

THE TOWN OF  
**QUALICUM BEACH**



**2019-2022 STRATEGIC PLAN**

## Pt. 2: Strategic Plan Implementation

*February 25, 2019*

Council recognizes that the possible objectives for the community exceed the limited financial and human resources available to the Town. This strategic plan lists numerous priorities. However, the Town will aim to first accomplish those key priorities that will best serve the community, while respecting the resources available. Additional priorities may be reprioritised when and if opportunities (through grants, partnerships, new information, etc.) arise.

The work of local governments can be divided into two categories: core and supplemental activities. Core activities are routine, ongoing activities such as day-to-day administration, preparation of Council meeting agendas, road maintenance, sewer and water system operations, permitting, bylaw enforcement and building inspection. These activities often go unnoticed, though they comprise the vast majority of work (80% - 90%) undertaken by a municipality.

Supplemental activities are those activities that are not routine or ongoing, but rather one of a kind, or periodic activities, such as construction of significant capital works, updating of an official community plan, or development of a new significant policy initiative, such as a secondary suite policy. It is important to distinguish between these two types of activities, so that the Town can plan and resource the core activities on a routine basis, and secondly, so that supplemental activities can be planned for and resourced appropriately. Smaller supplemental activities are often fit into Town workplans as time and resources permit.

Some projects have been carried over from the previous Council term and strategic plan. These will be continued where feasible, with reports to Council prior to new phases of implementation. Examples of carry-over projects include:

- Tree and Vegetation Management Plan
- Action Sports Facility (Skateboard Park) Needs Assessment and Planning
- Tourism and Retail Gap Analysis
- 2hr Parking in Uptown
- Airbnb Enforcement

Miscellaneous Council Initiatives were also identified that will be undertaken where time and resources permit:

- Slope stability
  - Vegetation management
  - Drainage and stormwater management

- Public education. Including bylaw enforcement and fine system
- Vulnerable utilities on steep banks
- Covenants respecting hazards on steep banks
- Wildlife management
- Supporting Qualicum Beach farmers market and food production
- Reviewing town boundaries.
- Reviewing opportunities to secure Hamilton Marsh

## Strategic Initiatives

“Strategic Initiatives” are the major undertakings that Council wants to achieve during its term. They require substantial resources and staff time and are generally outside the scope of “core activities”, and should be planned in advance.

The attached timeline (‘Appendix 1’) schedules similar projects so that the overall demands do not undermine the Town’s capacity to maintain core activities. The attached timelines are rough estimates, based on experience with similar projects.

Prior to the start of a major project, a detailed project plan will be presented to Council for review. In general terms, project plans will have similar components:

1. Background
2. Public Consultation Strategy
3. Communication Strategy
4. Financial Implications
5. Strategic Plan Linkages

As a means of measuring progress and efficiencies, staff will report quarterly to Council regarding progress along the Strategic Plan, including actions recommended to maintain timelines.

### Strategic Initiative #1: Improved Governance Practices

*Goal: Collaborative Governance*

The Town will develop policies, evaluation, reporting and communications tools to make the governance process more transparent and effective. Specifically, this will include:

- Improved linkage between strategic plan and ongoing Council direction
- Consultation and transparency around the use of Town-owned land and other decisions
- Protocols and procedures for Council and Committee meetings
- A communication strategy
- Up-to-date protocol agreement with Qualicum First Nation.
- Reviewing development processes

### Strategic Initiative #2: Engage land for strategic local and regional initiatives

*Goal: Effective Land Management*

The Town is the largest landowner in the Town. Most of the land is designated for recreation and/or conservation. However, some specific areas have been identified that could help advance Town goals such as housing diversity, economic development, or fostering activity and wellness. The following areas

have been identified as major priorities, and each will be explored in further detail over the timelines identified in SCHEDULE 'A'.

- Airport
- East Village
- St. Andrew's Lodge
- Bus Garage Property
- Qualicum Commons

The following areas were identified during the strategic planning process and will be explored as resources permit.

- West Qualicum Beach Cluster development
- The closed municipal landfill on Qualicum Road
- Island Corridor foundation. Trail and rail?

### Strategic Initiative #3: Address Encroachments onto Town-owned land

*Goal: Effective Land Management*

The Town will prepare and implement a strategy to deal with the unauthorized use of Town-owned land. This includes road rights of way, parkland, tree buffers, and other Town-owned parcels. This will be a significant undertaking, as there are hundreds of examples in all parts of the Town. The public engagement over this issue will be a major component, as both land owners and residents will have views regarding outcomes such as a financial obligation or requirement to stop the unsanctioned use of Town land.

