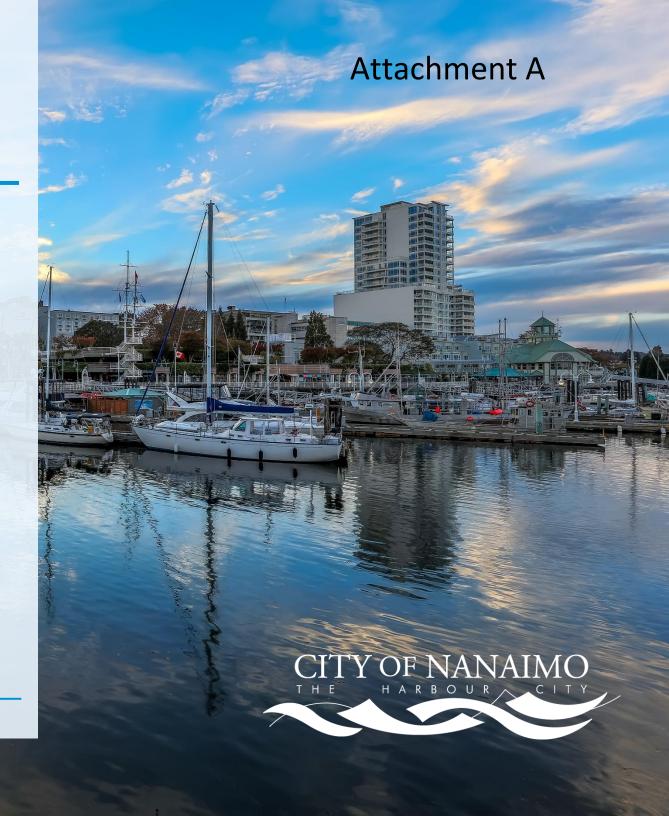
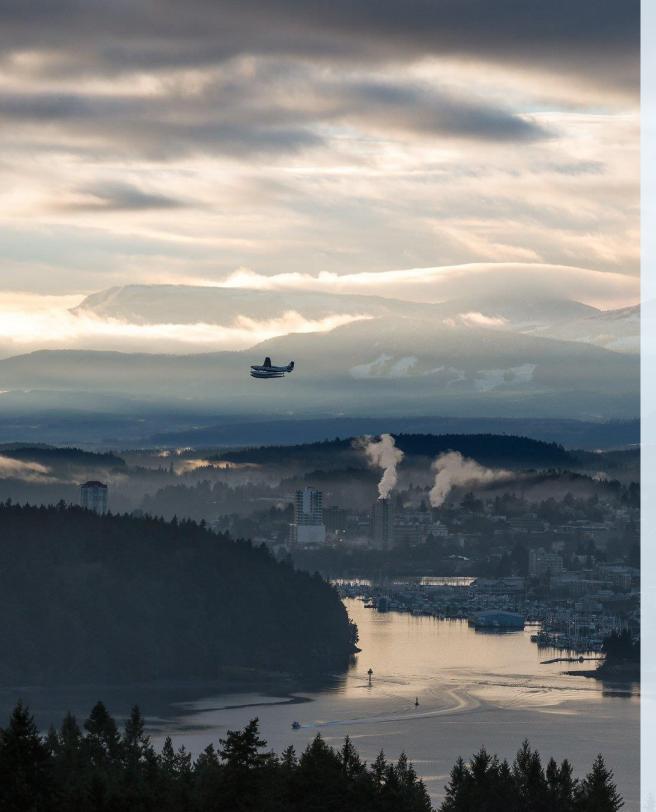
STRATEGIC PLAN 2019 – 2022



June 17, 2019





ABOUT NANAIMO

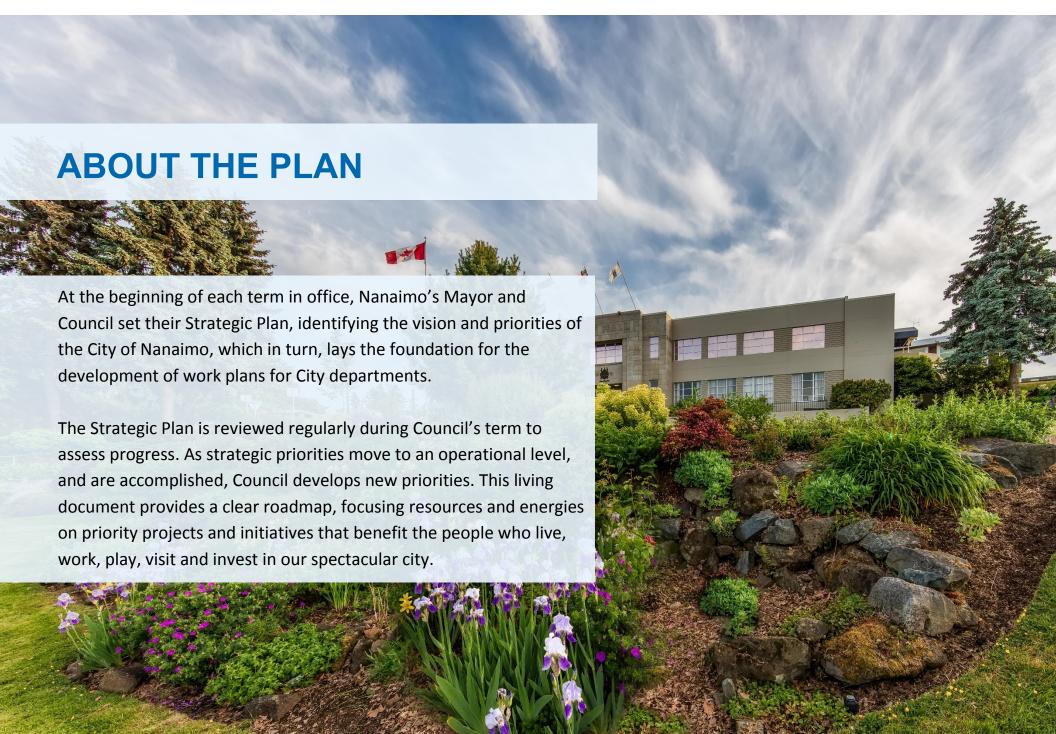
The City of Nanaimo is a vibrant and growing regional centre on the east coast of Vancouver Island with a population of over **97,600** residents.

