

2024

Business Plan

Corporate & Business Development

DEPARTMENT OVERVIEW

Corporate and Business Development is responsible for managing the City's real estate assets, delivering economic development services and providing oversight of the City's external agencies (Nanaimo Prosperity Corporation & Tourism Nanaimo Society). In addition, the group oversees the contractor for the Vancouver Island Conference Centre. The Department helps deliver strategic projects, such as the Waterfront Walkway and the RCMP Detachment Expansion project. The Department works across the organization and the wider community to facilitate the growth of the city.

The Core Services are:

- Real Estate
- Economic Development
- Oversight of External Agencies (Nanaimo Prosperity Corporation and Tourism Nanaimo Society)
- Vancouver Island Conference Centre
- Strategic Projects such as downtown revitalization, the RCMP Detachment Expansion, Waterfront Walkway and redevelopment of 1 Port Drive

Alignment with the Doughnut Economic Framework

The Nanaimo Doughnut is a way of organizing how we plan for Nanaimo's future in a balanced and integrated way. The Corporate and Business Development Department helps ensure we have a strong social foundation through our work in securing properties for affordable housing. We help protect the environment through key parkland acquisitions. We ensure a prosperous future through the work of the Nanaimo Prosperity Corporation, Tourism Nanaimo Society and our focus on key strategic projects for the City.

Alignment with City Plan

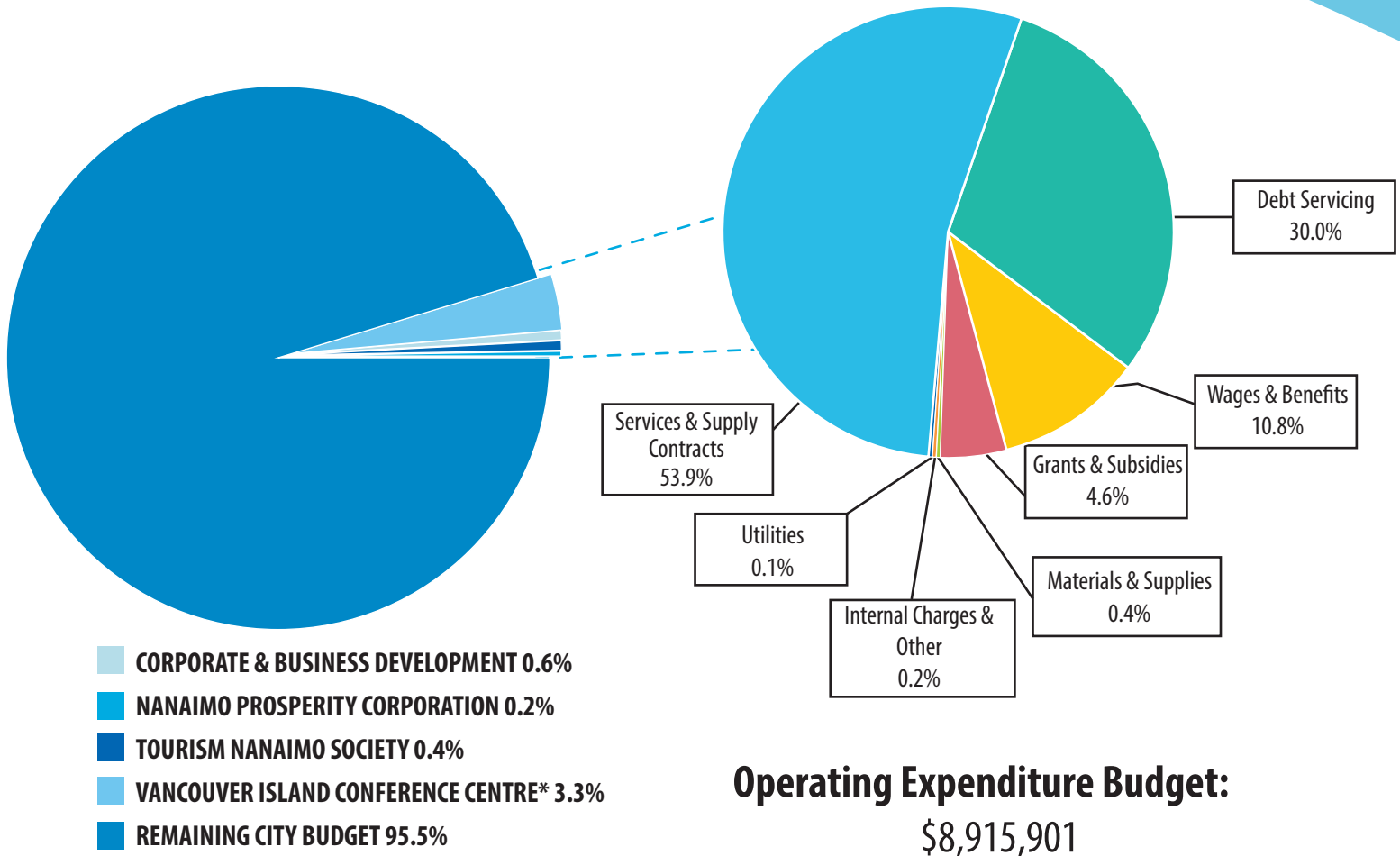
City Plan guides how we support thoughtful growth, while protecting natural and physical assets and supporting fluid and efficient mobility. It provides strategic directions on land use, Truth and Reconciliation, climate adaptation, health and wellness, diversity, accessibility and inclusion, economic prosperity, sustainable living and much more.

