

ATTACHMENT C

2019 – 2022 STRATEGIC PLAN AMENDMENTS

Vision:

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

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 multi-modal designed to encourage active and multi-modal public transportation

Actions

- 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 the efficiency and effectiveness of public transit services in the City
- Work with the Regional District of Nanaimo and other community organizations to develop food security for the region

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 innovative, expeditious and, 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 as well as the health and safety of those in our community

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
- Undertake a review of civic facilities to prioritize and plan for necessary upgrades, expansion and/or replacement

LIVABILITY

Council Priority

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

Key Focus Areas

5. Support the provision of affordable and accessible housing for all our community needs
6. Proactively address social disorder issues and advocate for support to ensure our community is a safe place for all people to~~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 healthy, connected 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
- Work with the RCMP, Bylaw Services, community and neighbourhood block watch programs to reduce social disorder issues
- Support the work and implement the recommendations of the Health and Housing Task Force to address the health and housing crisis in our community

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
- Implement improvements in the downtown core to increase pride of place, stimulate the economy and address public safety concerns
- Council advocate for a fast ferry service, or other forms of transportation improvements, for connectivity