

DRAFT



**REGIONAL
DISTRICT
OF NANAIMO**

STRATEGIC PLAN 2019-2022

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 population of approximately 160,000 (2017). 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

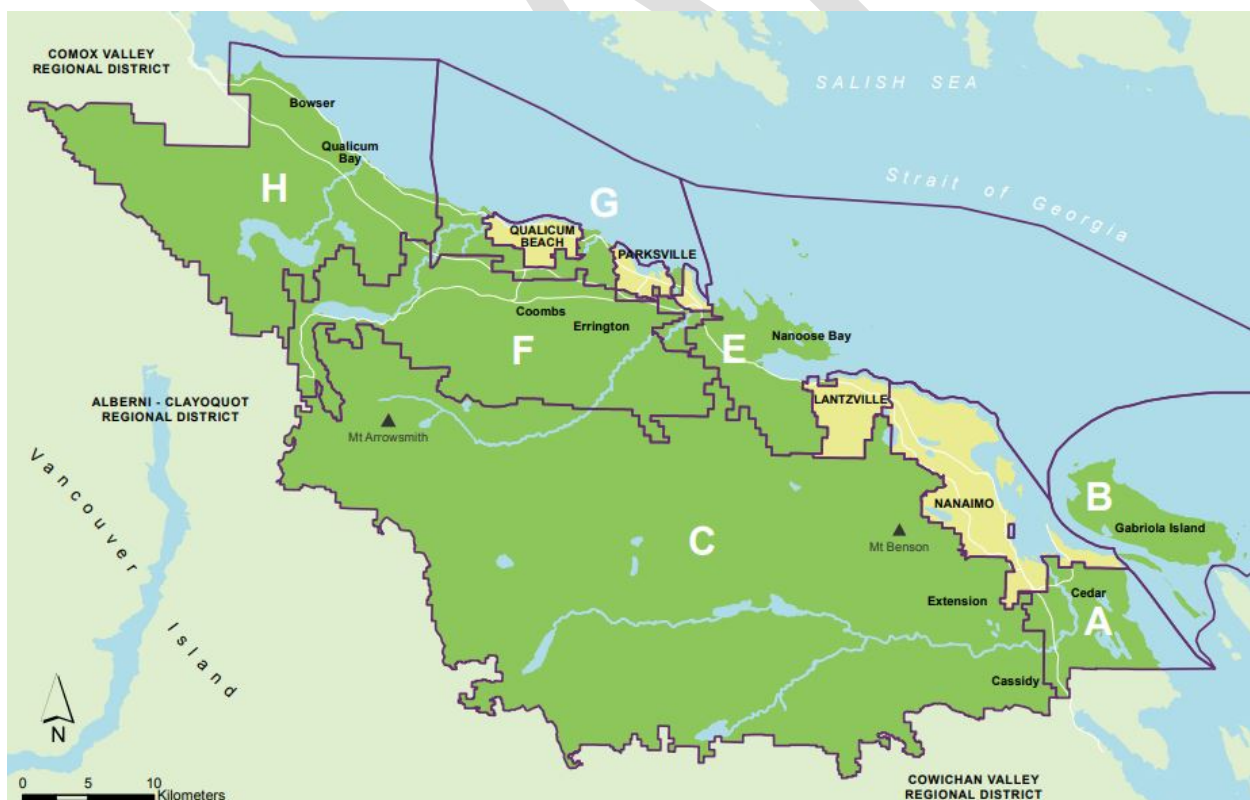
Electoral Area C: Extension, Nanaimo Lakes, East Wellington, Pleasant Valley

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



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.

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.

- **Climate Change** – be leaders in climate change adaptation and mitigation, and become Net Zero by 2032.
- **Environmental Stewardship** – protect and enhance the natural environment for future generations.
- **Housing** – provide affordable and supportive 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.
- **Economic Coordination** – set the table to enable diverse economic opportunities across the Region.
- **People and Partnerships** – improve the governance and awareness of RDN activities for citizens throughout the Region.
- **Social Well-Being** – make the Region a safe and vibrant place for all.



1.0 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 on climate change strategy	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



2.0 Environmental Stewardship

Goal: Protect and enhance the natural environment for future generations.

Actions	Timeline
2.1 Identify lands to protect and acquire 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 Solid Waste Management Plan	2022+
2.4 Continue to improve the quality of treated wastewater in the Region	2022+



3.0 Housing

Goal: Provide affordable and supportive housing for residents.

Actions	Timeline
3.1 Advocate for additional funding support for housing from senior governments	2019
3.2 Develop a Regional Housing Strategy, including support/tools for affordable housing	2019-20
3.3 Advocate for alternative regulations in the BC Building Code to support innovation	2020



4.0 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

Timeline

2019
2019-20
2020-21



5.0 Transportation and Transit

Goal: Provide opportunities for residents to move effectively through and around the Region.

Action	Timeline
5.1 Enhance dialogue with the Ministry of Transportation & Infrastructure (MOTI) for on- and off-road pedestrian and active transportation improvements	2019
5.2 Develop a Regional Transportation Plan, considering all modes of travel	2020
5.3 Work with BC Transit to expand transit service (e.g. transit hours) to connect important community hubs	2020
5.4 Develop an active transportation network linking the Regional Districts in central Vancouver Island (e.g. Regional Districts of Nanaimo, Cowichan Valley, Comox Valley, Alberni-Clayoquot)	2022+



6.0 Economic Coordination

Goal: Set the table to enable diverse economic opportunities across the Region.

Actions	Timeline
6.1 Develop a Regional Economic Development Strategy that addresses both overall regional goals as well as those of the municipal partners and electoral areas	2019
6.2 Establish a staff position (e.g. Regional Economic Development Coordinator) to coordinate business development and retention throughout the Region	2020



7.0 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 Explore the potential need for a Grant Coordinator, in order to maximize current and future 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



8.0 Social Wellbeing

Goal: Make the Region a safe and vibrant place for all.

Actions	Timeline
8.1 Update the Parks and Trails Master Plan, including funding options for parkland acquisition and development	2019-20
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	2020



COMMUNITY ENGAGEMENT (to be amended based on public input)

Even at this high level, the Draft Strategic Plan has identified 26 potential action items for consideration and completion within this Board's current term (i.e. by 2022). Furthermore, many of the action items will have multiple sub-tasks associated with them, once they are reviewed in greater detail.

Upon review of the Draft Strategic Plan by the RDN Board of Directors, a period of public engagement will take place in March-April 2019, in order to obtain feedback from the community on the Key Strategic Areas, Goals, and Actions over the next four years. Some of the community's priorities may not align directly with those which have been identified to date. The Board will have an opportunity to revisit the Key Strategic Areas and Actions based on feedback from the community, prior to adoption of the Strategic Plan.

MOVING FORWARD

Once the Strategic Plan has been approved by the Board, it becomes a "road map" over the next four years. The stated priorities of the Board should come to light during the annual budgeting process, which are then aligned with the Operational Plans of each RDN department.

Recognizing our dynamic environment, the RDN Board will annually review and confirm the direction of the Strategic Plan and resources required for implementation.