

Strategic Plan

2023 - 2026





Mayor's Message

We would like to acknowledge that the land on which we reside is the traditional territory of the Syilx, the Sinixt and the Ktunaxa peoples and is home to the Métis and many diverse Aboriginal persons. We honour their connection to the land and rivers and respect the importance of the environment to our strength as a community.

As we move forward with our strategic vision for 2023-2026, we are guided by a commitment to sustain and enhance Nelson's core qualities. Our ambition is to cultivate a healthy built and natural environment. We are dedicated to safeguarding our green spaces, promoting sustainable development, and ensuring that our city's growth complements our natural surroundings.

In championing a diverse and connected community, we aim to celebrate our cultural richness, fostering an environment where individuals feel a deep sense of belonging and connection. Our focus on future-ready city services and infrastructure reflects our resolve to adapt to the evolving needs of our residents, ensuring our city remains resilient, efficient, and forward-thinking.

Our strategic goal for a thriving and inclusive economy is rooted in supporting our local economy, encouraging innovation, and ensuring equitable economic growth across our community. Finally, our commitment to innovative and inclusive governance underscores our dedication to transparent, responsive, and participatory city governance, where every voice is heard and valued.

Our Strategic Plan is our roadmap, ensuring that our initiatives and decisions align with our vision for a Nelson that is inclusive, resilient and vibrant. Together, let us build a future that reflects our shared values and aspirations.

A handwritten signature in black ink that reads "James Morrison". The signature is fluid and cursive, with a large, stylized "J" at the beginning.

Mayor and Council



L - R: Councillor Rik Logtenberg, Councillor Kate Tait, Councillor Jesse Pineiro, Mayor Janice Morrison, Councillor Keith Page, Councillor Leslie Payne, and Councillor Jesse Woodward



Mission Statement

To deliver sustainable municipal services and good governance which enhances the quality of life for our residents, fosters a positive business climate and provides a world class experience to our visitors.

Vision Statement

Nelson is a prosperous and resilient community with robust ecosystems and safe, welcoming neighbourhoods where diversity, history and culture is celebrated.

We Foster a Healthy
Built and Natural
Environment

Our Economy is
Thriving and
Inclusive

Our Community
is Diverse and
Connected

Strategic Goals



City Services and
Infrastructure are
Future-Ready



City Governance
Supports Innovation
and Inclusivity

How to Read this Strategic Plan

Strategic Goal →

Our Economy is Thriving and Inclusive

Council supports a thriving and inclusive economy by creating a place where people want to live and work. Council will focus on facilitating vibrancy in sports, arts, culture and recreation to enhance economic growth through partnerships, events, festivals and business development.

Defined →

Enhance gathering places for residents and visitors to enjoy our city

- Designing a refresh for Baker Street (streetscape) to align with required utility work.
- Encourage the use of the Arbor meeting place at Selkirk College
- Complete and promote the use of Hall Street Pier as Nelson's gateway to the waterfront.
- Complete waterfront pathway to enhance use of new pier and shelter.
- Support, collaborate and implement actions to increase street safety and vibrancy.

Strategy →

Tactics →

Our Economy is Thriving and Inclusive

Measuring Progress - *How are we doing?*

Usage of City Amenities

Measurement 1: Increase the number of events booked at city amenities.

KPIs →

Key Performance Indicators (KPIs) are measurable values that indicate how effectively our organization is achieving its strategic goals outlined in this Plan.

We Foster a Healthy Built and Natural Environment

Council recognizes the interconnectedness of human well-being and the environment and supports a holistic approach to our community's commitment to a healthy built and natural environment.

Council will work towards a carbon-neutral future.

- Continue to implement Nelson Next.
- Continue to implement the Organics Diversion Program.
- Scale up the Regional Energy Efficiency Program (REEP).
- Implement low-carbon transportation initiatives.

Council will enhance the natural environment in our community, including air, water and lands.

- Complete a natural asset assessment.
- Consider policy options for new developments that consider the natural environment.
- Explore opportunities to improve and increase green space within the city.

Council collaborates with government, private and indigenous partners to manage the natural environment and wildlife in and around our community.

- Work with Anderson Creek Timber regarding Mountain Station harvesting.
- Continue to work with WildSafeBC to reduce human-animal conflict.
- Explore opportunities to work with local First Nation peoples on environmental sustainability projects.
- Explore joining the Kootenay Conservation Program.
- Implement an invasive species reduction strategy.



We Foster a Healthy Built and Natural Environment

Measuring Progress - *How are we doing?*

Implementation of Nelson Next

Measurement: Number of actions implemented from Nelson Next Implementation Plan

Waste Landfilled

Measurement: Percentage of waste diverted from landfill.

Energy Efficiency Measures

Measurement: Track energy consumption patterns and the adoption of renewable energy sources to promote energy efficiency and environmental sustainability.

