

STRATEGIC PLAN 2019 – 2022

June 17, 2019

Attachment A





PHOTO CREDITS AND ACKNOWLEDGEMENT

The City of Nanaimo would like to thank Tom Jackman, Mike Anderson, Mike Thompson, Rachel Kirk, Greg Howard, Tourism Nanaimo and City staff for taking and sharing breathtaking photos that capture the beauty of our city.

Waterfall at Bowen Park



ABOUT NANAIMO

The City of Nanaimo is a vibrant and growing regional centre on the east coast of Vancouver Island with a population of over **97,600** residents.

With its large protected harbour, Nanaimo is referred to as the Harbour City making it one of two major gateways to Vancouver Island and positioning Nanaimo as a key service and transportation hub for a regional population of **360,000** people throughout Central and Northern Vancouver Island.

GOVERNANCE

The City of Nanaimo is governed by a Mayor and eight Councillors who are elected for a four-year term. Members of the current City Council were elected on October 20, 2018.

City Council is responsible for local government leadership and decision-making. Their responsibilities include establishing and implementing the priorities of the City of Nanaimo and for overseeing the overall administration of civic business.

ABOUT THE PLAN

At the beginning of each term in office, Nanaimo's Mayor and Council set their Strategic Plan, identifying the vision and priorities of the City of Nanaimo, which in turn, lays the foundation for the development of work plans for City departments.

The Strategic Plan is reviewed regularly during Council's term to assess progress. As strategic priorities move to an operational level, and are accomplished, Council develops new priorities. This living document provides a clear roadmap, focusing resources and energies on priority projects and initiatives that benefit the people who live, work, play, visit and invest in our spectacular city.



VISION

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

COUNCIL PRIORITY

“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.”

KEY FOCUS AREAS

1. Take a leadership role and focus on our environmental impact and climate change contributions in our decision making and regional participation
2. Ensure our community and transportation planning are designed to encourage multi-modal transportation

ACTIONS

COMPLETION TIMELINE

- | | |
|--|--------------------|
| ▪ Complete Climate Resiliency Strategy | 2020 |
| ▪ Recognize climate change and the impact on our community through our plans, strategies, bylaws, and actions | Ongoing |
| ▪ Complete a natural asset inventory and strategy | 2022 |
| ▪ Conduct Downtown Mobility Study | 2020 |
| ▪ Update Community Sustainability Action Plan | 2021 |
| ▪ Work with Regional District of Nanaimo to increase public transit service and availability in the community | 2019 |
| ▪ Work with the Regional District of Nanaimo and other community organizations to develop food security for the region | Pending Invitation |

GOVERNANCE EXCELLENCE

COUNCIL PRIORITY

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

KEY FOCUS AREAS

3. Ensure we are structured and resourced for expeditious, high quality decision making and action within our risk framework
4. Focus on targeted advocacy with other levels of government to support our strategic goals and long term interests

ACTIONS

COMPLETION TIMELINE

- Implement a new model of governance that allows Council to participate in an enhanced decision making process
- Undertake a review and update Council Policies and Bylaws
- Continue to work with Snuneymuxw First Nation through the Protocol Agreement Working Group to address issues and topics of mutual interest
- Enhance stakeholder relations with the Nanaimo Port Authority, School District 68, the Greater Nanaimo Chamber of Commerce and the Regional District of Nanaimo
- Seek grant funding opportunities from the Federal and Provincial government for capital projects
- Advocate to the Federal and Provincial governments to take responsibility for mental health, affordable housing, and social disorder issues

2019

2020

Ongoing

Ongoing

2019

Ongoing

LIVABILITY

COUNCIL PRIORITY

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

KEY FOCUS AREAS

5. Support the provision of affordable and accessible housing for all our community needs
6. Be a City in which all people live, work, play, create and learn in a safe and connected community
7. Improve opportunities for active transportation in order to encourage a healthier and environmentally responsible community

ACTIONS

COMPLETION TIMELINE

- | | |
|--|---------|
| ▪ Undertake a coordinated review of the Official Community Plan, Parks Master Plan and Active Transportation Plan | 2020 |
| ▪ Implement the Affordable Housing Strategy (short term rentals and adaptable housing regulations) | 2020 |
| ▪ Adopt an age-friendly City plan to support Nanaimo being recognized as an Age Friendly British Columbia (AFBC) Community | 2019 |
| ▪ Support arts, culture and recreation as an integral part of everyday life | Ongoing |
| ▪ Continue to ensure our facilities and programs are safe and accessible to all peoples in our community | Ongoing |
| ▪ Update the Water Supply Strategic Plan | 2020 |
| ▪ Complete and update the Fire Service Delivery Plan | 2019 |
| ▪ Work with the RCMP in setting annual policing priorities and responding to emerging community safety issues | 2022 |