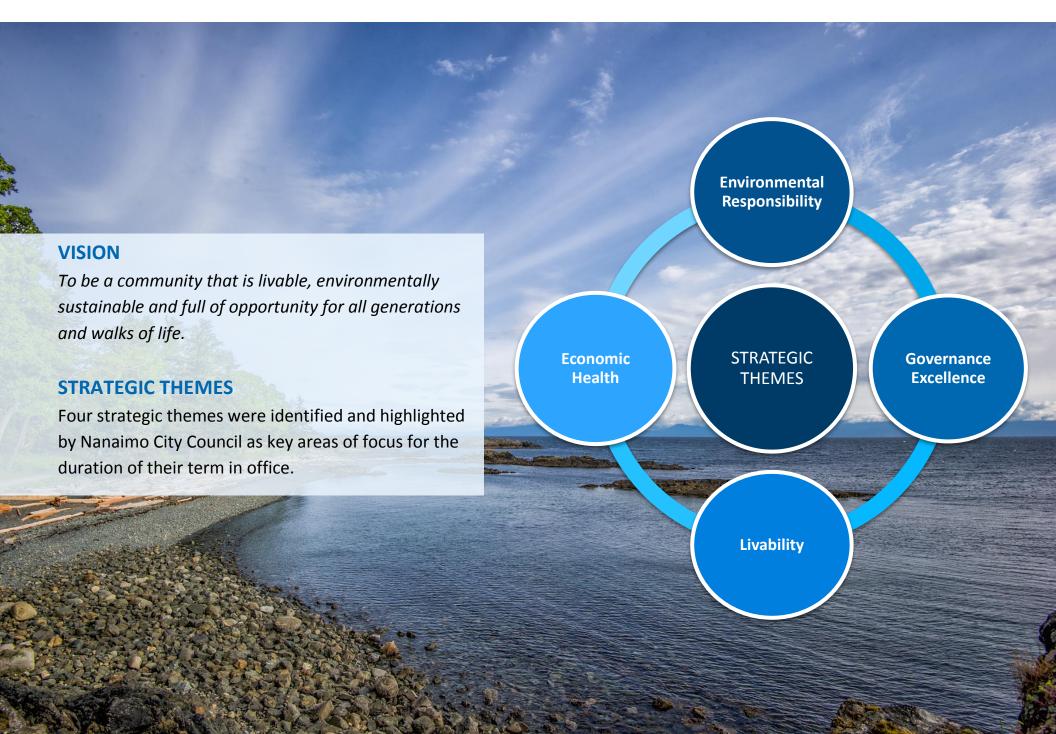
With its large protected harbour, Nanaimo is referred to as the Harbour City making it one of two major gateways to Vancouver Island and positioning Nanaimo as a key service and transportation hub for a regional population of **360,000** people throughout Central and Northern Vancouver Island.

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.





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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

Complete Climate Resiliency Strategy

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

COMPLETION TIMELINE

2020

Ongoing

2022

2020

2021

2019

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

- 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

COMPLETION TIMELINE

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

- 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

COMPLETION TIMELINE

Calling to the Control of the Contro
2020
2020
2019
Ongoing
Ongoing
2020
2019
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 **COMPLETION ACTIONS TIMELINE** 2019 Identify and implement the most appropriate economic development model for Nanaimo 2020 Complete an Economic Development Strategy Continue to work with tourism sector (i.e. Nanaimo Hospitality Association, Tourism Nanaimo, Vancouver **Ongoing** Island Conference Centre) to increase tourism in Nanaimo Complete feasibility work and conceptual design for on-beach options for the Departure Bay Waterfront 2019 Walkway Construct an interim walkway around One Port Drive 2019 2022 Develop City property at One Port Drive Council advocate for a fast ferry service, or other forms of transportation improvements, for connectivity 2019

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

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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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