

REGIONAL
DISTRICT
OF NANAIMO

STRATEGIC PLAN 2019-2022

NOVEMBER 2020 UPDATE

WELCOME

FROM THE REGIONAL BOARD



BOARD CHAIR
TYLER BROWN
CITY OF NANAIMO



VICE CHAIR
VANESSA CRAIG
AREA B



KEITH WILSON
AREA A



MAUREEN YOUNG
AREA C



BOB ROGERS
AREA E



LEANNE SALTER
AREA F



LEHANN WALLACE
AREA G



STUART MCLEAN
AREA H



ED MAYNE
CITY OF PARKSVILLE



ADAM FRAS
CITY OF PARKSVILLE



BRIAN WIESE
TOWN OF QUALICUM BEACH



MARK SWAIN
DISTRICT OF LANTZVILLE



IAN THORPE
CITY OF NANAIMO



LEONARD KROG
CITY OF NANAIMO



SHERYL ARMSTRONG
CITY OF NANAIMO



DON BONNER
CITY OF NANAIMO



BEN GESELBRACHT
CITY OF NANAIMO



ERIN HEMMENS
CITY OF NANAIMO



ZENI MAARTMAN
CITY OF NANAIMO

- AREA A: CEDAR, SOUTH WELLINGTON, YELLOWPOINT, CASSIDY
- AREA B: GABRIOLA, DECOURCY, MUDGE ISLANDS
- AREA C: EXTENSION, NANAIMO LAKES, EAST WELLINGTON, PLEASANT VALLEY
- AREA E: NANOOSE BAY
- AREA F: COOMBS, HILLIERS, ERRINGTON, WHISKEY CREEK, MEADOWOOD
- AREA G: FRENCH CREEK, SAN PAREIL, LITTLE QUALICUM
- AREA H: BOWSER, QUALICUM BAY, DEEP BAY

2019-2022 RDN Strategic Plan:

Message from the Chair

On behalf of the Regional District of Nanaimo Board of Directors, I am pleased to present the 2020 Update to the 2019-2022 RDN Strategic Plan. As a group, we reviewed the Strategic Plan at the end of 2019, and most recently in the Fall of 2020. Through those deliberations, we reaffirmed our commitment to delivering on the eight Key Strategic Areas identified in the plan through meaningful collaboration and consultation, effective governance and informed decision-making.

The COVID-19 pandemic continues to present challenges for our region and its residents. In response to these challenges, we recognize priorities may need to be adjusted. We will remain adaptable as the pandemic evolves. This plan sets out a vision for the region that protects our natural assets, respects our diverse communities and enhances the well-being of our region's citizens. A vision that is more important now than ever before.

The RDN Board of Directors values your input. We invite you to review the 2020 Update to the 2019-2022 RDN Strategic Plan and to share your thoughts with us so we can more fully understand the needs and concerns of residents. Together, we will continue working towards a better quality of life for all in our region.

Tyler Brown

PURPOSE OF THE STRATEGIC PLAN

The purpose of this Strategic Plan is to express the vision and set the priorities of the Board of Directors for their 2019-2022 term. The plan also looks beyond the current term to advance the long-term vision of the Regional District of Nanaimo to become a healthy, resilient and sustainable region.

