

## ATTACHMENT B

### From John Dacombe:

This draft strategic plan has managed to incorporate pretty much every buzzword that is currently popular. However, it contains little of substance.

As someone who unfortunately was forced to write strategic plans ad nauseam for the federal government, I place little value in buzzwords. Demonstrating progress on the issues that Council members ran on is the only benchmark that matters.

You would have been better served to lay out deliverables and hard timelines. "We pledge to complete X by Date Y" is a strategic plan. This document is a word-soup designed to check every possible box while ensuring zero actual accountability.

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### From Fraser Archibald:

what a bunch of double speak....there is nothing specific there ???? of course I agree with all of it.....however, pragmatically.....

1. I would like to see more housing for the homeless
- 2.. I would like to see a vibrant and expanded seawall walk
3. I would like to see a paddling centre on the waterfront
4. I would like to see a vibrant downtown with thriving businesses....all the vacant stores full and all the holes in the ground built upon
5. I would like to see new bylaws enacted to ensure a quieter downtown core.....Maffeo Sutton park is far too AMPLIFIED.....ALL SUMMER LONG :-(((
6. I would like to see a 'centralized' market place in the summer, instead of scattered failing markets all over town
7. I would like to see the old quarter more cared for.....
8. almost forgot....I would like to see the 'ocean discovery centre' up and running
9. and perhaps a quiet, environmentally sound gondola up mt Benson
- 10 and last but not least A WALK- ON FOOT FERRY TO VANCOUVER

thanks for reading my list

Fraser Archibald

**From Kevin Ford**

Economic growth over the long term will provide money for the social programs trying to solve this terrible homelessness problem in Nanaimo.

As a city we should be focused on our waterfront and walkway expansion. The walkway expansion will attract more tourists to our beautiful waterfront. For the first time tourist and residents alike will have easy access from downtown to the best beach in town. The businesses along the way will prosper and grow in number and the residents of Departure Bay will now have level access to downtown. The area residents will finally have the option to leave their car at home which reduces traffic congestion and their carbon footprint.

Improved livability, an economic driver, better health, reduced traffic and carbon reduction. Drop the flow chart and start building!!

Cheers,

Kevin Ford

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**From Chris Taylor**

Looks good team!

Looking forward to seeing some 'smart goals' for these.

I.E.

- *Specific* – target a specific area for improvement.
  - *Measurable* – quantify or at least suggest an indicator of progress.
  - *Achievable* – specify who will do it.
  - *Realistic* – state what results can realistically be achieved, given available resources.
  - *Time-related* – specify when the result(s) can be achieved.
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**From Reb Stevenson**

I'm extremely pleased to see environment/climate change so highly prioritized. This, in addition to downtown and waterfront improvement, is why I voted for most of the members of this council. I hope to see significant progress in these areas.

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**From Alina Abbott**

Hello City Council members,

I really like your strategic plan, in my opinion it hits a lot of important priorities exactly right! There's just one thing that I think is really important to include as a specifically named priority, which is public transportation. Although one might argue that it fits into some of the other categories, the lack of efficient public transportation in this city will hold us back on many of those other priorities. For example, recently a friend of mine who currently lives in Vancouver was considering moving his business to Nanaimo, and came for a visit to see what it was like here. He does not own a car and does not want to, and he was appalled by the state of public transit. So he is going to stay in Vancouver instead. He liked so many other things about our city, but the ridiculous amount of time it took for him to move around the city on public transport held him back.

Thank-you for your consideration of this matter,

Alina Abbott

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### **From Wanda Thompson**

Thanks for the opportunity to comment. I appreciate a lot of work went into this document and I support the key themes, direction and principles identified.

Overall, I would like to see a document that provides concrete information to citizens about what specific priorities Council plans to focus on in the next 3.5 years.

This document is not a complete strategic plan. The elements listed are more principles and value statements, not objectives or priorities. Each statement needs to be followed with more specific outcomes, deliverables or actionable and measurable items.

