

DATE OF MEETING FEBRUARY 10, 2020

AUTHORED BY JAKE RUDOLPH, CHIEF ADMINISTRATIVE OFFICER

SUBJECT 2019-2022 STRATEGIC PLAN AMENDMENTS

OVERVIEW

Purpose of Report

To provide the Governance and Priorities Committee with proposed amendments to Council's 2019-2022 Strategic Plan.

Recommendation

That the Governance and Priorities Committee recommend that Council revise the 2019-2022 Strategic Plan with the following amendments:

1. Reword Key Focus Area 2 to read: "Ensure our community and transportation planning are multi-modal designed to encourage active and public transportation"
2. Reword the action item regarding public transit to read: "Work with the Regional District of Nanaimo to increase the efficiency and effectiveness of public transit services in the City"
3. Add "innovative" and remove "within our risk framework" under Key Focus Area 3
4. Add "as well as the health and safety of those in our community" under Key Focus Area 4
5. Add the following bullet as an action item: "Undertake a review of civic facilities to prioritize and plan for necessary upgrades, expansion and/or replacement"
6. Add "safe" under Council Priority
7. Reword Key Focus Area 6 to read: "Proactively address social disorder issues and advocate for support to ensure our community is a safe place for all people to live, work, play, create and learn"
8. Add "connected" under Key Focus Area 7
9. Add the following bullet as an action item: "Work with the RCMP, Bylaw Services, community and neighbourhood block watch programs to reduce social disorder issues"
10. Add the following bullet as an action item: "Support the work and implement the recommendations of the Health and Housing Task Force to address the health and housing crisis in our community"
11. Add the following bullet as an action item: "Implement improvements in the downtown core to increase pride of place, stimulate the economy and address public safety concerns"

BACKGROUND

At the Regular Council Meeting held on 2019-JUN-17, Council adopted the 2019-2022 Strategic Plan (Attachment A). Recently, Council had an opportunity to review their Strategic Plan at the Governance and Priorities Committee (GPC) meeting held on 2020-JAN-27 through a facilitated strategic planning workshop.

The goal of the workshop was for Council to identify projects and initiatives that are important to them, as well as to bring forward any emerging issues that may not be addressed in the current plan. Facilitated by John Leeburn, Sr. Consultant, Leeburn OD, a summary of the themes and priorities discussed can be seen in Attachment B.

Each Councillor had the opportunity to speak to three topics they felt were a priority and these topics were then captured in the following nine themes:

- Health and Housing
- Social Disorder
- Transportation (*with a focus on transit and active transportation*)
- Downtown
- Facilities
- OCP Plus
- Economic Development
- Organizational Capacity
- Environment

DISCUSSION

Many of the themes identified through the strategic planning session are already well captured in Council's Strategic Plan. Staff are proposing eleven amendments, based on Council's discussion, to ensure that their Strategic Plan aligns with Council's current priorities. The proposed changes can be seen in Attachment C and a brief description of each change is provided below.

"Environmental Responsibility" amendments:

1. Reword Key Focus Area 2 to read: "Ensure our community and transportation planning are multi-modal designed to encourage active and public transportation"
2. Reword the action item regarding public transit to read: "Work with the Regional District of Nanaimo to increase the efficiency and effectiveness of public transit services in the City"

Both transit and active transportation were identified as priorities by Council. These changes are intended to place a stronger focus on those topics.

“Governance Excellence” amendments:

3. Add “innovative” and remove “within our risk framework” under Key Focus Area 3

Council have encouraged Staff to bring forward innovative ideas, which could help implement current and future initiatives. Removing the section regarding risk framework places a stronger emphasis on Council’s desire to ensure that Staff have the capacity and resources to provide exceptional service to those they serve.

4. Add “as well as the health and safety of those in our community” under Key Focus Area 4

Advocacy is a priority for Council and as a municipality we depend on the support of other levels of government to provide the services they oversee, especially in regards to health services, crime reduction and social supports.

5. Add the following bullet as an action item: “Undertake a review of civic facilities to prioritize and plan for necessary upgrades, expansion and/or replacement”

Improvements to, or the addition of, civic facilities are inevitable and can have a large impact to a municipality’s budget. Having a clear plan in place is a practice of good governance and can help Staff bring forward priority projects for Council’s review and consideration.

