CITY OF NANAIMO
THE HARBOUR CITY

# Information Report

DATE OF MEETING JANUARY 23, 2023

AUTHORED BY KASIA BIEGUN, PLANNER, COMMUNITY PLANNING

**SUBJECT** **INTEGRATED ACTION PLAN – INTRODUCTION**

## OVERVIEW

**Purpose of Report:**

To provide the Governance and Priorities Committee with an introduction to a draft *Integrated Action Plan* – a document that supports the implementation of *City Plan: Nanaimo ReImagined*.

## BACKGROUND

Implementation of *City Plan: Nanaimo ReImagined* (City Plan) will be supported by two key documents, an *Integrated Action Plan* (IAP) and a *Monitoring Strategy*. The draft IAP is designed to communicate a range of key actions the City of Nanaimo is already doing on an ongoing basis as well as actions to be prioritized as "Immediate" to be done in the next five years or "Future" beyond five years. The IAP is intended to be reviewed and updated regularly and aligned with capital plans and budgets to ensure that actions are coordinated and reflect Council priorities to achieve City Plan Goals.

## DISCUSSION

Over the years, Council has endorsed or adopted numerous plans or made motions that identify a range of potential actions to support the community as it evolves. The process for developing a draft list of actions to implement *City Plan* involves a coordinated interdepartmental review and update of previously endorsed actions, as well as identifying potential new ones aligned with City Plan Goals.

Developing and maintaining the IAP reflects the City's commitment to implementing the City Plan as effectively as possible. Following Council direction and confirmation of priorities, actions are intended to be taken using an integrated approach through interdepartmental communication and where appropriate, collaboration. The aim is to leverage opportunity, invest efficiently, and maximize community benefit through strong coordination and regular monitoring and evaluation of actions taken to achieve City Plan Goals.

### Document Structure

The structure of the draft IAP will mirror that of the *City Plan*. A general overview of the sections and content is provided below, and a sample can be viewed in Attachment A.

Part A | Welcome: Brief overview of the structure and function of the IAP, relationship to *City Plan*, *Monitoring Strategy,* and other strategic documents, "how to navigate" overview, and the approach to managing and maintaining the integrated actions.

Part B | Foundations: Overview of the *City Plan* framework, and the Five City Plan Goals.

Part C | Actions: The actions will be structured around the Five City Plan Goals and further organized by the 35 City Plan policy topic areas, mirroring the *City Plan*. Each topic area will include the following content:

Introduction |

- Link to the City Plan section
- List of supporting documents that inform the actions
- Roles: 'What the City does' versus 'What others do'
- At a Glance: 'Areas of focus' – a summary of three key areas the City is looking to take action, why, and an overview of key actions.

Actions |

- Programming versus Project Actions: The actions have been organized based on two key categories: Programming Actions versus Project Actions. Program Actions are implementable actions that result in something being created, such as a priority list of projects, an initiative, a change in protocols, service or a document. Project actions are something built and are attached to a location and lead to a physical change in the city. They have a geographic location on a map. All actions will be listed in tables, in addition to all project actions visually represented on maps. All actions will also denote what City Plan policy(s) support the actions.
- Timeframes: All actions are organized into three timeframes:
  - Ongoing: Regular and Repeated Actions
  - Immediate: 0 – 5 years
  - Future: Beyond 5 years
- Connected City Plan Policies: To put change into motion, each action will be connected to one or more City Plan policies.

Most actions will support progress in multiple topic areas. For example, building a new accessible washroom in a park will support progress in the topic areas of Parkland Management, Access for All, and Community Safety & Wellbeing. Rather than including an action in multiple sections, the action will be included where *City Plan* policy best supports it. Cross-reference to its connecting sections will be included, so each action only appears once.

Amending the Integrated Action Plan

The IAP is intended to be a living document that can be amended on an ongoing basis to incorporate new actions identified and adjust / remove actions that have been achieved, outdated, or superseded. It is further anticipated that through each future City planning process, existing actions will be reviewed, and new actions will be added, removed, or refined to account for new knowledge and directions identified through Council direction and planning processes.

## CONCLUSION

The IAP supports effective implementation of *City Plan* by identifying and communicating key actions the City currently undertakes and assigning immediate and future priorities to achieve City Plan Goals. Council will have an opportunity to review and provide direction on priority actions

during spring 2023, and then on an annual basis as aligned with the process of budgeting and business planning. The Monitoring process will be essential to evaluating the effectiveness of actions and the need to update priorities.

Next Steps

Staff will present to Council a complete draft of the IAP in the spring of 2023.

**SUMMARY POINTS**

- The *Integrated Action Plan* will articulate concrete steps the City will take to make progress towards the Five City Goals outlined in *City Plan: Nanaimo ReImagined*.
- The *Integrated Action Plan* is intended to be a living document that can be amended on an ongoing basis to reflect new priorities, knowledge, and directions.
- A complete draft of the *Integrated Action Plan* will be brought to Council for consideration in the spring of 2023.

**ATTACHMENTS**

ATTACHMENT A: Draft Sample Section of the Integrated Action Plan

**Submitted by:**

Lisa Brinkman
Manager, Community Planning

**Concurrence by:**

Lisa Bhopalsingh
Director, Community Development

Bill Corsan
Director, Corporate & Business Development

Bill Sims
General Manager, Engineering & Public Works

Richard Harding
General Manager, Parks, Recreation & Culture

Dale Lindsay
General Manager, Development Services / Deputy CAO

A PROSPEROUS NANAIMO

# THRIVING & RESILIENT ECONOMY

C5




# C5.1 ECONOMIC CAPITAL

DRAFT

## CITY PLAN

**C5.1**
Economic Capital

## SUPPORTING DOCUMENTS

- Economic Development Strategy

## ROLES

### WHAT THE CITY DOES

- Adds and updates strategic infrastructure to support the economy such as facilities, roads and utilities.
- Designates land for business and industrial activity
- Communicates city plans and priorities to developers and investors and provide timely approvals of development applications
- Provides a vision for the community through the City Plan process to help steer growth and investment in infrastructure.