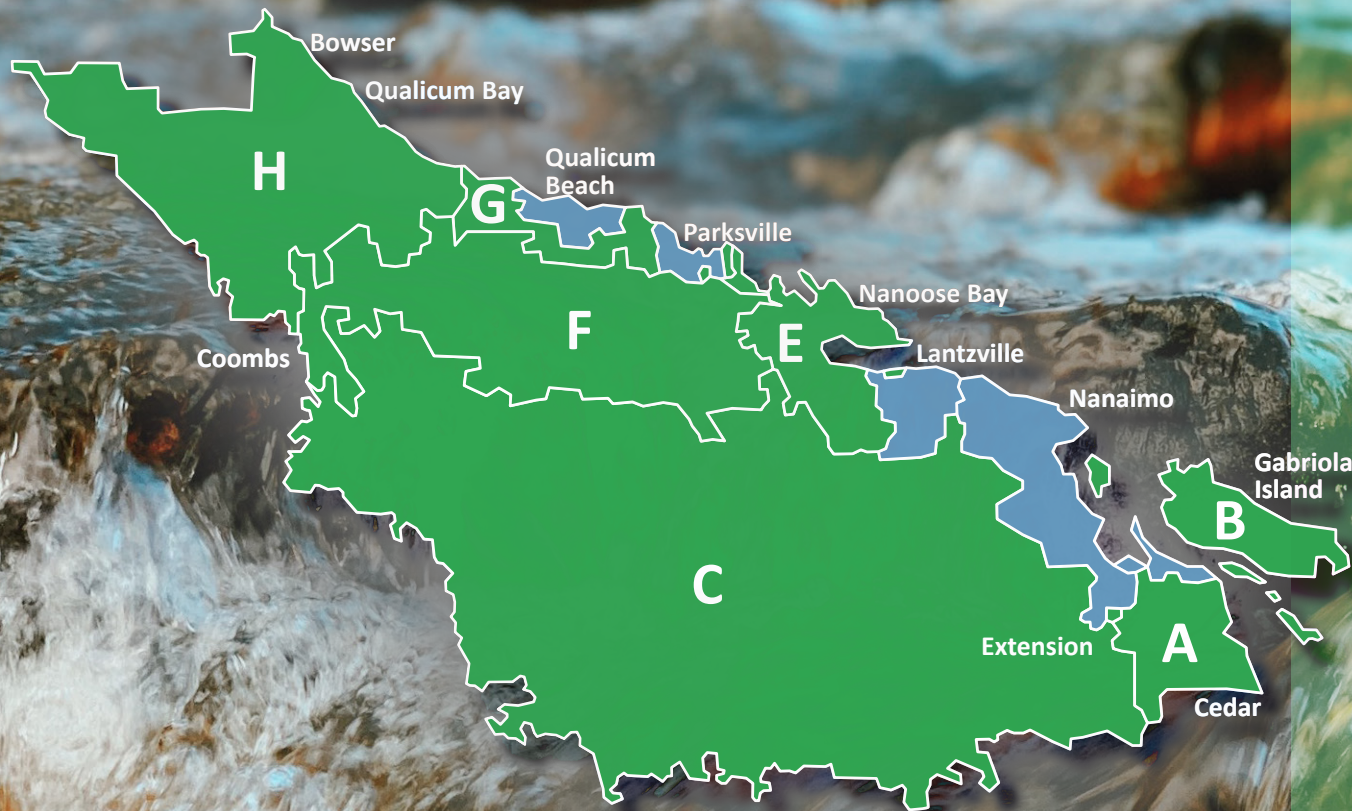
In early 2019, through a series of workshops, the Board identified various challenges and opportunities facing the region. The Board then outlined a series of objectives (grouped by themes) and associated action items to achieve those objectives.

The Strategic Plan is the highest-level plan for the Board, providing guidance to the elected officials as they make policy and regulatory decisions, as well as direction to staff as they deliver plans, projects and services to residents. Continuous monitoring of the objectives as well as annual review and reporting will ensure that progress is being made in achieving the various goals outlined in the Plan.

TIMELINE



ABOUT THE REGIONAL DISTRICT OF NANAIMO



The Regional District of Nanaimo (RDN) is situated within the traditional territory of several First Nations, including three that have reserves within the region: Snuneymuxw, Snaw-Naw-As and Qualicum. The Board recognizes the rich cultural history of these First Nations, and is committed to developing positive working relationships to the benefit of all residents of the region.

As a local government, the RDN is a regional federation of four municipalities and seven electoral areas, with an estimated 2018 population of approximately 167,000 (source: BC Stats). The four municipalities are: the City of Nanaimo, the City of Parksville, the Town of Qualicum Beach and the District of Lantzville. The electoral areas are as follows:

ELECTORAL AREA A:
CEDAR, SOUTH WELLINGTON, YELLOWPOINT, CASSIDY

ELECTORAL AREA B:
GABRIOLA, DECOURCY, MUDGE ISLANDS

ELECTORAL AREA C:
EXTENSION, NANAIMO LAKES, EAST WELLINGTON, PLEASANT VALLEY

ELECTORAL AREA E:
NANOOSE BAY

ELECTORAL AREA F:
COOMBS, HILLIERS, ERRINGTON, WHISKEY CREEK, MEADOWOOD

ELECTORAL AREA G:
FRENCH CREEK, SAN PAREIL, LITTLE QUALICUM

ELECTORAL AREA H:
BOWSER, QUALICUM BAY, DEEP BAY



VISION

“The Regional District of Nanaimo honours and protects its natural assets, respects its diverse communities, and promotes and enhances the wellbeing of all its residents”

MISSION

We serve the public by providing effective governance and delivery of services to residents in communities throughout the Region, based on mutual respect and a common understanding of local needs and priorities.