ECONOMIC HEALTH

COUNCIL PRIORITY

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

KEY FOCUS AREAS

8. Have Downtown recognized as a livable and desirable heart of our community
9. 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
10. Continue to increase opportunities for residents to access our waterfront and natural environment

ACTIONS

- Identify and implement the most appropriate economic development model for Nanaimo
- Complete an Economic Development Strategy
- Continue to work with tourism sector (i.e. Nanaimo Hospitality Association, Tourism Nanaimo, Vancouver Island Conference Centre) to increase tourism in Nanaimo
- Complete feasibility work and conceptual design for on-beach options for the Departure Bay Waterfront Walkway
- Construct an interim walkway around One Port Drive
- Develop City property at One Port Drive
- Council advocate for a fast ferry service, or other forms of transportation improvements, for connectivity

COMPLETION TIMELINE

2019

2020

Ongoing

2019

2019

2022

2019

Strategic Plan - Key Priorities Action Items				
Environmental Responsibility	2019	2020	2021	2022
▪ Complete Climate Resiliency Strategy	Grey	Green		
▪ Recognize climate change and the impact on our community through our plans, strategies, bylaws, and actions	Blue	Blue	Blue	Blue
▪ Complete a natural asset inventory and strategy	Blue	Blue	Blue	Blue
▪ Conduct Downtown Mobility Study	Green	Green		
▪ Update Community Sustainability Action Plan	Grey			
▪ Work with Regional District of Nanaimo to increase public transit service and availability in the community	Grey			
▪ Work with the Regional District of Nanaimo and other community organizations to develop food security for the region	Grey	Grey	Grey	Grey
Governance Excellence	2019	2020	2021	2022
▪ Implement a new model of governance that allows Council to participate in an enhanced decision making process	Green			
▪ Undertake a review and update Council Policies and Bylaws	Grey	Green		
▪ Continue to work with Snuneymuxw First Nation through the Protocol Agreement Working Group to address issues and topics of mutual interest	Blue	Blue	Blue	Blue
▪ Enhance stakeholder relations with the Nanaimo Port Authority, School District 68, the Greater Nanaimo Chamber of Commerce and the Regional District of Nanaimo	Blue	Blue	Blue	Blue
▪ Seek grant funding opportunities from the Federal and Provincial government for capital projects	Blue	Blue	Blue	Blue
▪ Advocate to the Federal and Provincial governments to take responsibility for mental health, affordable housing, and social disorder issues	Blue	Blue	Blue	Blue

Colour Legend: Green - In Progress Blue - Ongoing Grey - Not Started

2019 – 2022 STRATEGIC PLAN

Livability	2019	2020	2021	2022
▪ Undertake a coordinated review of the Official Community Plan, Parks Master Plan and Active Transportation Plan				
▪ Implement the Affordable Housing Strategy (short term rentals and adaptable housing regulations)				
▪ Adopt an age-friendly City plan to support Nanaimo being recognized as an Age Friendly British Columbia (AFBC) Community				
▪ Support arts, culture and recreation as an integral part of everyday life				
▪ Continue to ensure our facilities and programs are safe and accessible to all peoples in our community				
▪ Update the Water Supply Strategic Plan				
▪ Complete and update the Fire Service Delivery Plan				
▪ Work with the RCMP in setting annual policing priorities and responding to emerging community safety issues				
Economic Health	2019	2020	2021	2022
▪ Identify and implement the most appropriate economic development model for Nanaimo				
▪ Complete an Economic Development Strategy				
▪ Continue to work with tourism sector (i.e. Nanaimo Hospitality Association, Tourism Nanaimo, Vancouver Island Conference Centre) to increase tourism in Nanaimo				
▪ Complete feasibility work and conceptual design for on-beach options for the Departure Bay Waterfront Walkway				
▪ Construct an interim walkway around One Port Drive				
▪ Develop City property at One Port Drive				
▪ Council advocate for a fast ferry service, or other forms of transportation improvements, for connectivity				

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