### WHAT OTHERS DO

- Contribute to funding and building infrastructure (senior government, developers)
- Strategically expand facilities and programs (NRGH, VIU, other major employers)

# ECONOMIC CAPITAL
# AT A GLANCE: AREAS OF FOCUS

## Continue to invest and revitalize the downtown



**Why?** The downtown core is the City's 'primary urban node'. It is the heart of the community and the focal point for cultural venues, business, government and shopping and dining. The goal is to create a vibrant and prosperous downtown.

**How we plan do this:**

- There are a broad range of public and private sector investment occurring in the downtown core including:
  - Downtown Transit Hub
  - Commercial Street Revitalization
  - Redevelopment of key sites (Jean Burns, A&B Sounds, Telus, Port Drive)
  - Commercial Street Nightmarket

## Position Nanaimo as the transportation and logistics hub for Vancouver Island

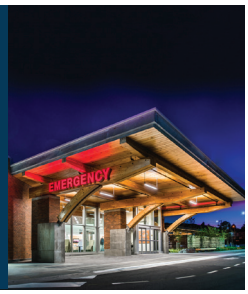


**Why?** Nanaimo has a competitive advantage over other communities on Vancouver Island as a centrally located, deep sea port with excellent marine, road and rail connections.

**How we plan do this:**

- Development and implement a Transportation and Logistics Strategy with a long term multi modal perspective to position Nanaimo towards a healthy economic, demographic and technological future.

## Develop a Health Care Centre of Excellence




**Why?** Centralizing health care services for residents of Vancouver Island north of the Malahat in Nanaimo will create significant employment in the City and provide a high level of care for residents and make Nanaimo an even more attractive place to live, work and play.

**How we plan do this:**

- Advocate for new health care activities and care at Nanaimo Regional General Hospital
- Work with Nanaimo Regional General Hospital and Vancouver Island University to establish a medical school in Nanaimo

DRAFT

# ECONOMIC CAPITAL
# PROGRAMMING ACTIONS

## ONGOING
REGULAR & REPEATED ACTIONS

| Ref. | Program | Connected City Plan Policies |
|---|---|---|
| | Continue to manage the Revitalization Tax Exemption Programs for the downtown core and for hotels. | ▶ C5.1.5 |
| | Work with the Nanaimo Medical Staff Association, Nanaimo Foundation, the Nanaimo Hospital Foundation, and other philanthropic organizations to build health care capacity in the region (e.g. nurses, specialist care centre, health support workers). | ▶ C5.1.6 |

## IMMEDIATE
0 - 5 YEARS

| Ref. | Program | Connected City Plan Policies |
|---|---|---|
| | Review the Revitalization Tax Exemption Programs for the downtown core and for hotels and consider new opportunities. | ▶ C5.5.1 |
| | Implement the actions of the Mayors Leader Table Infrastructure Ask which lays out inventory of infrastructure asks and needs over the next 10 years. | ▶ C5.1.1<br>▶ C5.1.2 |
| | Research and communicate emerging trends in land use and demand that will improve the planning process and ensure an appropriate supply-demand balance. | ▶ C5.1.5 |
| | Advocate for new health care activities and a improved facility at NRGH that meet the service standards of similar communities in the province. | ▶ C5.1.6 |
| | Work with Nanaimo Regional General Hospital and Vancouver Island University to establish a medical school in Nanaimo. | ▶ C5.1.6 |
| | Commission a Transportation and Logistics Strategy with a focus on Duke Point and the Nanaimo Airport, with a long-term, multi-modal perspective that positions Nanaimo towards a healthy economic, demographic, and technological future. | ▶ C5.1.7 |

## FUTURE
BEYOND 5 YEARS

No programming actions currently identified for this time period.

DRAFT

## ONGOING

REGULAR & REPEATED ACTIONS

No project actions currently identified for this time period.

## IMMEDIATE

0 – 5 YEARS

| Ref. | Project | Connected City Plan Policies |
|---|---|---|
| | Continue to work on the phased development of 1 Port Drive by supporting rezoning, subdivision, and disposition of the property to create a signature waterfront development. Complete an Investment Package for 1 Port Drive. | ▶ C5.5.4 |
| | Support the development of the Departure Bay section of the Waterfront Walkway and ensuring the full economic impacts of the investment are leveraged. Obtain approval of Electors for Departure Bay Walkway. | ▶ C5.1.4 |
| | Work with the Nanaimo Port Authority in redeveloping the properties along Stewart Ave (Newcastle Channel) to encourage the development of the Waterfront Walkway and investment in new marina, office, and tourism development. | ▶ C5.1.4 |

## FUTURE

BEYOND 5 YEARS

No projects actions currently identified for this time period.

DRAFT

### Integrated Action Areas (view the below sections to see related actions



**C1.5** Water, Sewer, & Stormwater
**C2.5** Complete Streets
**C3.1** Community Safety & Security
**C3.6** Recreation, Culture, & Wellness
**C4.10** Waterfront Use &
**C5.5** Place Making & Investment Attraction
**D4.3** Centres
**D4.6** Industrial Lands
**D4.7** Waterfront