The Corporate and Business Development Department plays a key role in implementing the City Plan by leading specific initiatives while working with staff and community partners to deliver the vision of the Plan.

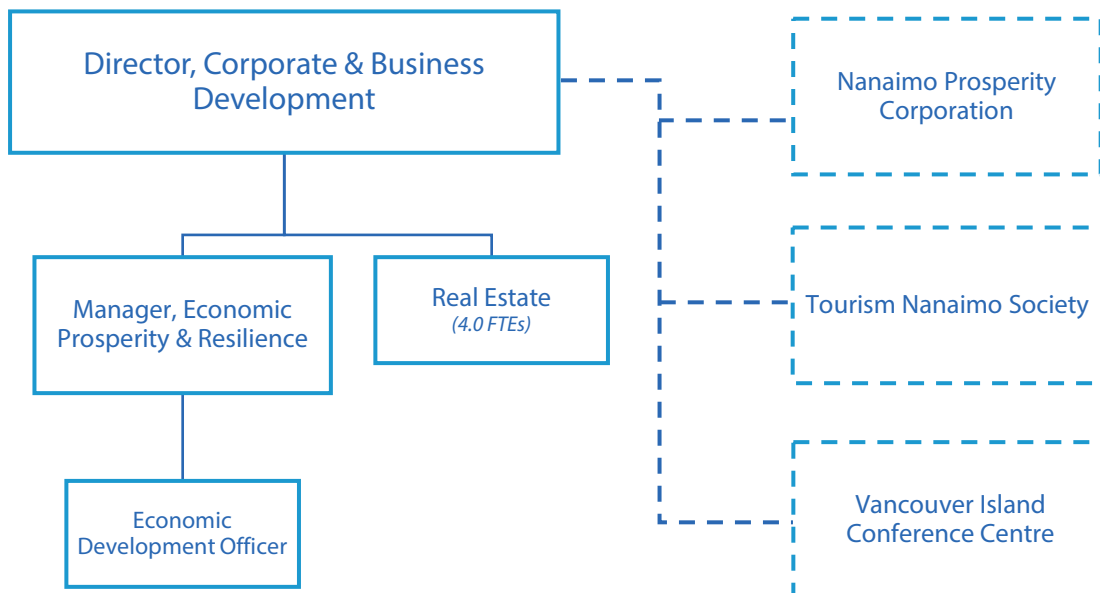
- A Green Nanaimo: We purchase or secure parkland and ecologically sensitive lands for future generations.
- A Healthy Nanaimo: We work with BC Housing to partner on housing projects and work with staff from Parks Recreation and Culture to secure land for new recreational facilities and help administer agreements with user groups.
- A Connected Nanaimo: We work with Engineering and Public Works staff to secure land for new mobility connections. We support public and private sector investments such as the passenger ferry between Vancouver and Nanaimo.
- An Empowered Nanaimo: We support equity and diversity through our support to cultural organizations using City facilities and land and the work of agencies such Tourism Nanaimo to promote events such as Pride Week.
- A Prosperous Nanaimo: We support the Nanaimo Prosperity Corporation and Tourism Nanaimo. Our in-house economic development staff provide support to the wider business community. We ensure assets such as the Vancouver Island Conference Centre have maximum impact on our community.