For example, each statement should include some specifics, for example: Have our downtown recognized as a liveable and desirable heart of our community by working systematically with the Chamber of Commerce, undertaking a rebranding exercise, examining approaches to reduce vacant and derelict properties. Or whatever the key deliverables are.

Asking staff to add in planned current and future projects (the actual priorities) makes this exercise seem like more of a matching and rebranding exercise led by staff (ie., let's take all the stuff we were going to do anyways based on previous direction, and see how we can fit it under these new headings). It should be Council that identifies the specific broad priorities they want to focus on for the next 3.5 years.

The 3 key areas of focus are reasonable, but 22 separate vague value statements make this plan difficult if not impossible to measure for success or progress. Everything and anything could be claimed to address one or more of these statements. Perhaps some of these sub-elements could be combined or streamlined, as some seem repetitive or too vague. E.g., the descriptions under Infrastructure Services and Community Safety seem similar, as do the statements under Business Retention and Business Attraction. How would the deliverables be different?

The plan conflates the 'how' and the 'what'. Good governance is how Council will deliver on its priorities of environmental responsibility, economic health and liveability. How Council delivers on its agenda needs to be separated from what it will deliver. Good governance is the means, not the end. Also, I believe the Strategic Plan should be focused on goals for the City as a community. Internal goals for

Council or staff conduct, governance, efficiency etc. are internal organizational goals which should be separated in the plan, ie., conveyed differently. Good governance, effective decision making, good communications and relationship building are how you will get things done and are important to recognize and evaluate, but should be separated from strategic goals for the community.

Vision Statement - find it bland, uninspired and clunky. The use of the terms 'generations' and 'walks of life' are outdated and restrictive and subject to misinterpretation - just say 'everyone' or 'all residents'. Proposed new wording: Nanaimo is a livable, environmentally sustainable community full of opportunity for all residents.

There are many elements in this plan that are connected, linked or cut across main themes, such as building partnerships, transportation infrastructure. The plan should make an attempt to identify or group some of these interdependent and cross-cutting elements to demonstrate the reality that some deliverables and decisions may support multiple goals.

Thanks for your work on this,  
Wanda Thompson

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**From Debbie Kilfoyl**

Mostly what we are all talking about, as the warm weather approaches, is what is your plan for this years onslaught of useless homeless criminals from across the nation? Last years dismal failure has permanently changed this city and its safety. Will you make them pack up daily so we have no more permanent tent cities? Maybe implement some requirements on those in the new facilities like lock down? Perhaps a certain number of weekly hours spent cleaning up the messes left in parks, schoolyards, church yards etc? Becoming part of the society they so freely destroy and have no respect for? ANYTHING???

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**Nick Greer**

Thank you for the opportunity to provide feedback on the Draft 2019-22 Strategic Plan for Nanaimo.

As Chair of Destination Nanaimo, we would encourage the City to include a stronger reference to increased tourism as part of the "Economic Health" subheading.

Nanaimo has many positive features but lacks an effective major 'hook' to entice visitors. As a result, tourism largely passes through Nanaimo rather than stopping and contributing to the local economy.

While we officially aim for 25 to 30 cruise ships to visit Nanaimo, we are achieving only six. Each visit injects an estimated \$150,000 into our local businesses, meaning jobs and revitalization of our city center.

The former Chair of Nanaimo Ports Authority has publicly pointed to a "lack of quality attractions in Nanaimo that would entice operators and passengers to visit, citing Butchart Gardens in Victoria, wine tours in the Cowichan Valley and the steam train in Port Alberni."

<https://nanaimonewsnow.com/article/524675/cruise-outlook-disappointing-nanaimo-port-authority-boasts-strong-shipping-year>

We concur with that assessment.

A major inner city attraction would also have the benefit of being a catalyst for investment and renewal in our inner city.

The nature of an attraction is for the city to determine. However, other cities have had major tourism success from comparatively little upfront investment in attractions such as ferris wheels, closed to traffic pedestrian market streets (Commerical street may be a candidate), or waterfront attractions.

We, therefore, encourage the City to include a reference to tourism under the economic subheading of the strategic plan and undertake community consultation on specific and recommended projects to encourage tourism and amenity in our inner city.