Healthy Built Environment Condition

Measurement: Monitor the development and maintenance of green spaces, sustainable buildings, and eco-friendly infrastructure to promote environmental sustainability.



Our Community is Diverse and Connected

Nelson's richness of character comes from having people from different backgrounds, cultures and experiences that interact with one another, engage in communal activities and share a sense of belonging and respect each other's differences.

Council will expand diverse and inclusive housing options in the City that meet needs now and in the future.

- Revise policies and bylaws to conform with the new Provincial Government housing legislation
- Complete the Housing Needs Assessment and implement priority recommendations
- Implement the priority recommendations in the M'akola non-market housing strategy
- Leverage the Housing Accelerator Fund via CHMC to increase the number of dwellings being built annually
- Continue to provide Accessory Dwelling Unit (ADU) incentives
- Identify properties within the City suitable for a wide range of housing types and develop a land disposal strategy



Our Community is Diverse and Connected

Council prioritizes healthy, connected neighbourhoods that include a diverse transportation ecosystem.

- Update the Official Community Plan to incorporate residents' goals on neighbourhood and community-wide development (housing, greenspace, transportation, etc).
- Secure grants or alternative funding to complete the Rosemont segment of the primary bike route.
- Implement the priority recommendations in Transit Future Service Plan to support a diversity of transit needs.
- Partner with BC Transit to complete the Victoria Street Transit Exchange
- Deliver transit services to rural areas of the Regional District of Central Kootenay
- Prepare for the redesign of Baker Street to coincide with the required underground work
- Actively participate in the Selkirk College lead research project - Bridging Rural Homelessness and Well-Being and implement priority recommendations.
- Continue to support social sector agencies through advocacy and partnership.



Our Community is Diverse and Connected

Measuring Progress - *How are we doing?*

Inclusive Housing Options

Measurement: The number and type of housing starts, rental rates, house prices, number of subsidized units, and number of supportive units.

Active Transportation

Measurement: Growth in the number of residents choosing active transportation and/or transit

Implementation of Official Community Plan (OCP)

Measurement: Number of recommended policies and actions implemented from the OCP

Truth and Reconciliation Initiatives

Measurement: Number of Truth & Reconciliation Commission of Canada 94 Calls to Action Implemented by the City and its partners, including the Nelson Public Library and the Nelson Museum and Art Gallery.



Our Economy is Thriving and Inclusive

Council supports a thriving and inclusive economy by creating a place where people want to live and work. Council will focus on facilitating vibrancy in sports, arts, culture and recreation to enhance economic growth through partnerships, events, festivals and business development.

Enhance gathering places for residents and visitors to enjoy our city

- Designing a refresh for Baker Street (streetscape) to align with required utility work.
- Encourage the use of the Arbor meeting place at Selkirk College
- Complete and promote the use of Hall Street Pier as Nelson's gateway to the waterfront.
- Complete waterfront pathway to enhance use of new pier and canopy.
- Support, collaborate and implement actions to increase street safety and vibrancy.

Continue to explore opportunities to fund the expansion of key community assets and facilities through grants and partnerships.

- Continue to explore opportunities for Library expansion.
- Expand programming for youth and community members through the Nelson & District Youth Centre.
- Support the development of the Climbing Gym at 10th Street Campus.
- Explore the development of an indoor soccer dome.
- Actively participate in the Nelson Recreation Campus Needs Assessment.

Council supports our existing businesses while also working to expand and attract new business to the city's economic base.

- Council and staff will continue to work with the Chamber of Commerce to support our existing businesses.
- Council and staff will continue to support the Nelson and Area Economic Development Partnership.



Our Economy is Thriving and Inclusive

Measuring Progress - *How are we doing?*

Usage of City Amenities

Measurement 1: Increase the number of events booked at city amenities.

Measurement 2: Increase in the number of visitors to Nelson.

Grants & Partnerships

Measurement: Track the number of grants and funding via partnerships secured to renew and enhance community amenities.

Business Sustainability

Measurement 1: Track the number of new business licenses year over year.

Measurement 2: Track the diversity of business types in the City through the business licensing process.



City Services and Infrastructure are Future-Ready

Council prioritizes prudent financial management policies and ensures sustainable and effective funding strategies are in place to protect our most valuable natural and human-made assets to support a resilient community now and into the future.

Facilities and Equipment: Facilities and equipment meet the current and future needs of the community.

- Implement Facility Asset Management framework in tandem with the Sustainable Energy Management Plan as part of Nelson Next.
- Complete the Civic Centre roof repair and energy retrofit project.
- Identify the location and funding for the new fire hall.
- Improvements at the Public Works complex.
- Develop a ten-year fleet decarbonization strategy.

Infrastructure: Roads/Sidewalks/Active Transportation and public amenities: Roads, sidewalks and cycling routes are being improved and support a more active community.