DEPARTMENT'S SHARE OF THE BUDGET



*includes debt repayment



LEVEL OF SERVICE

Real Estate

- Administer the City's land assets, including offering strategic advice on asset management and coordinating the sale and disposition of surplus City lands and brownfield redevelopment
- Acquire land for City projects, including land for new roads, parks, housing, recreation facilities and other City buildings
- Provide property management services through preparation of lease, licence and encroachment documents
- Liaise with property owners pre and post-construction for City projects
- Administer City covenants and statutory right of way agreements on private property and secure rights-of-way for City utilities
- Project manage the Waterfront Walkway Implementation Plan
- Assist with the delivery of key downtown initiatives
- Help steer projects such as the expansion project for the Nanaimo RCMP Detachment

Economic Development

- Provide relevant, timely data to enable business and the wider community to make informed decisions. Support business retention and expansion, attracting new business and investment in the City and promoting Nanaimo as a premier destination for businesses and residents.

Vancouver Island Conference Centre

- Oversee the contract for the third-party operator who manages this City-owned asset to help drive business and meetings tourism to Nanaimo and increase overnight stays in local hotels and spending in the community

Corporations/Societies:

- Nanaimo Prosperity Corporation
- Tourism Nanaimo Society



2023 ACHIEVEMENTS

Property Management Strategy Update

The completion of City Plan in 2022 and the adoption of the Integrated Action Plan in 2023 provided an opportunity for the Property Management Strategy to be updated to reflect the new goals and strategic projects identified by Council.

Land Acquisitions

In 2023, the City acquired 3.45 acres of land to support a range of City projects including parkland expansion, downtown revitalization and enhanced road/trail connectivity including a property at 225 & 227 Haliburton Street to expand Deverill Square Park.

Land Dispositions

In 2023, the City issued Expressions of Interest to identify developers for two key City owned parcels in the downtown core. This included the former Jean Burns property at 6 Commercial Street and City gravel parking lot at 350 and 398 Franklyn Street.

Lease & License Dispositions

In 2023, six leases and licenses with the Nanaimo Port Authority were renewed for a further 20 years. A number of other agreements with user groups were renewed such as the Port Theatre, the Amateur Football Association and White Rapids swim club.

BC Housing Site Options

Staff were tasked with identifying two sites that could support supportive housing outside of Nanaimo's downtown and south end neighbourhoods. Options were presented to Council and an amendment to the existing Memorandum of Understanding with the City and BC Housing was finalized.

Review of Tax Exemption Programs

Staff undertook a review of the City existing Tax Exemption programs and sought direction from Council to update the programs to enhance their effectiveness. In 2023, one property was accepted into the Downtown Revitalization Tax Exemption Program (77 Chapel Street) and the project at 507 Milton Street was completed.

Nanaimo Prosperity Corporation

The City's new Economic Development Corporation engaged the services of a Strategic Advisor to help build momentum and develop the initial business plan for the organization. Recruitment for a permanent Executive Director took place in the fall of 2023 with the position expected to be filled in early 2024.

RCMP Detachment – Space Needs Solution

In 2022, Staff developed a five-year strategy for the local RCMP Detachment to address the immediate space needs of members and municipal employees providing public safety services to the City. In 2023, the former Fire Administration Building at 580 Fitzwilliam Street was renovated to accommodate the RCMP to relieve overcrowding in the main detachment. In addition, a long-term plan for future expansion of the RCMP to meet space needs out to 2046 was developed. The long-term plan will require borrowing by the municipality to finance the project and the electors will be asked to provide assent to the project in the coming years.

