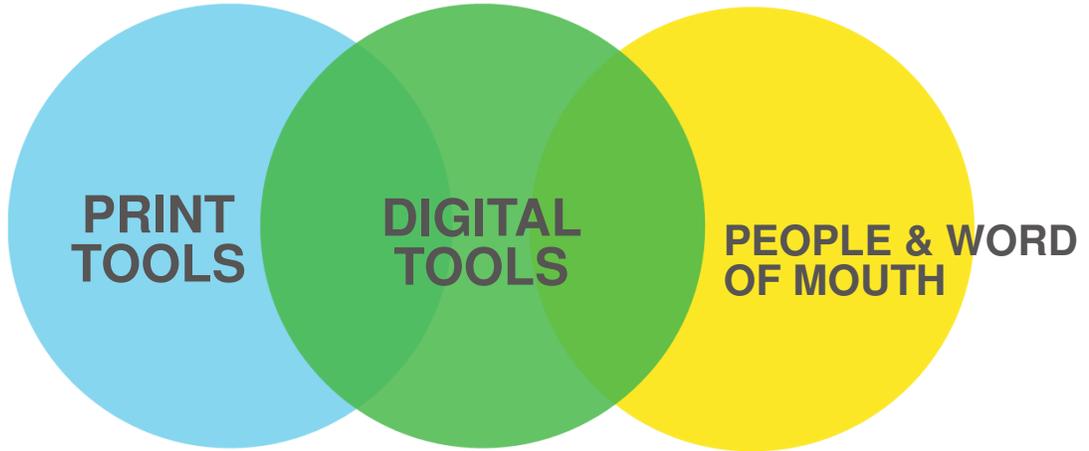
WHO WILL PROJECT COMMUNICATIONS BE DIRECTED TO?



16

ENGAGEMENT TOOLS

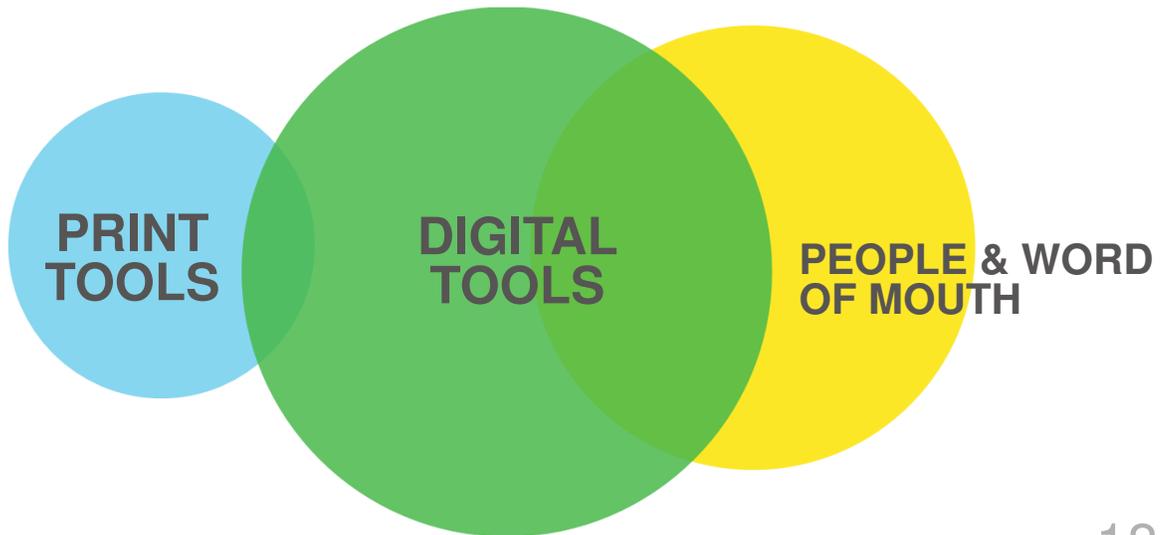
ACROSS PLATFORMS



17

ENGAGEMENT TOOLS

ACROSS PLATFORMS



18

OUTREACH



RAISE
AWARENESS

19

How will people recognize this initiative?



NANAIMO
Our City, Our Voices.

20



DIGITAL TOOLS

Project Webpage

Get Involved Nanaimo

Social Media (FB, Twitter, Instagram)

Video Shorts

Media Release

Photo Contest

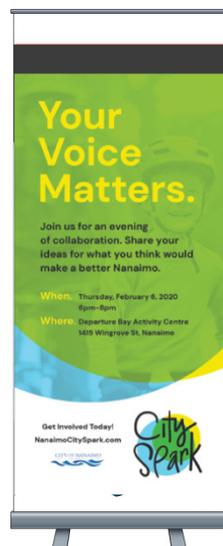
E-notifications

Community Calendars

Digital Advertising

21

PRINT TOOLS



Large Signs & Banners

Static Input Displays

Nanaimo Newsletters / Leisure Guide

City Vehicle Magnets

Mail-outs / Drop-offs

Small Posters

Give-Aways / Prizes

Bulletin Newspaper Ads

22



PEOPLE & WORD OF MOUTH

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

23

ENGAGEMENT ACTIVITIES FOR PHASE 1: GATHERING INPUT



24

ENGAGEMENT SERIES #1 FORMATS

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

MAINTAIN / ENHANCE

SHIFT

TWEAK

25

A | DIGITAL ENGAGEMENT PLATFORM

MAINTAIN / ENHANCE

INTENT: A SAFE PLACE TO ENGAGE ONLINE



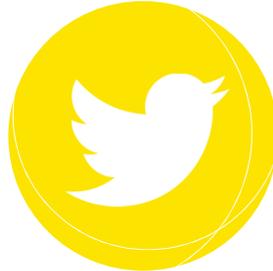
- Posting current information
- Polls
- Storytelling
- Online survey
- Forums
- Community mapping
- Q&A
- Moderation