Nick Greer  
Lawyer  
Johnston Franklin Bishop

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**From Lorelei James**

Give people a chance to get a place to live. Hard to get a place. Affordable. Have to jump through so many hoops just to look at a place

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**From Bob Fulcher**

Hi

I am glad that the city is finally thinking forward. I have lived in Nanaimo for 24 years and i have always said that Nanaimo has potential. And here we ard 24 years later and it has barely changed. Population has grown, but no real change. We need to finally start thinking about the downtown again. The north end is doing well enough. We need a liveable, walkable downtown. Get rid of holes in the ground. Make it a commercial ground level with high end condos above. Get developers with interesting designs. You need people to live and play downtown. Nanaimo is currently a drive by or through town. Make it a destination. Make the waterfront unique. Something that Victoria does not have. Anyway too many things and only one email. Thanks

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**From Richard Goatcher**

I'm impressed with what council & staff have created so far on the strategic plan. Having worked in a federal gov't agency for years, I realize these types of exercises are a challenge.

One element I think is worth adding is a piece on fiscal accountability. You allude to this under the section on Economic Health: Governance Structure Ensure our economic development efforts are governed and measured to produce value for the community.

My concern is more about the overall cost of city services & operations. Every time council raises taxes at a rate that exceeds general inflation + population growth, it hurts the low-income residents you are trying to serve. It also increases the cost of doing business here. Other levels of gov't are also raising taxes and fees, not to mention BC Hydro & ICBC.

I'd recommend you put something in the Section 1 Governance Excellence that speaks about keeping an eye on the bottom line and providing good value for the taxpayers' dollars.

Warmest regards;  
Richard Goatcher

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**From Heather Gonyer**

Hello briefly reviewing your strategic plan, I was surprised how little there was in regards to health care and its provision. I imagine it may fall under infrastructure and services...

I'm interested in what nanaimo has planned for ensuring its citizen can access walk in clinics and attain a primary care provider. With the province announcing its financial support for the development of primary care networks, I'd like to know what Nanaimo is doing to support its community's primary health care needs. Also wanting to know how nurse practitioners are involved in the planning of Nanaimo's health care strategies.

Thank you in advance,  
Heather Gonyer

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**From Silvia Luescher**

we need a lot better resources to help the homeless, addicts and mentally ill, to enable these people to go to rehab when they are ready, not when an opening is available some months away. Cheers. Silvia

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**From Dan Appell**

Hi,

I very much appreciate the fact that your strategic planning document is both graphic and short. Thank you so much for that.

I would suggest some changes though with respect to the personal "values and priorities" of the present council.

I would suggest that all activities the city is engaged in contribute to the livability of a city. The primary activities would be governance, asset management and wealth development.

Secondary activities would include lifestyle support, cultural development and amenity development. These can be broken down further into specific tasks.

Anyway, here is my suggestion. I think it might help clarify some things, and fill in some gaps that seem to not be covered.

I wish you all the best,  
Dan Appell

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**From June Ross**

Greetings to all,

What I am looking for is greater explanation of each of the items you have identified in more detail.

As an example –

#### ENVIRONMENTAL RESPONSIBILITY

A. Natural Asset Management; How do you intend for this to occur. How will they be identified?

Will a dollar value be placed on those natural resources and systems and then be assigned to each of them?

B Growth Strategy

Will Land designations be amended? Should the Transportation...that you have installed in this section ..not be included in the Liveability Section?

#### ECONOMIC HEALTH

Governance Structure-

Ensure...to produce value **and protect** the community.

Along with these pieces and outside of their realm, I am hoping that some kind of Bylaw will come into place that will stop Companies/corporations from leaving our City and not dealing with their buildings.(A and B Sound is but one example). Kamloops, I believe has a bylaw in place to deal with these issues and it may be worthwhile looking at that. I am tired of seeing empty buildings that deteriorate to the point of falling down. They are a blight on our community and must be dealt with!