Commercial Street Revitalization

In 2022, a new vision was created for the Commercial Street Corridor to revitalize the downtown core. The plan calls for a phased redevelopment of the street with a focus on accessibility, flexible space and enhanced green elements. In 2023, a functional design was completed for the area and detailed designs were prepared for the first phase of the project prior to tendering in the fall of 2023.

Tourism Nanaimo Society

The Tourism Nanaimo Society completed its first full year of operations with a focus on destination marketing, development of a business and meetings strategy, a sports tourism strategy and collaborative initiatives with the Nanaimo Hospitality Association. In 2023, the Society incorporated Visitor Services into its operations and completed a Memorandum of Understanding with the Nanaimo Hospitality Association and Conference Centre to provide a coordinated approach to attracting business and meetings to Nanaimo.

Vancouver Island Conference Centre

The contract with Oak View Group was renewed for a further five-year period (2023-2027) following a Request for Proposals process in 2022. Business in the VICC (Vancouver Island Conference Centre) was strong in 2023 as meetings and conventions rebounded following pandemic years.

Waterfront Walkway

The Waterfront Walkway has remained a key project for the community and is identified in Council's Strategic Framework and has been embedded in the City Plan and Economic Development Strategy. There is an opportunity to leverage this capital project through a referendum during the term of this Council. Staff will examine the opportunities to pair this with new and existing grant funding programs.

2023 ACHIEVEMENTS

Downtown Nanaimo Revitalization

The City has made major commitments to the downtown core. In 2023 the first phases of the Commercial Street Master Plan were implemented. Land acquired in the 500 Block of Terminal Ave will commence construction for a new downtown transit hub and the redevelopment of 6 Commercial Street into a mixed-use development at this important downtown gateway. Staff will continue to support downtown patios and the summer Thursday Night Market. The conference centre hotel at 100 Gordon Street opened in the spring of 2023 which had an immediate impact on the downtown core as more visitors come to Nanaimo for leisure and business travel.

Nanaimo Vancouver Passenger Ferry

The much-anticipated Nanaimo-Vancouver Passenger Ferry commenced service in the summer of 2023, which will create new Tourism opportunities and enhance connectivity from Nanaimo to Vancouver. Staff will continue to work with the operator to ensure the long-term success of this vital connection to Vancouver.

Downtown Nanaimo Drinking Water Exemption

Working with Planning Design and Development Nanaimo, the City applied to the Ministry of Environment to resolve the amount of study required to redevelop the Terminal Avenue area of downtown. The application was approved in 2023, which will make it easier for public and private redevelopment.



2024 CONSIDERATIONS AND OPPORTUNITIES

Real Estate

Increasing land values coupled with a static land acquisition budget (historically \$600,000) that will increase 2% a year starting in 2023 after being static for many years, requires the City to actively manage and leverage existing land assets to generate revenue for future projects. The new Property Management Strategy outlines a number of acquisition opportunities which align with City Plan, the Integrated Action Plans and the Strategic Framework.

Port Drive

Further redevelopment of 1 Port Drive is anticipated in 2024 as the City works with partners to develop this high-profile downtown waterfront parcel.

Economic Development Delivery

2023 was the first full year of operations of the new Nanaimo Prosperity Corporation which began to deliver the 2021 Economic Development Strategy and worked with the City's partners to deliver a Prosperous Nanaimo. The new Executive Director will begin their work in 2024 and help steer the organization forward. The budget for the Nanaimo Prosperity Corporation remains low compared to comparable communities and there may be rationale to increase funding in future years as more specific programs and projects are identified.

Vancouver Island Conference Centre

Staff will continue to work with the third-party operator to help drive meetings and business tourism to Nanaimo and create more economic opportunities for local hoteliers, tourism operators and downtown business operators.

