

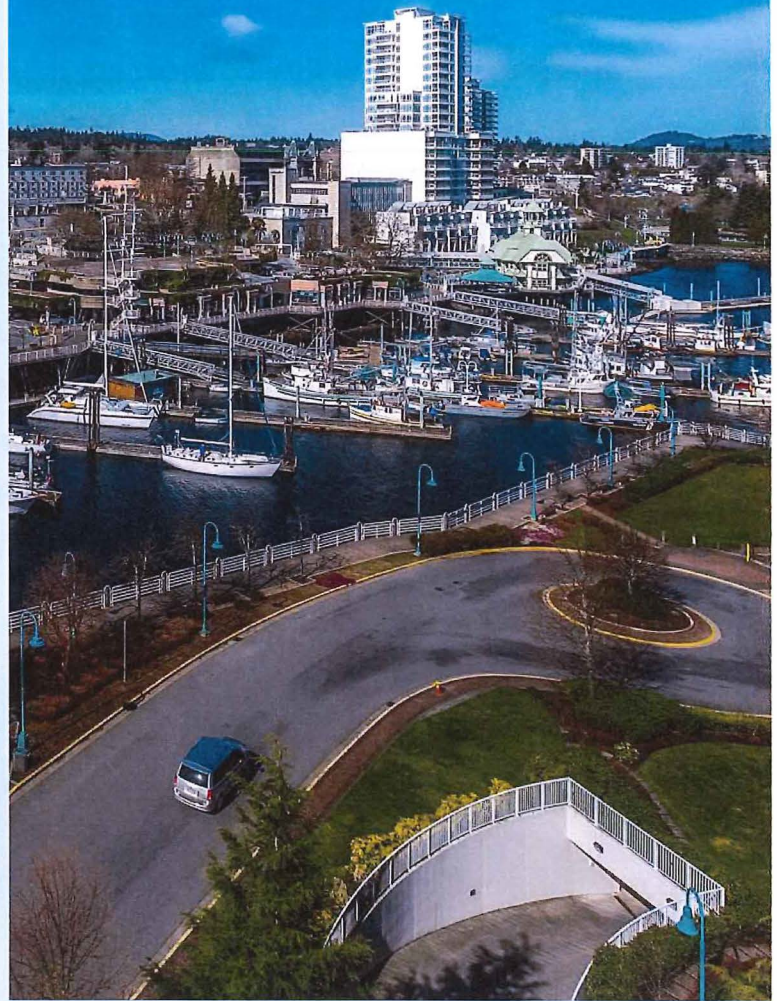
# STRATEGIC PLAN 2019 - 2022

---

# DRAFT

APRIL 26, 2019

---



## ABOUT THE PLAN

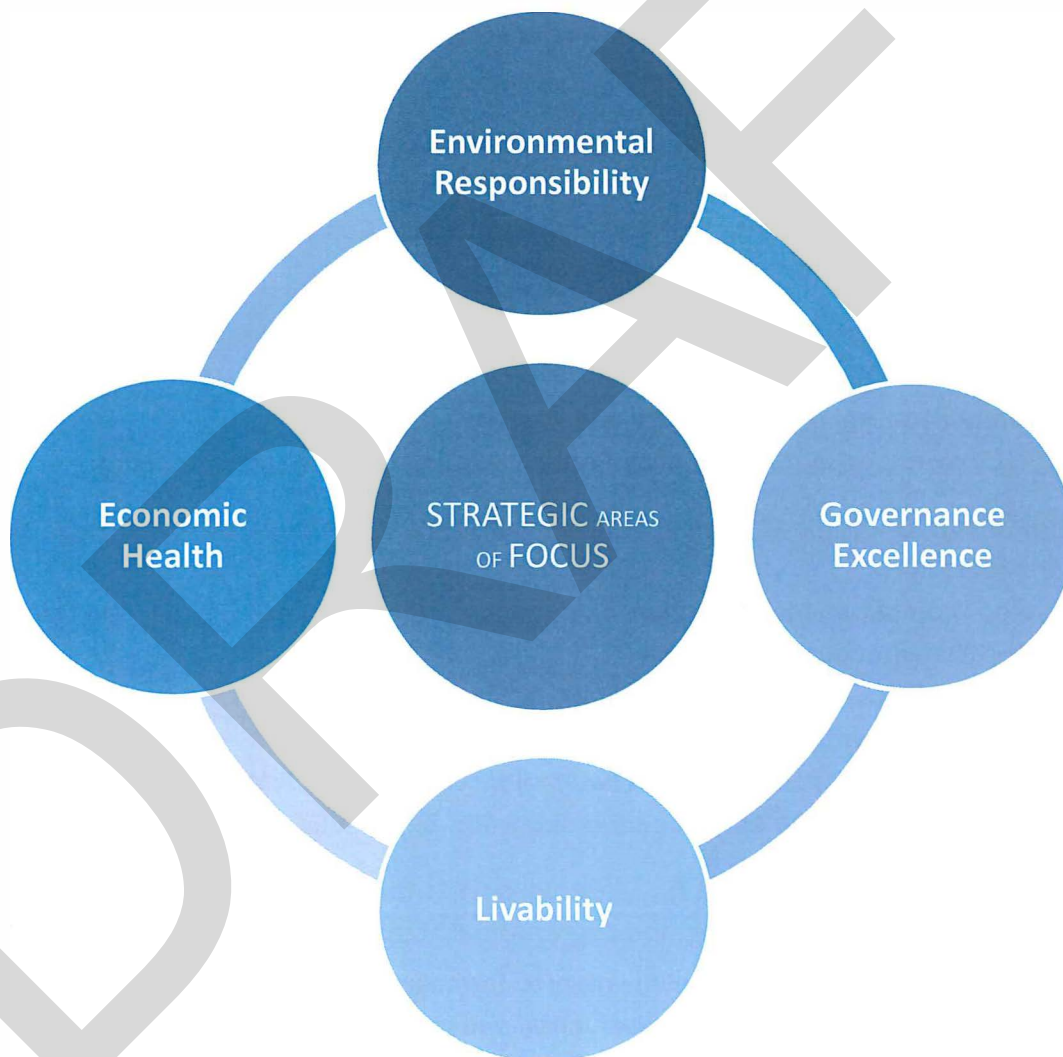
Each term, Nanaimo City Council sets the Strategic Plan, which identifies the priorities of the City of Nanaimo, which in turn, lays the foundation for the development of work plans for City employees.