I am also most tired of subsidizing businesses who come to our City in terms of “tax breaks”, while the rest of us are going to incur huge tax increases in this and coming years. This too is unfair and unjust!

I am wondering why we have an OCP when nearly every Council Meeting has to deal with heights of buildings, designations of property, riparian setbacks, yard setbacks, etc., etc.?

This too I find unacceptable.

Finally...the other major issue for me is the Parking in new developments.....both for residents and for visitors to these areas. When developers build townhouses or apartments, they are responsible for building the roads within the area. Most of the roads are narrower than the norm, so they are not allowed to be parked on. Then a silly number of visitor parking spaces are allowed for. How does it make sense to have 35 Units of townhouses built and only THREE visitor Parking Places on one level of a two level development? It makes no sense whatsoever! Every time a new development is dealt with the developer is looking to decrease parking stalls and areas. Why do we allow for that to occur?

Thank you for your efforts on our behalf's. I for one appreciate!

Sincerely,

June Ross

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**From Larry Whaley**

The only comment I have on the new draft is that it seems to be a bunch of airy - fairy words that will mean nothing to me until I see the meat.

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**From Heather Kauer**

Hi there - in regards to the City's draft Strategic Plan I have a few comments:

I think it's great that the City is undergoing a Strategic Planning process and the visionary statements you've drafted are a great start. Since the draft document on the City's webpage is just a list of categorized vision statements and no strategies or plans of action are identified, I'm assuming that the document will be expanded to include measurable goals and objectives - otherwise it wouldn't meet the definition of a "Strategic Plan."

I look forward to seeing and being able to comment on the measurable goals the City will identify, take action on, and monitor as part of your Strategic Planning process.

Sincerely,  
Heather Kauer

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**From Paul Chapman**

Hello,

The Nanaimo & Area Land Trust (NALT) is supportive of the environmental components of the draft 2019 Strategic Plan. The recognition of the values and goals supported by healthy functioning natural systems such as quality of life, natural habitat, natural asset management and climate change mitigation is an important aspect of the plan. NALT further believes that environmental considerations should be woven into the matrix of decisions made across a wide spectrum of city responsibilities. NALT looks



forward to working with City council and staff to help implement the Environmental Responsibility pillar of the plan.

Thank you,

Paul Chapman  
Nanaimo & Area Land Trust  
[nalt.bc.ca](http://nalt.bc.ca)

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**From Nancy Mitchell**

Here are my comments on the draft strategic plan ... Nancy

## **City of Nanaimo Draft Strategic Plan 2019-2022 Comments**

### **Comments re process and organization of plan:**

- All comments made by the public about this draft should be posted online accompanied by statistics about how many people responded to the draft and an assessment as to how effective the advertising was to encourage participation.
- Include in a preface to the plan, an identification of the challenges and opportunities facing Nanaimo which need to be addressed by the strategic plan
- The overall vision should be changed to: *To be a community that is liveable, environmentally sustainable and full of opportunity for everyone.*
- Identify where would “creating a disaster resistant community” fit in with this plan
- Next step should be the publication online of the final plan with current actions included in each of the goals so we can see where the gaps are.

### **Comments re specific goals:**

#### **1. Governance Excellence**

- Change Engagement to: Engage with the community in a deliberate, transparent, respectful and meaningful way

#### **2. Environmental Responsibility**

- Change Transportation to: Create an accessible and efficient transportation system which responds to community need and promotes an active lifestyle.

#### **3. Economic Health**

- Change Governance Structure to: Organize our economic development function in a way that produces value for the community
- Change Downtown to: Enhance and sustain an attractive and viable downtown core as the heart of our community.
- Change Business Retention and Health to: Support existing business and encourage them to grow.
- Change Business Attraction to: Position Nanaimo as an attractive and supportive place to live and invest

#### 4. Liveability

- Change Housing to: Develop and implement clear short- and long-term strategies to address housing accessibility and affordability for all members of our community.
  - Change Arts, Culture & Recreation to: Support and enhance our arts, culture and recreation organizations and facilities as an integral part of everyday life.
  - Change Social Connectivity to: Identify and facilitate solutions for social issues impacting our community and residents.
  - Change Waterfront to: enhance opportunities for residents to access our waterfront within the context of our Official Community Plan
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#### From Sacia Burton

Hello Mayor, Council, and Staff,

In reviewing the 2019 - 2022 Strategic Plan, I have come across an omission that I believe is a crucial element of a thriving city: food security.