Sponsorship

In 2021 and 2022 the City explored increased revenue generation opportunities through sponsorship of City assets. In 2023, a policy and implementation strategy were endorsed by Council which identified the opportunity to conduct a pilot program at the VICC.

BC Housing – Land Acquisitions

The Department will continue to work with BC Housing to identify locations for affordable housing in locations throughout the City. This partnership includes the City acquiring or providing land to BC Housing on long term leases in exchange for construction and operation of housing.

Tourism Nanaimo

The Municipal and Regional District Tax Program (MRDT) expires in 2025 and needs to be renewed with the Province in 2024. This renewal will require the City, Tourism Nanaimo and the Nanaimo Hospitality Association to work together to identify a suitable delivery mechanism.



2024 KEY INITIATIVES

Initiatives

Strategic Priority: Implementing City Plan



IAP Priority Action #32 - Work with organizations such as the Circular Cities and Regions Initiative and Carbon Disclosure Project to promote circular economy activities related to reuse, repair, shared and recycled content.



IAP Priority Action #43 - Downtown Transit Hub | Construct a downtown transit hub to support active transportation connections between Downtown and surrounding Neighbourhoods and Urban Centres.



IAP Priority Action #57 - Design Commercial | Complete a conceptual design from Commercial / Wallace / Albert Street and Victoria Crescent intersection to Front Street.



IAP Priority Action #64 - Work with BC Housing to identify opportunities for additional shelters and fund additional shelter space.



IAP Priority Action #65 - Construct a new Royal Canadian Mounted Police (RCMP) detachment.



IAP Priority Action #68 - Work with BC Housing to establish a Navigation Centre for up to 60 transitional beds.



IAP Priority Action #75 - Identify sites for acquisition and potential partnerships for affordable and supportive housing projects.



IAP Priority Action #85 - Continue to acquire and manage parks, public lands and water assets that have food production values, such as the Beaufort Park Food Forest.



IAP Priority Action #103 - Work collaboratively with the Economic Development and Tourism teams to develop and execute a coordinated marketing strategy for community wellbeing services in the city. Consider potential alignment / integration with a cultural services marketing strategy.



IAP Priority Action #105 - South End Community Centre | proceed with analysis, site selection, design and development of a South End Community Wellness Facility that integrates recreation, health, culture, and community service components.



IAP Priority Action #110 - Work with the Nanaimo Prosperity Corporation and the Petroglyph Development Group to create joint economic opportunities.



IAP Priority Action #114 - 100 Comox Road | Work with Snuneymuxw First Nations towards the transfer of 100 Comox Road property adjacent to Maffeo Sutton Park.

2024 KEY INITIATIVES

Initiatives

Strategic Priority: Implementing City Plan



IAP Priority Action #137 - Vancouver Island Conference Centre | Provide new space for arts and culture programming, including using Shaw Auditorium.



IAP Priority Action #166 - Waterfront Walkway Development | Carry out the Waterfront Walkway Implementation Plan Sections 1-6 starting with Section 1.



IAP Priority Action #168 - Diver Lake Loop Trail | Acquire land and build a loop trail around Diver Lake, considering railing design and pullouts that support fishing and multiple uses where possible.



IAP Priority Action #170 - Port Drive Waterfront Park | Implement waterfront improvements described in the Port Drive Waterfront Master Plan including extension of the Waterfront Walkway and creation of new waterfront park.



IAP Priority Action #172 - Complete, adopt, and start implementing the City of Nanaimo Sponsorship Plan by 2023.



IAP Priority Action #173 - Include in Council orientation for the 2022/23 and establish an ad hoc Committee to develop awareness training for City staff and council on the City's Doughnut Economic Framework, to embed the concept through the organization.



IAP Priority Action #174 - Develop an awareness program on the City's Doughnut Economic Framework for City entities: Nanaimo Prosperity Corporation, Tourism Nanaimo, and the Systems Planning Organization, and engage with key stakeholders e.g., Port Theatre, Museum, etc.



IAP Priority Action #179 - 1 Port Drive | 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.