VALUES

The Regional District of Nanaimo will make thoughtful and well-informed decisions and provide important services to its residents based on the following values and guiding principles:

- Respect
- Fiscal Responsibility
- Meaningful Engagement
- Collaboration and Relationships
- Good Governance
- Reconciliation

KEY STRATEGIC AREAS

Based on the working sessions with the Directors in early 2019, a number of Key Strategic Areas were identified, with a goal statement associated with each theme. The following pages provide further details for each Key Strategic Area, with a series of actions and timelines under each heading.

SOCIAL WELL-BEING
MAKE THE REGION A SAFE AND VIBRANT PLACE FOR ALL, WITH A FOCUS ON CHILDREN AND FAMILIES IN PLANNING AND PROGRAMS.

PEOPLE AND PARTNERSHIPS
IMPROVE THE GOVERNANCE AND AWARENESS OF RDN ACTIVITIES FOR CITIZENS THROUGHOUT THE REGION.

ECONOMIC COORDINATION
SET THE TABLE TO ENABLE DIVERSE ECONOMIC OPPORTUNITIES ACROSS THE REGION.

CLIMATE CHANGE
BE LEADERS IN CLIMATE CHANGE ADAPTATION AND MITIGATION, AND BECOME NET ZERO BY 2032.

ENVIRONMENTAL STEWARDSHIP
PROTECT AND ENHANCE THE NATURAL ENVIRONMENT, INCLUDING LAND, WATER AND AIR, FOR FUTURE GENERATIONS.

HOUSING
PROMOTE AFFORDABLE HOUSING FOR RESIDENTS.

GROWTH MANAGEMENT
PROVIDE EFFECTIVE REGIONAL LAND USE PLANNING AND RESPONSIBLE ASSET MANAGEMENT FOR BOTH PHYSICAL INFRASTRUCTURE AND NATURAL ASSETS.

TRANSPORTATION AND TRANSIT
PROVIDE OPPORTUNITIES FOR RESIDENTS TO MOVE EFFECTIVELY THROUGH AND AROUND THE REGION.





CLIMATE CHANGE

GOAL: BE LEADERS IN CLIMATE CHANGE ADAPTATION AND MITIGATION, AND BECOME NET ZERO BY 2032.

ACTIONS

TIMELINE

- 1.1** STRIKE A TECHNICAL ADVISORY COMMITTEE TO DEVELOP AND ADVANCE THE RDN CLIMATE CHANGE STRATEGY AND RECOMMEND IMMEDIATE ACTION TOWARDS ADAPTATION AND MITIGATION **2019**
- 1.2** REVIEW AND UPDATE CORPORATE EMISSIONS PLAN AND GREENHOUSE GAS (GHG) REDUCTION STRATEGY **2020**
- 1.3** DEVELOP A REGIONAL STRATEGY FOR ELECTRIC VEHICLE CHARGING **2020**
- 1.4** COMPLETE A NET ZERO STRATEGY FOR BUILDING EFFICIENCY AND LOCALIZED ENERGY GENERATION **2022**



ENVIRONMENTAL STEWARDSHIP

GOAL: PROTECT AND ENHANCE THE NATURAL ENVIRONMENT, INCLUDING LAND, WATER AND AIR, FOR FUTURE GENERATIONS.

ACTIONS

TIMELINE

| | | |
|-----|--|---------|
| 2.1 | PROTECT AND ACQUIRE LANDS FOR ENVIRONMENTAL PRESERVATION AND PARKLAND | 2019 |
| 2.2 | UPDATE THE DRINKING WATER AND WATERSHED PROTECTION PROGRAM ACTION PLAN | 2019 |
| 2.3 | ACHIEVE THE 90% WASTE DIVERSION TARGET* AS PER THE SOLID WASTE MANAGEMENT PLAN | 2032 |
| 2.4 | CONTINUE TO IMPROVE THE QUALITY OF TREATED WASTEWATER IN THE REGION | ONGOING |

* NOTE: THE CURRENT DIVERSION RATE IS ESTIMATED AT 68% (2017).