Food security is directly intertwined in 3 of your 4 core tenets of the strategic plan (livability, environmental responsibility, and economic health); therefore, I was surprised to not see any mention of it.

Further, a search for "food security" on nanaimo.ca does not yield any direct landing page to discuss the topic and it's importance (though there are many secondary pages, which reference festivals, events, committees, and work of the Island Roots Cooperative).

So: is the City is directly invested in, preparing for, and/or keeping track of food security in the region?

We must ensure that everyone in our community can access healthy, affordable food if we want a healthy community. We need to support our local growers, food producers, and processors if we want a thriving, resilient economy. And we need to encourage biodiversity and food-productive spaces in our city for a healthy environment.

Thank you for your consideration. You can reach me at this email address, or at \_\_\_\_\_, if you would like any further information about food security.

Kindly,  
Sacia Burton

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#### From Hugh Thorburn

After reviewing the draft strategic plan I am disappointed that there is no specific mention of renters issues or food security, critical issues in our city that require long term attention from council. Strategic plans have a long term effect on council policy and I think it is important that issues like these are addressed, at least by acknowledging the importance of policy that addresses these issues.

Regards  
Hugh Thorburn

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**From Darcy Ambler**

I respectfully submit my comments below. Thanks for reading them.

**Comments on Draft Strategic Plan 2019**

I really don't know where to start with my comments, as creating a strategic plan is such a complex process. However, my first comment will be to send kudos to you all, mayor and council and staff, in trying to draft such a document and reaching out to the community to ask for feedback.

I'll start with the vision statement. I'm not sure what the meaning is of the first two criteria pertaining to the vision – livable and environmentally sustainable. I would point out that both livable and environmentally sustainable have many and varied definitions and what the city's "vision" is of these needs to be made clear.

Google "livable" and you will get many definitions of this. I really like the site [livablecities.org](http://livablecities.org) because it describes many features of a city that I agree are valuable to me. I wager to say, however, that other folks in Nanaimo would have a very different definition of what livable is.

Google "environmentally sustainable" and you will again find many definitions and explanations of this. For example, one I found stated "The ability to maintain things or qualities that are valued in the physical environment." While I value the natural environment, like forests, lakes, clean and breathable air, etc. I would guess that many Nanaimo residents would value their "physical" environment of massive road systems to move them from point A to B. Indeed, the current projects being focused on in Nanaimo seem to highlight this value.

For example, the Boxwood Connector seems to provide a left hand turn lane onto Bowen from the connector and a right hand turn lane from Bowen onto Boxwood, a few hundred feet from what exists right now. My idea of a natural environment, which is trees and the plants and animals which exist in this environment, was cut down, ploughed over, etc. I was talking to someone in the mall on Bowen and Northfield the other day, who told me that the current work has displaced many of the rodents who lived in the natural area, and moved them to the mall. Thus we have forced them to move from their natural living area to a human one where they become pests and we kill them. The birds that used this area as a home and nesting location will also be missing it. I know the trees were cut prior to the nesting season, but now they will have to look for another place to nest. Another road to reduce congestion instead of getting people out of their cars!

The third criteria seems clear to me and I applaud the vision of "full of opportunity for all generations and walks of life." I think that this is probably understandable to most people, who may or may not agree with the vision.

### **The items listed under the “vision statement”**

It's not clear what the items listed under the vision in the draft plan are. Firstly, there is no mission statement included with the plan. My guess is that the four items listed (Governance Excellence, Environmental Responsibility, Economic Health, and Livability) are values related to the presented vision. In my understanding, a strategy is supposed to provide a plan for how to achieve the vision and mission. I don't find that the four listed items actually go into the detail of how to achieve the vision. When each item is expanded on further, it is still not clear what, when and how these things will be achieved.