IAP Priority Action #180 - Stewart Avenue (Newcastle Drive) | Work with the Nanaimo Port Authority in redeveloping the properties along Stewart Avenue (Newcastle Channel) to encourage the development of the Waterfront Walkway and investment in new marina, office, and tourism development.



IAP Priority Action #182 - Use datasets to provide new insights and make better decisions.



IAP Priority Action #185 - Develop an Intelligent Community Plan and Broadband Strategy that identifies how the community will use digital infrastructure, information, and communications technologies.



IAP Priority Action #188 - Continue to market Nanaimo as a destination for Meetings and Events using a 'Team Nanaimo' approach, following the Memorandum of Understanding between the Nanaimo Hospitality Association, Tourism Nanaimo, and the Vancouver Island Conference Centre.



2024 KEY INITIATIVES

Initiatives

Strategic Priority: Social, Health and Public Safety Challenges

Work with BC Housing to identify opportunities for shelters and Navigation Centre

Strategic Priority: Maintaining and Growing Current Services

Continue supporting the Midtown Water Supply Project with land acquisitions and dispositions

Strategic Priority: Capital Projects

Waterfront Walkway

1 Port Drive

South End Community Centre

RCMP Expansion

Downtown Capital Investments

PROPOSED OPERATING BUDGET

	2023	2024	2025	2026	2027	2028
	Approved Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget
Revenues						
Corporate & Business Development Administration	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Economic Development	-	-	-	-	-	-
Real Estate	408,300	499,600	499,875	500,153	500,434	500,717
Tourism	-	-	-	-	-	-
Vancouver Island Conference Centre	2,830,144	3,388,390	3,710,883	4,061,113	3,719,119	3,496,640
Annual Operating Revenues	\$ 3,238,444	\$ 3,887,990	\$ 4,210,758	\$ 4,561,266	\$ 4,219,553	\$ 3,997,357
Expenditures						
Corporate & Business Development Administration	\$ 264,558	\$ 284,112	\$ 296,420	\$ 302,306	\$ 308,290	\$ 313,573
Economic Development	923,641	760,302	783,682	802,746	818,842	834,093
Real Estate	565,375	607,405	626,767	638,923	651,345	662,335
Tourism	730,731	752,653	767,706	783,060	798,721	814,696
Vancouver Island Conference Centre	5,969,065	6,511,429	6,832,982	7,133,764	5,736,068	4,746,921
Annual Operating Expenditures	\$ 8,453,370	\$ 8,915,901	\$ 9,307,557	\$ 9,660,799	\$ 8,313,266	\$ 7,371,618
Net Annual Operating Expenditures	\$ 5,214,926	\$ 5,027,911	\$ 5,096,799	\$ 5,099,533	\$ 4,093,713	\$ 3,374,261
Staffing (FTEs) - Budgeted	7.0	7.0	7.0	7.0	7.0	7.0



PROPOSED OPERATING BUDGET

	2023	2024	2025	2026	2027	2028
	Approved Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget
Expenditure Summary						
Wages & Benefits	\$ 885,584	\$ 962,910	\$ 997,293	\$ 1,020,620	\$ 1,041,063	\$ 1,058,253
Services & Supply Contracts	4,886,790	4,805,411	5,078,114	5,373,946	5,577,693	5,791,818
Materials & Supplies	49,850	38,050	46,155	47,077	48,020	48,977
Utilities	5,900	5,900	5,900	5,900	5,900	5,900
Internal Charges & Other	18,278	18,467	18,831	19,199	19,577	19,959
Debt Servicing	2,606,968	2,672,471	2,740,318	2,764,692	1,183,061	-
Grants & Subsidies	-	412,692	420,946	429,365	437,952	446,711
Annual Operating Expenditures	\$ 8,453,370	\$ 8,915,901	\$ 9,307,557	\$ 9,660,799	\$ 8,313,266	\$ 7,371,618

2023 wages & benefits reflect 2022 wage rates as contract negotiations were completed after adoption of 2023 - 2027 Financial Plan