The Strategic Plan is a living document that is reviewed regularly during City Council's Term in Office in order to assess progress and performance. As the strategic priorities move to an operational level, and are completed, Council will provide direction on new priorities. As a result, this living document provides Council and City employees a clear roadmap to help focus resources and energies on priority areas so that projects and initiatives are worked on in a balanced way.

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

## STRATEGIC THEMES

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



## ENVIRONMENTAL RESPONSIBILITY

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

### 2019-2020 Actions

**1. Environmental Leadership:** Take a leadership role in preparing our community for climate change and environmental stewardship.

- Complete Climate Resiliency Strategy
- Update Building Bylaw
- Continue LED street lighting replacement program
- Develop an Electric Vehicle Charging Stations Strategy

**2. Growth Strategy:** Support land development in a manner that efficiently uses our infrastructure to reduce our impact on the natural environment.

- Synchronize the OCP review with the active transportation plan update, the parks master trail plan and the water supply strategic plan

**3. Natural Asset Management:** Identify, protect and enhance the ecological health of our significant natural resources and systems

- Complete a natural asset inventory and strategy
- Begin Boxwood connector site preparation including the wetland restoration

**4. Transportation:** Ensure our transportation systems are designed to encourage multi-modal transportation.

- Develop "complete streets" standards and update the Manual of Engineering Standards
- Conduct Downtown mobility study
- Finalize Downtown transit exchange
- Advocate for Downtown ferry service (Gabriola and Passenger)
- Complete designs for the rebuild of two major roads (Metral & Wakesiah)
- Install Bruce Ave (3rd to 4th) bikeways, sidewalks & street lighting

**5. City Operational Impacts:** Focus on our environmental impact/climate change contribution in our decision making and regional participation.

- Prepare and adopt a Green Fleet Strategy to formalize greening and right-sizing the fleet
- Review and update the energy conservation and management plan
- Review and update the City Green Building Policy
- Enhance corporate initiatives to reduce environmental impact (e.g., electronic records management)

## GOVERNANCE EXCELLENCE

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

### 2019-2020 Actions

**6. Structured for Decision Making:** Ensure that we are structured and resourced for expeditious, high quality decision making and action within our risk framework.

- Conduct and implement an organizational structure review
- Complete Fire department three-year service delivery plan
- Introduce an asset management levels of service discussion with Council and the public
- Update and consolidate the Fees & Charges Bylaw
- Undertake a review and update Council Policies and Bylaws
- Enhance council meeting material prepared by staff (i.e. reports and presentations) in order to allow for better decision making
- Implement new Committee and public engagement framework
- Revise management terms and conditions bylaw and the exempt salary administration policy

**7. Relationships:** Invest in relationships which impact and support our community.

- Continue to work with Snuneymuxw First Nation through the Protocol Agreement Working Group to address issues and topics of mutual interest
- Continue meetings to enhance stakeholder relations with the Nanaimo Port Authority, School District 68, The Greater Nanaimo Chamber of Commerce and the Regional District of Nanaimo
- Continue to enhance relationships with mainstream media
- Continue to build and enhance relationships with senior levels of government

**8. Innovation & Creativity:** Create a vibrant culture of innovation, stewardship and partnership to encourage a healthy, robust city.