“Livability” amendments:

6. Add “safe” under Council Priority
7. Reword Key Focus Area 6 to read: “Proactively address social disorder issues and advocate for support to ensure our community is a safe place for all people to live, work, play, create and learn”

Health and Housing and Social Disorder were collectively identified as the top priority for Council. These changes place a greater emphasis on these topics, and demonstrate Council’s commitment to building a safe community.

8. Add “connected” under Key Focus Area 7

Having a connected multi-modal transportation network supports walkable and safe neighbourhoods, encourages a healthy lifestyle and demonstrates Council’s commitment to environmental sustainability.

9. Add the following bullet as an action item: “Work with the RCMP, Bylaw Services, community and neighbourhood block watch programs to reduce social disorder issues”

Social disorder impacts the community as a whole. Various networks and resources are in place to address these issues and by supporting the work and initiatives that seek to improve public safety there can be a stronger impact community-wide.

10. Add the following bullet as an action item: “Support the work and implement the recommendations of the Health and Housing Task Force to address the health and housing crisis in our community”

Equally as important as taking a proactive approach to address issues of public safety is ensuring that support systems are in place to support those that are vulnerable. Improvements to our community’s health and housing issues will have a positive impact across the community.

“Economic Health” amendments:

11. Add the following bullet as an action item: “Implement improvements in the downtown core to increase pride of place, stimulate the economy and address public safety concerns”

Having a downtown that thrives speaks volumes to a City’s economic health and Council recognizes the importance of supporting a vibrant, attractive and safe downtown core. |

OPTIONS

1. That the Governance and Priorities Committee recommend that Council revise the 2019-2022 Strategic Plan with the following amendments:
 1. Reword Key Focus Area 2 to read: “Ensure our community and transportation planning are multi-modal designed to encourage active and public transportation”
 2. Reword the action item regarding public transit to read: “Work with the Regional District of Nanaimo to increase the efficiency and effectiveness of public transit services in the City”
 3. Add “innovative” and remove “within our risk framework” under Key Focus Area 3
 4. Add “as well as the health and safety of those in our community” under Key Focus Area 4
 5. Add the following bullet as an action item: “Undertake a review of civic facilities to prioritize and plan for necessary upgrades, expansion and/or replacement”
 6. Add “safe” under Council Priority
 7. Reword Key Focus Area 6 to read: “Proactively address social disorder issues and advocate for support to ensure our community is a safe place for all people to live, work, play, create and learn”
 8. Add “connected” under Key Focus Area 7
 9. Add the following bullet as an action item: “Work with the RCMP, Bylaw Services, community and neighbourhood block watch programs to reduce social disorder issues”
 10. Add the following bullet as an action item: “Support the work and implement the recommendations of the Health and Housing Task Force to address the health and housing crisis in our community”
 11. Add the following bullet as an action item: “Implement improvements in the downtown core to increase pride of place, stimulate the economy and address public safety concerns”
- The advantages of this option: The proposed revisions place a greater emphasis on those topics identified by Council as a priority by including items not previously mentioned and elevating language to provide clearer direction to Staff.
- The disadvantages of this option: None

- Financial Implications: There are no financial implications identified at this time
2. That the Governance and Priorities Committee provide Staff with alternate direction.
- The advantages of this option: If Council feels the proposed revisions do not capture their current priorities, they have the opportunity to discuss further and provide clear direction to Staff
 - The disadvantages of this option: Not identifying the priority topics discussed during the GPC meeting held on 2020-JAN-27 in Council's Strategic plan could result in missed opportunity and lack of clear direction to Staff
 - Financial Implications: There are no financial implications identified at this time

SUMMARY POINTS

- A strategic plan workshop was held at the GPC on 2020-JAN-27 where Council discussion and prioritization of topics took place
- Staff are proposing eleven amendments to ensure a strong focus is placed on priority topics that were identified by Council
- Amendments to the 2019-2022 Strategic Plan will go before Council for final adoption

ATTACHMENTS:

Attachment A: 2019-2022 Strategic Plan (adopted 2019-JUN-17)

Attachment B: Consultant's notes from 2020-JAN-27 GPC

Attachment C: 2019-2022 Strategic Plan Amendments

Submitted by:

Jake Rudolph
Chief Administrative Officer