26

B | SOCIAL MEDIA & VIDEO

INTENT: MAKING INFORMATION ACCESSIBLE & INTERESTING

MAINTAIN / ENHANCE



D | COMMUNITY 'POP-UP' SERIES

INTENT: MEETING PEOPLE WHERE THEY ARE

SHIFT

ORIGINAL IDEAS

Community Event Pop-ups

Around Town Pop-ups
e.g.: grocery stores, rec centres, waterfront, transit exchange

Around School Pop-ups
e.g.: youth forum, children's activities, youth-led events

Around Home Pop-ups
e.g.: retirement residences, assisted living, transitional housing



CURRENT WORKING IDEAS

At Home Activity Series
e.g.: citizen challenges, contests, video submissions, children's activity pack

Info drops / input pick-ups
e.g.: retirement residences, assisted living, transitional housing (coordinated through staff)

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

Guideline-appropriate Pop-ups
e.g.: following current guidelines

C | MAILOUT SURVEY & COMMUNITY QUESTIONNAIRE

CAPTURING IDEAS & OPINIONS

MAINTAIN / ENHANCE



MAIL-OUT SURVEY

Statistically Valid
Representative sample across:
Neighbourhood Areas
Age groups



COMMUNITY QUESTIONNAIRE

Open to all participants
Online
Hard copy available

29

E | COMMUNITY EVENTS

INTENT: INTERACTIVE ACTIVITIES & DISCUSSIONS

SHIFT

ORIGINAL IDEA

Community Event Series

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



CURRENT WORKING IDEA

Interactive Online Series

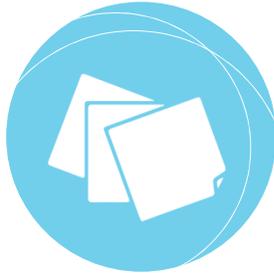
- Ask & Answer series
- Coffee calls / chats
- Video speakers
- Interactive website content and posts

30

TWEAK

F | STATIC STATIONS

INTENT: POST INFO & ACTIVITIES WHERE PEOPLE ARE



ORIGINAL IDEA

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

TWEAK

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

31

TWEAK

G | STAKEHOLDER MEETINGS & INTERVIEWS

INTENT: TARGETED INPUT FROM KEY GROUPS



ORIGINAL IDEA

- Small Group Meetings & Interviews

TWEAK

- Phone Calls
- Email Correspondence
- Small Group Online Meetings

32

TWEAK

H | COMMUNITY AMBASSADOR PROGRAM & KITS

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



ORIGINAL IDEA: MATERIALS TOOLBOX

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

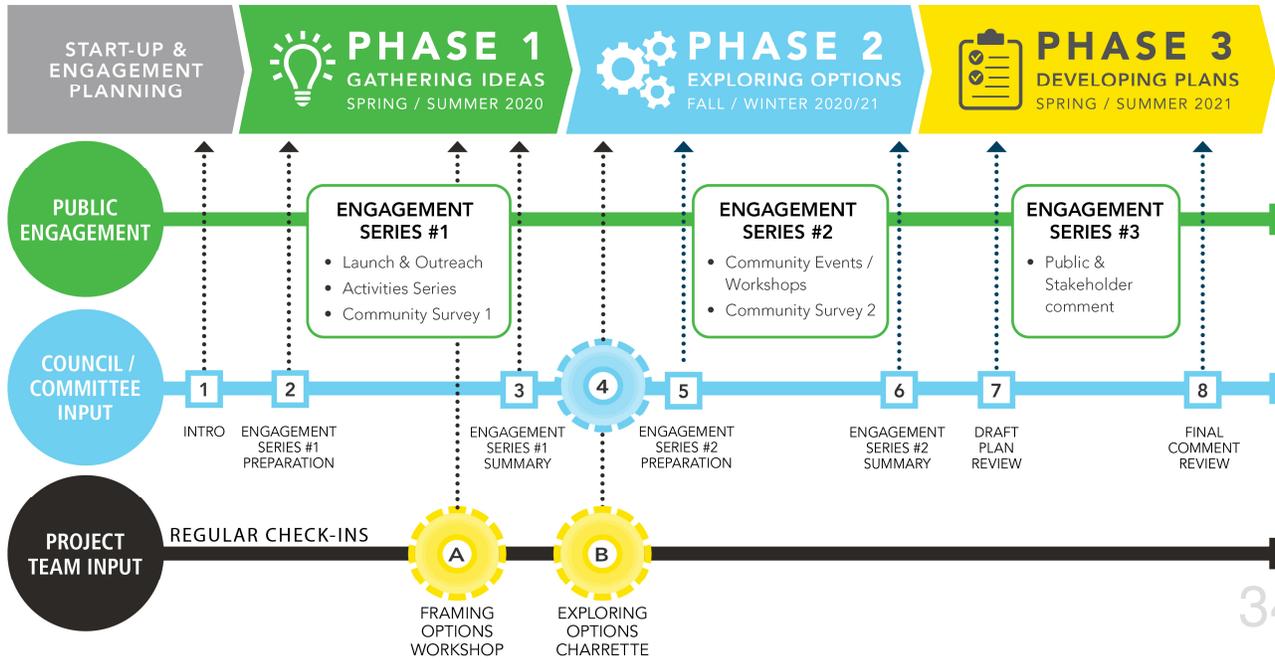


TWEAK: DIGITAL TOOLBOX

- Digital sharing materials
- FAQ responses
- Calls and support

33

GENERAL TIMELINE SUMMARY



34

