

ATTACHMENT A

2019-2022 Strategic Plan

Revised March 2, 2020





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.



ABOUT NANAIMO

The City of Nanaimo is a vibrant and growing regional centre on the east coast of Vancouver Island with a population of approximately **99,000** 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 nearly **400,000** 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 multi-modal designed to encourage active and public transportation

ACTIONS

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 the efficiency and effectiveness of public transit services in the City	Ongoing
✓ 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 innovative, expeditious and high quality decision making and action
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

TIMELINE

✓ Implement a new model of governance that allows Council to participate in an enhanced decision making process	<i>Completed</i>
✓ Undertake a review and update Council Policies and Bylaws	<i>2020</i>
✓ Continue to work with Snuneymuxw First Nation through the Protocol Agreement Working Group to address issues and topics of mutual interest	<i>Ongoing</i>
✓ Enhance stakeholder relations with the Nanaimo Port Authority, School District 68, the Greater Nanaimo Chamber of Commerce and the Regional District of Nanaimo	<i>Ongoing</i>
✓ Seek grant funding opportunities from the Federal and Provincial government for capital projects	<i>Ongoing</i>
✓ Advocate to the Federal and Provincial governments to take responsibility for mental health, affordable housing and social disorder issues	<i>Ongoing</i>
✓ Undertake a review of civic facilities to prioritize and plan for necessary upgrades, expansion and/or replacement	<i>Ongoing</i>

Livability

COUNCIL PRIORITY

“We will 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, enhance public safety and advocate for support to ensure our community is a safe place for all people to live, work, play, create and learn
7. Improve opportunities for active transportation in order to encourage a healthy, connected and environmentally responsible community

ACTIONS

TIMELINE

✓ Undertake a coordinated review of the Official Community Plan; Parks, Recreation and Culture Master Plan; and Active Transportation Plan	2021
✓ 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	Completed
✓ 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	2021
✓ Complete and update the Fire Service Delivery Plan	2020
✓ Work with the RCMP in setting annual policing priorities and responding to emerging community safety issues	Ongoing
✓ Work with the RCMP, Bylaw Services, community and neighbourhood block watch programs to reduce social disorder issues and enhance public safety	Ongoing
✓ Support the work and implement the recommendations of the Health and Housing Task Force to address the health and housing crisis in our community	2020





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

TIMELINE

✓ Identify and implement the most appropriate economic development model for Nanaimo	2020
✓ Complete an Economic Development Strategy	2020
✓ Continue to work with tourism sector (i.e. Nanaimo Hospitality Association, Tourism Nanaimo, Vancouver Island Conference Centre) to increase tourism in Nanaimo	Ongoing
✓ Complete feasibility work and conceptual design for on-beach options for the Departure Bay Waterfront Walkway	2020
✓ Construct an interim walkway around One Port Drive	Completed
✓ Develop City property at One Port Drive	In Progress
✓ Implement improvements in the downtown core to increase pride of place, stimulate the economy and address public safety concerns	In Progress
✓ Council advocate for a fast ferry service, or other forms of transportation improvements, for connectivity	Ongoing

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	Grey	Grey	Blue	Blue
▪ Conduct Downtown Mobility Study	Green	Green		
▪ Update Community Sustainability Action Plan	Grey	Green	Green	
▪ Work with Regional District of Nanaimo to increase the efficiency and effectiveness of public transit services in the City	Grey	Blue	Blue	Blue
▪ 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	Purple			
▪ 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
▪ Undertake a review of civic facilities to prioritize and plan for necessary upgrades, expansion and/or replacement	Blue	Blue	Blue	Blue

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

Strategic Plan - Key Priorities Action Items

Livability	2019	2020	2021	2022
▪ Undertake a coordinated review of the Official Community Plan; Parks, Recreation and Culture 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 and enhance public safety				
▪ Support the work and implement the recommendations of the Health and Housing Task Force to address the health and housing crisis in our community				

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

Strategic Plan - Key Priorities Action Items

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				
▪ 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				

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2019 – 2022 Strategic Plan

In early 2019, Nanaimo's Mayor and City Council underwent a planning process with an independent consultant to define their vision and values for their term on Council. Through this process, Council identified four strategic themes for the plan: Governance Excellence, Environmental Responsibility, Economic Health and Livability. Under each of these themes are a number of key actions aimed to support and guide Council's long-term vision for Nanaimo.

The 2019-2022 Strategic Plan was revisited and adopted by Council at their March 2, 2020 Regular Council Meeting. Further revisions came forward through a facilitated workshop held on January 27, 2020 which sought to highlight themes and priorities not previously captured in the Strategic Plan.

Vision

The City of Nanaimo's vision is to be a community that is livable, environmentally sustainable and full of opportunity for all generations and walks of life.

Council Priorities

Four strategic themes were highlighted by Council as key focus areas for the 2019-2022 Strategic Plan:

- **Environmental Responsibility** - "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."
- **Governance Excellence** - "We will develop a culture of excellence around governance, management and cost effective service delivery."
- **Livability** - "We will proactively plan for Nanaimo's growth and focus on community infrastructure to support an inclusive, healthy, safe and desirable place to live."
- **Economic Health** - "We create a vibrant culture of innovation, stewardship and partnership to encourage a diverse and healthy economy now and into the future."

Priorities

The 2019 – 2022 Strategic Plan identifies a number of key focus areas under each strategic theme to be integrated in annual operating plans and five-year investment plans.

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

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

Strategic Plan - Key Priorities Action Items				
Livability	2019	2020	2021	2022
▪ Undertake a coordinated review of the Official Community Plan; Parks, Recreation and Culture 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 and enhance public safety	✓	🕒		
▪ Support the work and implement the recommendations of the Health and Housing Task Force to address the health and housing crisis in our community	✓	🕒		

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

Strategic Plan - Key Priorities Action Items				
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	✓	⌚		
▪ 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	✓	⌚		

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