- Implement the road and sidewalk maintenance plans.
- Complete Cottonwood Park enhancements.
- Complete and promote the Hall Street Pier as the City's gateway to the waterfront.
- Complete Lakeside Drive walking and cycling improvements.

Information Technology Infrastructure: Information technological infrastructure is upgraded and improved to meet the current and future needs of the City.

- Implement a city-wide GIS system to meet departmental service needs.
- Implement NG911.
- Implement recommendations in the IT Security audits.
- Complete the digitization project.



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City Services and Infrastructure are Future-Ready

The City's utilities meet current and anticipated future regulations, support development, and are sustainable.

- Complete the Liquid Waste Management Plan (LWMP) and implement priority recommendations, including a plan to upgrade the Wastewater Treatment Plant.
- Complete the Mountain Station water reservoir upgrade project.
- Complete wildfire fuel mitigation projects in the City's watersheds
- Demand management activities are identified and employed as required.
- Continue to investigate secondary sources of raw water.
- Continue to implement recommendations of the City's Stormwater Master plan.
- Develop a stormwater and utilities services plan for Railtown.
- Complete steep creek hazard assessment on creeks throughout the city.
- Continue to implement the Nelson Hydro modernization program, including:
 - Mill Street Substation
 - Advanced Metering
 - Battery Energy Storage System

The City is more Resilient to Natural Hazards.

- Continued Implementation of the City's Community Wildfire Resiliency Plan (CWRP) in conjunction with regional partners.
- Continued implementation and refinement of the City's Emergency Response Plan.
- Develop plans to support residents during extreme weather events.
- Continue to leverage grants to support adaptation and resilience.



City Services and Infrastructure are Future-Ready

Measuring Progress - *How are we doing?*

Infrastructure Resiliency

Measurement: Percentage of critical infrastructure, such as roads, bridges, and utilities, that are in good condition.

Sustainable Investment in Facilities

Measurement: Percentage of facilities that are in good condition based on the Facilities Condition Index.

Water Loss

Measurement: Percentage loss in the water system.

Information Technology

Measurement 1: Number of recommendations of security audit completed.

Measurement 2: Successful implementation of GIS city-wide; number of staff using GIS.

Measurement 3: Successful implementation of NG911

Records Management

Measurement: Percentage of records that have been transitioned to a new electronic system.

Wildfire Risk Reduction

Measurement: Number of hectares of land treated within the municipality per calendar year.

Reduction in Home Ignition Risk

Measurement 1: Number of Home Ignition Zone (HIZ) assessments completed.

Measurement 2: % of recommendations completed by property owners per the HIZ assessment. (Tracked by rebates for completing recommendations)



City Governance Supports Innovation and Inclusivity

Council is committed to cultivating a governance environment that values creativity, diversity and equity, adoption of new technologies and community engagement.

Council's focus is to ensure our facilities, infrastructure, utilities, and services will be future-ready.

- Modernize key agreements and bylaws that support the sustainability of Nelson Hydro, including a fair return to the City.
- Continue to implement the Parking Strategy.
- Develop a policy for the strategic use of the \$4m Legacy Fund.
- Strategically build reserves and utilize borrowing to improve the resiliency of City capital assets.

Council values citizen and neighbourhood engagement to help solve community challenges and take advantage of new opportunities.

- Establish an Accessibility Committee and Plan
- Employ multimodal methods to engage residents in civic issues
 - In-person
 - Virtually
 - Meeting residents where they are
 - Easy to use technologies



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City Governance Supports Innovation and Inclusivity

Staff are supported and empowered to live the City's values in a positive team environment that celebrates success.

- Implementing the Calls for Action under the *Declaration of Rights of Indigenous Peoples Act*.
- Prioritize staff retention by focusing on wellness, safety, and equity, diversity and inclusion.
- Plan effectively for succession and recruitment through mentorship, leadership training and competitive compensation.
- Staff are supported in adopting new technologies and innovations to provide enhanced customer service and improved efficiency and effectiveness.



City Governance Supports Innovation and Inclusivity

Measuring Progress - *How are we doing?*

Financial Health

Measurement: Track reserve balances, borrowing levels, Facility Condition Index, and progress in implementing capital master plans.

Actions Completed by the Accessibility Committee

Measurement: Number of recommendations from the Accessibility Committee implemented

Community Engagement

Measurement: Percentage of resident participation in community engagement initiatives

Truth and Reconciliation

Measurement: Number of staff participating in Indigenous learning and awareness events.

Employee Satisfaction

Measurement: Percentage of employees that identify the City of Nelson as a good place to work.

Diversity, Equity and Inclusion

Measurement: Participation rates in diversity, equity and inclusion training; growth in the number of diverse employees in the workplace.



City of
NELSON

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