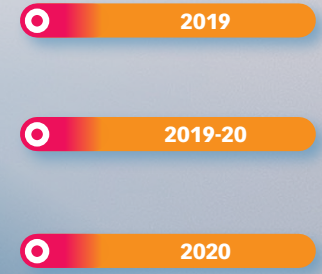
HOUSING

GOAL: PROMOTE AFFORDABLE HOUSING FOR RESIDENTS.

ACTIONS

- 3.1** ADVOCATE FOR ADDITIONAL FUNDING SUPPORT FOR HOUSING FROM SENIOR GOVERNMENTS
- 3.2** DEVELOP A REGIONAL HOUSING STRATEGY, INCLUDING SUPPORT/TOOLS FOR AFFORDABLE HOUSING
- 3.3** ADVOCATE FOR ALTERNATIVE REGULATIONS IN THE BC BUILDING CODE TO SUPPORT INNOVATION

TIMELINE





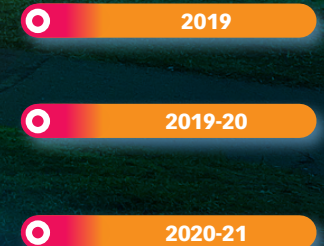
GROWTH MANAGEMENT

GOAL: PROVIDE EFFECTIVE REGIONAL LAND USE PLANNING AND RESPONSIBLE ASSET MANAGEMENT FOR BOTH PHYSICAL INFRASTRUCTURE AND NATURAL ASSETS.

ACTIONS

- 4.1 PROTECT AGRICULTURAL LANDS AND PROMOTE AGRICULTURE AND FOOD PRODUCTION IN THE REGION
- 4.2 FULLY DEVELOP OUR ASSET MANAGEMENT PLAN
- 4.3 CONDUCT A FULL REVIEW OF THE REGIONAL GROWTH STRATEGY TO PROTECT AND ENHANCE RURAL AND URBAN COMMUNITIES

TIMELINE





5.0 TRANSPORTATION AND TRANSIT

GOAL: PROVIDE OPPORTUNITIES FOR RESIDENTS TO MOVE EFFECTIVELY THROUGH AND AROUND THE REGION.

ACTIONS

TIMELINE

- 5.1 ENHANCE DIALOGUE WITH THE MINISTRY OF TRANSPORTATION & INFRASTRUCTURE (MOTI) FOR ON- AND OFF-ROAD PEDESTRIAN AND ACTIVE TRANSPORTATION IMPROVEMENTS
- 5.2 DEVELOP A REGIONAL TRANSPORTATION PLAN, CONSIDERING ALL MODES OF TRAVEL
- 5.3 WORK WITH BC TRANSIT TO EXPAND TRANSIT SERVICE (E.G. TRANSIT HOURS) TO CONNECT IMPORTANT COMMUNITY HUBS
- 5.4 DEVELOP AN ACTIVE TRANSPORTATION NETWORK (TRAILS) LINKING THE REGIONAL DISTRICTS IN CENTRAL VANCOUVER ISLAND (E.G. REGIONAL DISTRICTS OF NANAIMO, COWICHAN VALLEY, COMOX VALLEY, ALBERNI-CLAYOQUOT).

2019

2020

2020

ONGOING





ECONOMIC COORDINATION

GOAL: SET THE TABLE TO ENABLE DIVERSE ECONOMIC OPPORTUNITIES ACROSS THE REGION.

ACTIONS

- 6.1** CONTINUE TO SUPPORT INITIATIVES THAT PROMOTE REGIONAL ECONOMIC HEALTH AND LOCAL ECONOMIC DEVELOPMENT THROUGH PARTNERSHIPS AND OTHER GRANT FUNDING OPPORTUNITIES.

TIMELINE





PEOPLE AND PARTNERSHIPS

GOAL: IMPROVE THE GOVERNANCE AND AWARENESS OF RDN ACTIVITIES FOR CITIZENS THROUGHOUT THE REGION.

ACTIONS

TIMELINE

- 7.1** EXPLORE WEBCASTING AND/OR LIVE-STREAMING OF RDN COMMITTEE AND BOARD MEETINGS 2019
- 7.2** REVIEW THE RESOURCES REQUIRED IN ORDER TO MAXIMIZE CURRENT AND FUTURE GRANT AND OTHER FUNDING OPPORTUNITIES 2019
- 7.3** DEVELOP A COMMUNICATIONS STRATEGY TO IMPROVE AND ENHANCE COMMUNITY ENGAGEMENT AND PUBLIC OUTREACH 2020
- 7.4** CONTINUE TO BUILD AND ENHANCE RELATIONSHIPS WITH FIRST NATIONS BASED ON THE SPECIFIC NEEDS OF EACH COMMUNITY'S LEADERS ONGOING
- 7.5** SEEK OPPORTUNITIES TO PARTNER WITH THE PROVINCIAL AND FEDERAL GOVERNMENTS, OTHER GOVERNMENT AGENCIES AND COMMUNITY STAKEHOLDER GROUPS IN ORDER TO ADVANCE STRATEGIC PLAN GOALS AND INITIATIVES ONGOING



