

REGIONAL  
DISTRICT  
OF NANAIMO

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STRATEGIC PLAN 2019-2022



# WELCOME

## FROM THE REGIONAL BOARD



IAN THORPE  
BOARD CHAIR -  
CITY OF NANAIMO



BOB ROGERS  
VICE CHAIR - AREA E



KEITH WILSON  
AREA A



VANESSA CRAIG  
AREA B



MAUREEN YOUNG  
AREA C



LEANNE SALTER  
AREA F



CLARK GOURLAY  
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



LEONARD KROG  
CITY OF NANAIMO



SHERYL ARMSTRONG  
CITY OF NANAIMO



DON BONNER  
CITY OF NANAIMO



TYLER BROWN  
CITY OF NANAIMO



BEN GESELBRACHT  
CITY OF NANAIMO



ERIN HEMMENS  
CITY OF NANAIMO



JIM TURLEY  
CITY OF NANAIMO

AREA A: SOUTH WELLINGTON / CASSIDY / CEDAR  
AREA B: GABRIOLA AND SURROUNDING ISLANDS  
AREA C: EXTENSION / EAST WELLINGTON / PLEASANT VALLEY  
AREA E: NANOOSE BAY  
AREA F: COOMBS / HILLIERS / ERRINGTON  
AREA G: DASHWOOD / ENGLISHMAN RIVER / FRENCH CREEK  
AREA H: SHAW HILL / DEEP BAY / BOWSER

### 2019-2022 RDN Strategic Plan:

#### Message from Chair

On behalf of the Regional District of Nanaimo Board of Directors, I am pleased to present the 2019-2022 RDN Strategic Plan. This Plan sets out a vision for the region based on protecting its natural assets, respecting our diverse communities, and enhancing the well-being of all residents we, as the Board, represent.

To realize this vision, the Board has come together to prioritize action in eight Key Strategic Areas we see as critical for the region and against which we will measure the success of our term. These Key Strategic areas are Climate Change, Environmental Stewardship, Housing, Growth Management, Transit and Transportation, Economic Coordination, People and Partnerships and Social Well-Being.

Our commitment is to take decisive action in each of these areas, based on the best available information, and to report back every year with progress on implementing the RDN's Strategic Plan.

Each year, we will review our Strategic Plan to confirm our priorities, review our actions, and renew our efforts to build a prosperous and sustainable future. To that end, we invite you to read the 2019-2022 RDN Strategic Plan, and reach out to the Board with your insights and ideas on how to make the region a better place for us all.

Ian W. Thorpe



# 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.





# 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



A photograph of a forest path with green overlays containing text. The path is made of dirt and rocks, leading through a dense forest of tall trees. Sunlight filters through the leaves, creating a dappled light effect. The green overlays are semi-transparent and contain white text.

## 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, 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.

## 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.





# 1.0 CLIMATE CHANGE

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

## ACTIONS

## TIMELINE

- |  |   |
|--|---|
| <b>1.1</b> STRIKE A TECHNICAL ADVISORY COMMITTEE TO DEVELOP AND ADVANCE THE RDN CLIMATE CHANGE STRATEGY AND RECOMMEND IMMEDIATE ACTION TOWARDS ADAPTATION AND MITIGATION |  2019  |
| <b>1.2</b> REVIEW AND UPDATE CORPORATE EMISSIONS PLAN AND GREENHOUSE GAS (GHG) REDUCTION STRATEGY  |  2020  |
| <b>1.3</b> DEVELOP A REGIONAL STRATEGY FOR ELECTRIC VEHICLE CHARGING   |  2020  |
| <b>1.4</b> 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).





# 3.0 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







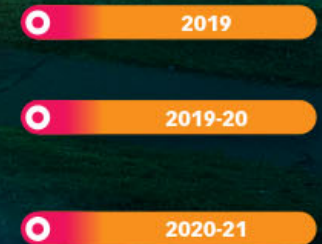
# GROWTH MANAGEMENT

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







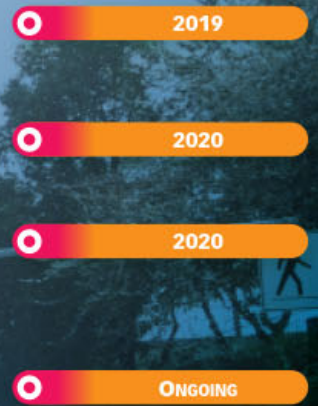
# 5.0 TRANSPORTATION AND TRANSIT

**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 LINKING THE REGIONAL DISTRICTS IN CENTRAL VANCOUVER ISLAND (E.G. REGIONAL DISTRICTS OF NANAIMO, COWICHAN VALLEY, COMOX VALLEY, ALBERNI-CLAYOQUOT)







6.0

## ECONOMIC COORDINATION

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

### ACTIONS

- 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
- 6.2 REVIEW THE RESOURCES REQUIRED IN ORDER TO COORDINATE BUSINESS DEVELOPMENT AND RETENTION THROUGHOUT THE REGION

### TIMELINE







# PEOPLE AND PARTNERSHIPS

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

## ACTIONS

## TIMELINE

- | 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  |





# 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





# COMMUNITY ENGAGEMENT

ON MARCH 26, 2019 THE REGIONAL BOARD REVIEWED AND RECEIVED 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 A STAND-ALONE NEWSPAPER ADVERTISEMENT IN LOCAL NEWSPAPERS, AS WELL AS 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 REVISIONS TO THE GOALS AND ACTION ITEMS WERE SUGGESTED BY THE PUBLIC, WHICH WERE PRESENTED TO THE REGIONAL 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 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.