- Encourage City staff to look for opportunities to explore new, creative solutions
- Implement a new model of governance (GPC) that allows Council to participate in an enhanced decision making process

**9. Engagement:** Engage with the community in a deliberate and disciplined way.

- Provide opportunities for public engagement on fire safety and emergency management
- Implement closed captioning of live streamed meetings
- Utilize new committees or task forces as a means of engagement
- Amend the Council Procedure Bylaw to clarify rules around Delegations
- Proceed with Council and senior staff spokesperson training

## GOVERNANCE EXCELLENCE...

**10. Advocacy:** Focus on targeted advocacy with other levels of government to support our strategic goals and long term interests.

- Seek grant funding opportunities from the Federal and Provincial government for capital projects
- Advocate for the Province to take responsibility for mental health and social disorder issues
- Work with BC Housing in relation to the housing action plan

## LIVABILITY

*We proactively plan for Nanaimo's growth and focus on community infrastructure to support an inclusive, healthy and desirable place to live.*

### 2019-2020 Actions

**11. Housing:** Support the provision of affordable and accessible housing for all our community needs.

- Implement the housing strategy (short term rentals, adaptable housing regulations)

**12. Proactive Planning:** Engage the community in long-term community planning.

- Undertake a coordinated review of the Official Community Plan, Parks Master Plan and Active Transportation Plan
- Update the Water Supply Strategic Plan

**13. Community Safety:** Create a city in which all people live, work, play and learn in a safe and connected community.

- Complete and update Fire Underwriters Survey
- Complete Fire Department's three-year service delivery plan
- Update and implement emergency management mass notification system

## LIVABILITY ...

**14. Infrastructure & Services:** Improve our community infrastructure and services to support Nanaimo as an active and healthy place to live.

- Update Asset Management Plan
- Adopt project management policy
- Implement a computerized maintenance management system
- Conduct facility assessment
- Complete design for replacement of Fire Station No. 1
- Conduct Utilities rate review (funding model, transparency, different rate scenarios)
- Construct Bastion Street bridge seismic upgrade
- Complete Hammond Bay Road slope stabilization
- Construct Jingle Pot Road & Westwood Road signal upgrades

**15. Arts, Culture & Recreation:** Support arts, culture and recreation as an integral part of everyday life.

- Work with Port Theatre Society to plan for the Port Theatre expansion project
- Establish additional Public Art throughout the community including the continued support of the annual temporary outdoor public art program
- Review and update existing operating agreements to ensure the continued support for City owned cultural facilities
- Continued support for the City's Heritage Conservation Program
- Ongoing support for community and public events
- Raising the profile of literary arts in the community through the continued support of the Poet Laureate programs
- Provide culture programming to develop and showcase local artist and cultural groups

**16. Social Connectivity:** Continue to facilitate solutions for social issues impacting our community and residents.

- Adopt an age-friendly City plan to support the City in being recognized as an Age Friendly British Columbia (AFBC) Community
- Continue to ensure that our facilities and programs are available to people of all ages and abilities
- Continue to work with neighbourhood associations through the Nanaimo Neighbourhood Network to strengthen local communities and reduce social isolation

**17. Waterfront:** Continue to increase opportunities for residents to access our waterfront and natural environment.

- Complete feasibility work and conceptual design for on-beach options for the Departure Bay Waterfront
- Construct interim walkway around One Port Drive
- Develop One Port Drive

## ECONOMIC HEALTH

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

### 2019-2020 Actions

**18. Downtown:** Have Downtown recognized as a livable and desirable heart of our community.

- Incorporate public art into the seismic upgrade of Bastion Street bridge
- Monitor downtown tax exemption program
- Complete Maffeo Sutton Park upgrades

**19. Business Attraction, Retention & Health:** Focus on business retention and expansion, and position Nanaimo as the best place to grow a business with a focus on businesses that align with our strategic direction.

- Complete an Economic Development Strategy
- Renew Nanaimo Hospital Association Agreement relating to the Municipal & Regional District Tax Program (Hotel Tax)

**20. Governance Structure:** Ensure our economic development efforts are governed and measured to produce value for the community.

- Identify and implement the most appropriate economic development model for Nanaimo

**21. Partnership:** Strengthen partnerships and collaboration with First Nations, the private sector, educational institutions, other levels of government and other organizations.

- Increase coordination within city staff on the liaison with both Vancouver Island Conference Centre specifically and the tourism sector generally