8.0

SOCIAL WELLBEING

GOAL: MAKE THE REGION A SAFE AND VIBRANT PLACE FOR ALL, WITH A FOCUS ON CHILDREN AND FAMILIES IN PLANNING AND PROGRAMS.

ACTIONS

- 8.1 UPDATE THE PARKS AND TRAILS MASTER PLAN, INCLUDING FUNDING OPTIONS FOR PARKLAND ACQUISITION AND DEVELOPMENT
- 8.2 PREPARE A SOCIAL NEEDS ASSESSMENT STUDY, WHICH IDENTIFIES THE BROAD RANGE OF SOCIAL SERVICE PROVIDERS AT THE LOCAL LEVEL, AND DEVELOP A STRATEGY TO IDENTIFY THE RDN'S ROLE WHERE APPROPRIATE

TIMELINE

2019-20

2020

COMMUNITY ENGAGEMENT

ON MARCH 26, 2019 THE BOARD RECEIVED AND REVIEWED THE DRAFT STRATEGIC PLAN, AND INVITED THE COMMUNITY TO PROVIDE INPUT INTO THE PLAN BETWEEN MARCH 27, 2019 AND APRIL 18, 2019. THE DRAFT STRATEGIC PLAN AND ASSOCIATED BACKGROUND MATERIALS WERE POSTED ON THE RDN WEBSITE THROUGH THE “GET INVOLVED RDN – RDN TALKS PRIORITIES” PAGE. ADDITIONAL TOOLS USED TO PROMOTE THE ENGAGEMENT PERIOD INCLUDED AN ADVERTISEMENT IN LOCAL NEWSPAPERS AND SOCIAL MEDIA POSTS DIRECTING THE PUBLIC TO THE RDN WEBSITE. IN ADDITION, A BACKGROUNDER, PUBLIC EMAIL SAMPLE AND COMMUNITY POSTER PACKAGE WAS PREPARED FOR THE DIRECTORS TO USE IN THEIR OWN PUBLIC OUTREACH ACTIVITIES.

DURING THE ENGAGEMENT PERIOD, 895 PEOPLE VIEWED THE “GET INVOLVED RDN – RDN TALK PRIORITIES” PAGE. AT THE END OF THE ENGAGEMENT PERIOD, 21 RESIDENTS PROVIDED THEIR SURVEY FEEDBACK USING THE WEBSITE PORTAL, ALONG WITH AN ADDITIONAL 5 WRITTEN COMMENTS. OVERALL, THERE WAS GENERAL SUPPORT FOR THE 8 KEY STRATEGIC AREAS. IN PARTICULAR, THERE WAS STRONG SUPPORT FOR INITIATIVES SUCH AS IMPROVING TRANSIT TO COMMUNITY HUBS AND KEY LOCATIONS. A NUMBER OF REVISIONS TO THE GOALS AND ACTION ITEMS WERE SUGGESTED AND PRESENTED TO THE BOARD FOR REVIEW AND CONSIDERATION. THE BOARD INCORPORATED THE REVISIONS AS APPROPRIATE, AND ADOPTED THE REGIONAL DISTRICT OF NANAIMO 2019-2022 BOARD STRATEGIC PLAN ON MAY 28, 2019.

MOVING FORWARD

THE STRATEGIC PLAN WILL BE A “ROAD MAP” FOR THE NEXT FOUR YEARS. THE STATED PRIORITIES OF THE BOARD, WHICH SHOULD COME TO LIGHT DURING THE ANNUAL BUDGETING PROCESS, ARE THEN ALIGNED WITH THE OPERATIONAL PLANS OF EACH RDN DEPARTMENT.

RECOGNIZING OUR DYNAMIC ENVIRONMENT, THE BOARD WILL ANNUALLY REVIEW AND CONFIRM THE DIRECTION OF THE STRATEGIC PLAN AND RESOURCES REQUIRED FOR IMPLEMENTATION.



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