### **The environment – my focus**

Since environmental sustainability is included in the vision, I will say that I believe preserving the natural environment and reducing our climate impact are vital. We need to focus on the impact on the natural environment of every decision made, whether it is planning OR operationally related. City staff and the council need to understand this clearly. Indeed, if one is to believe the experts, we only have 12 years to get this right.

My most important comment is that every decision made in the city must include ALL environmental consequences in the cost-benefit analysis of the decision making. If we start to plan a new roadway, we need to ask why we continue to make driving so convenient for people versus active transportation. We need to ask why the money spent in budgets for roads to drive on far outweighs the amounts spent on sidewalks. We need to ask why businesses such as car dealerships and drive through coffee outlets are so important to us that we are willing to support selling vehicles or allowing them to idle in line to buy coffee, simply to add to the economic output of the city. Is this focusing on environmental impact\climate change contribution in our decision making? Does this align with our strategic direction?

The current focus of the city and the province on active transportation also needs to be taken seriously, not only because many citizens do not have the choice of driving but also because of the health benefits to the people and the environment. As stated under environmental responsibility\transportation in the plan, all decisions made should “ensure our transportation systems are designed to encourage multi-modal transportation.” Society's focus on vehicles is longstanding and will not change overnight. My experience is, however, that the experts have been warning about climate change for decades now and no real change has occurred.

Having tried to apply the principle of voluntary simplicity to my life decisions, I know how difficult or sometimes impossible this can be as a vision to follow. It's really not simple and I often fail, but at least I am aware of it and can look at how to do better. Thus, I know that it can be difficult or impossible to always follow a vision as an organization, particularly one where some of the folks running the show change every four years! However, in crafting the vision, mission, and strategy you must always bear in mind that the city must walk its talk as much as possible. Otherwise all we have are empty words and

another box to check on our to do list. I know none of you want this to happen, and again send kudos for trying your utmost!

Sincerely,  
Darcy Ambler

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**From Laura McLeod**

I have read with interest the draft 2019 Strategic Plan and applaud your efforts to build an updated framework that will govern Nanaimo decision making processes.

I was heartened to read about the commitment to the environment. However, I would hasten to add that there is a piece missing that I believe requires further consideration and that is around **food security**.

Food security, as defined by the United Nations' Committee on World Food Security, means that all people, at all times, have physical, social, and economic access to sufficient, safe, and nutritious food. This has always been an important factor here in Nanaimo where there is a high degree of child poverty and relatively low incomes. However, it is becoming a very serious issue at this time due to climate change. With those of us in Canada and, specifically, Vancouver Island, relying so much on imported food (particularly from California) we are putting ourselves at risk. Our food supply could be cut short or drastically increase in price due to fire, drought, outbreak of food borne illness (e.g., E. coli, etc). For this reason, prioritizing and protecting food security has significant benefits for City of Nanaimo.

Other reasons why food security is important and deserve mention under the framework, include:

- purchasing food from local food producers, farmers and entrepreneurs strengthens the economy and provides sustainable job opportunities. (Economic Health)
- eating locally is, in general, better for the planet. Less travel = less emissions = reduced carbon footprint. (Environmental Responsibility)
- purchasing food locally often eliminates or reduces packaging, including single-use plastic, in-line with the RDN's waste reduction strategies. (Environmental Responsibility)
- promoting urban farming and community gardens is free way for the City to have its underutilized spaces put into active use by residents and increase community connections. (Livability)

Other leading cities that have placed a high value on food security in their planning processes include:

City of Boston - <https://www.boston.gov/departments/food-access>

City of Vancouver - their stated goal is to become a global leader in urban food systems by 2020. <https://vancouver.ca/people-programs/food.aspx>

City of Saanich - <https://www.saanich.ca/EN/main/community/agriculture-food-security.html>

I hope that you will consider the above in finalizing the strategic plan, and make mention of food security somewhere within the framework.

Kind regards,

Laura McLeod

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