Generally, the steps in this process include:

- Develop Summary Report on encroachments
- Public Consultation
- Implementation and Enforcement

### Strategic Initiative #4: Increase the Diversity of Housing

*Goal: Diversity of Housing*

The shortage of housing and lack of housing diversity has been identified as a major social and economic problem. Although this problem is not unique to the Town and not all problems can be solved at a local level, the Town will assess the local housing needs, undertake a review of local policy issues around the provision of housing and pursue the development of housing to address those needs in partnership with other organizations. Generally, this strategic initiative will include:

- Housing Needs Assessment
- A "Housing Task Force" will help identify possible long-term solutions to address housing needs.
- The Town and partnering organizations will plan for one or more housing projects based on needs assessment
- Construction of housing project per the Housing Needs Assessment
- The Town will review local bylaws, policies and financial matters to facilitate the creation of a diversity of housing. This will address issues such as:

- Laneway engagement, parking, planning, land acquisition
- Encouraging walkable development
- Encouraging density

### Strategic Initiative #5: Mobility and Alternative Transportation

*Goal: Mobility and Alternative Transportation*

Implementing the Age-friendly Transportation Plan and OCP policies is important to Council, and Council will seek opportunities to fund and construct improvements to make active transportation a pleasant and convenient means of travel for people of all ages and abilities. Some of the projects include:

- Upgrading and extending trails and bike paths
- Reviewing parking demands and addressing needs through parking management and/or the provision of additional parking.
- Extension and improvement of waterfront walkway
- Striving to create a walkable community for those of all abilities by evaluating and addressing mobility impediments
- Creating a “Pride” crosswalk
- Attracting new carriers to the airport
- Expanding the airport terminal

### Strategic Initiative #6: Efficient Provision of Services

*Goal: Effective Provision of Services*

The Town will develop policies and procedures to improve the efficiency of municipal operations, as well as to improve transparency and to provide Council with better policy tools to guide operational practices at a high level. This includes the following:

- Develop a ten-year capital plan
- Complete an Asset Management Strategy
- Document and confirm Existing Levels of service
- Implementation of the Asset Management Strategy

Part of providing efficient services means reviewing specific potential projects in a consistent way. Council identified the following community amenities and infrastructure upgrades that should be explored as resources permit:

- Waterfront Master plan implementation, including foreshore protection
- Playground(s)
- Waterpark
- Skateboard park
- Seaside Nature Park washroom
- Pier
- Foreshore Improvements
- Memorial Avenue roundabout
- Golf course infrastructure

- Acquiring waterfront properties

### **Strategic Initiative #7: Strategic Support and Partnerships**

The following projects are considered high-priority projects for the Town. Although the Town may not lead these initiatives, it is vital to support other organizations in the implementation of these projects.

#### *Regional Collaboration*

The Regional District of Nanaimo has a lead role in delivering regional services and advancing strategic priorities within their areas of responsibility. The following are strategic priorities of interest for the Town and the Town will support the RDN in their implementation.

- Advancing key priorities within the Recreation Masterplan, particularly Ravensong Pool Expansion (possibly incorporating a gym) and the construction of a turf field
- Recycling more glass
- Exploring green waste pick-up
- Reducing single-use plastics
- Improving the public transportation system

#### *Health Care*

Health Care is a strategic priority for the Town, but is not within the Town's mandate to take it on as a municipal service.

- The Town will support access to high quality local health care services.
- The Town will support stakeholder groups such as the Perfect Storm Group and Oceanside Division of Family Practice and their continuing effort to attract and retain physicians in the area. Specifically, constructing a multi-doctor facility within the Town is a priority.
- The Town will support Island Health and other organizations to provide caregivers with access to respite.

#### *Economic Development*

The Town plays an important role in working with businesses, stakeholders and associations in establishing an environment that fosters economic growth and sustainability. The following are areas the Town could support.

- Increase labour supply
- Retail gap analysis
- Partnerships with other levels of government to promote growth
- Resort properties
- Community event support
- Leverage Town funding through Grant opportunities
- Collaborative initiatives involving Chambers of Commerce, businesses and other levels of government (e.g., Oceanside Initiatives 2.0)
- Cinema society