

v. April 19, 2023

MESSAGE FROM MAYOR & COUNCIL

We are pleased to present Council's Strategic Framework for 2023-2026.

Council respectfully acknowledges the city lies within the Traditional Territory of Snuneymuxw First Nation and the Snuneymuxw Treaty of 1854.

The framework is a set of key focus areas that will guide our decision-making and actions as we work towards building a stronger, more sustainable, and more resilient community.

The focus areas are ones that Council believes need special attention, focus, and resourcing in order to make significant progress over the term. The framework describes the focus areas in broad terms and will be followed by detailed decision making processes such as is the case with the City Plan Implementation and capital projects planning. These decision making processes will roll out over the course of the term.

We recognize the importance of planning for the future, particularly for climate change and emergencies, and creating a roadmap to guide our actions and decisions. We have developed this strategic framework to guide us in achieving our vision of a vibrant and inclusive city that offers a high quality of life for all.

We are committed to working collaboratively with our partners and stakeholders to make progress on these priorities and to create a bright future for the City of Nanaimo.

We invite you to join us in shaping the future of our city.

Mayor Leonard Krog & Council

2023-2026 COUNCIL STRATEGIC FRAMEWORK

Implementing City Plan Action Plans and Key City Management Plans

With broad community engagement, the City of Nanaimo developed a comprehensive City Plan to guide the city's growth and development over the coming 25 years. City Plan is designed to ensure Nanaimo continues to be a vibrant and livable city that meets the needs of its residents, while also supporting economic growth and sustainability.

City Plan identifies five goals around which the plan is structured:

A Green Nanaimo: resilient and regenerative eco systems including GHG reductions, climate change and mitigation

A Connected Nanaimo: equitable access & mobility including walk, roll, cycle and transit networks and complete streets

A Healthy Nanaimo: community wellbeing & livability including community safety, affordable housing, and emergency preparedness

An Empowered Nanaimo: reconciliation, representation, & inclusion

A Prosperous Nanaimo: thriving & resilient economy

Early in the term Council with staff will develop City Plan Action Plans that together with numerous key City management plans will guide Council's priority setting and the implementation of City Plan over the term and into the future.

Social, Health and Public Safety Challenges

Feeling and being safe in our community is essential to having a high quality of life. Because the root causes of social disorder are complex, reaching long lasting positive outcomes require shared collaborative action and commitment by all partners and levels of government.

The City will continue to implement the Downtown Safety Action Plan and through the Nanaimo Systems Planning Organization (SPO), provide support to the community's homelessness response and coordinated action and advocacy by Nanaimo's non-profit organizations, Snuneymuxw First Nation and other levels of government, the business sector and the broader community to help end homelessness in Nanaimo.

Maintaining and Growing Current Services

As a growing community, it is critical that we provide essential services to our residents and businesses to ensure their well-being and contribute to the overall quality of life in our city. Our current core services include everything from public safety, transportation, and waste management to parks, recreation, and community development. Over this term Council will ensure the City plans, maintains and grows these services as our population grows while ensuring we are fiscally responsible and responsive to the evolving needs of our community.

Capital Projects

In addition to maintaining and growing critical core services Council is committed to working to identify, plan, and resource future key capital projects. Council, with the support of staff, initiated a process of assessing and prioritizing the capital needs of the City, particularly the downtown. This process will identify capital projects within our resources both large and small that will contribute to service and quality of life improvements across the city.

Key capital project priorities identified to date include:

- Development of the waterfront walkway to provide access to the waterfront;
- Planning for and development of 1 Port Drive to invigorate the downtown;
- Development of a community centre to serve Nanaimo's South End neighbourhood;
- Planning for a new police station to support the delivery of RCMP services to the City;
- Redevelopment of the Nanaimo Operations Centre to support the delivery of essential City services;
- Significant downtown capital investments to support continued redevelopment of the heart of the city, and
- Small but big impact capital improvements across the city.

Communicating with the Community

As a municipal government, we understand the importance of engaging with our community and stakeholders to ensure we are responsive to their needs and concerns.

Our commitment to communication is based on the principles of transparency, accountability, and accessibility, and is an essential part of our efforts to build trust and confidence in our government.

We recognize that effective communication is essential to building a strong and vibrant community, and we are committed to this in all aspects of our work.

Governance and Corporate Excellence

At the foundation of Council's work is good governance and corporate excellence. Over the term Council will continue to develop the City's culture of good governance and service delivery excellence and ensure innovative, expeditious, information based decision making.