

2023

Business Plan

DEVELOPMENT SERVICES

Community Development

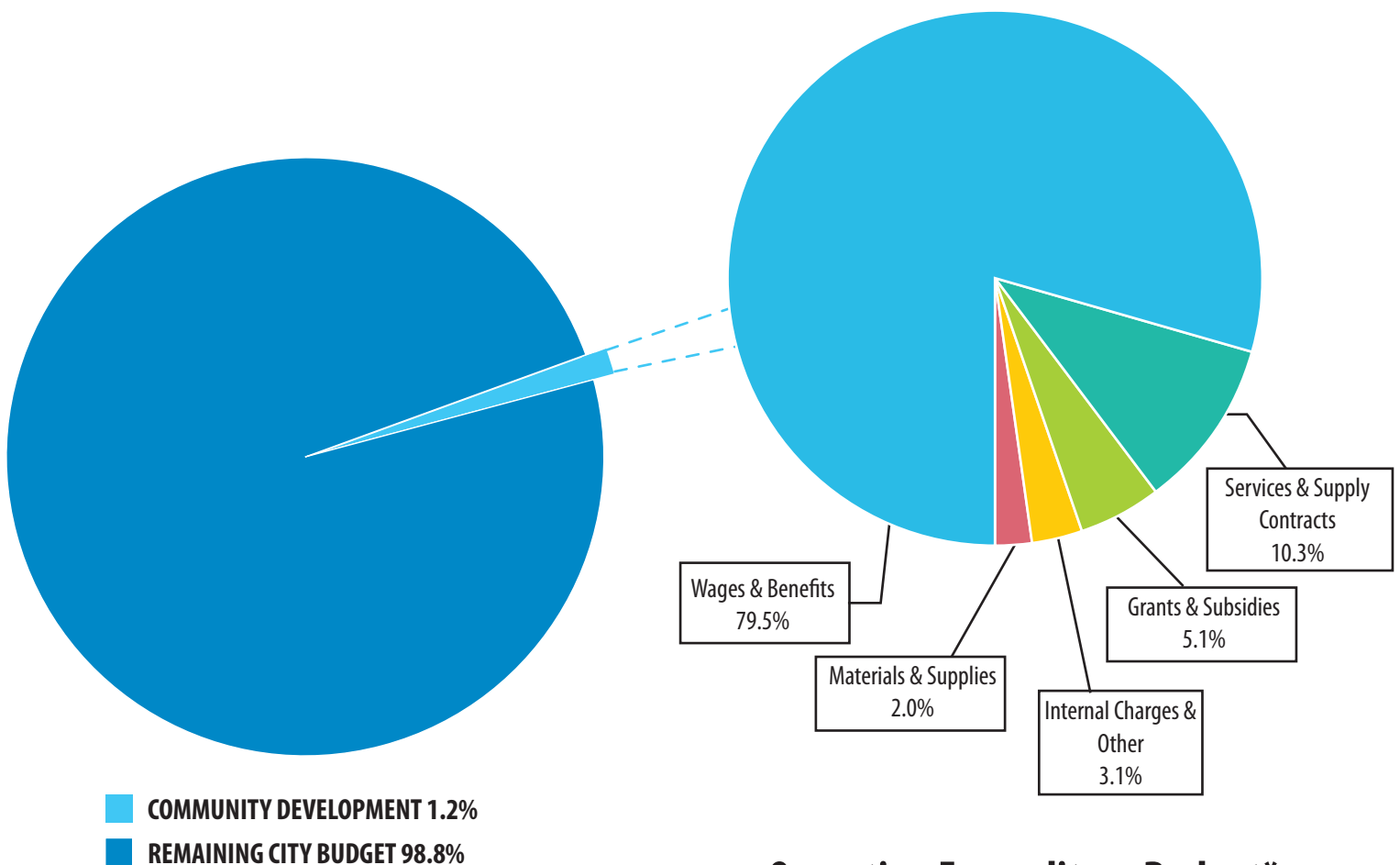
DEPARTMENT OVERVIEW

The Community Development Department is responsible for community planning, advancing reconciliation and sustainability. The Department works with a wide range of external groups and City departments to develop and implement plans, programs, and projects to guide and manage the City's land use in a sustainable and integrated way, while also enhancing community pride, wellbeing, livability, and equity.

The Core Services are:

- Community Planning
- Sustainability
- Indigenous Relations and Reconciliation

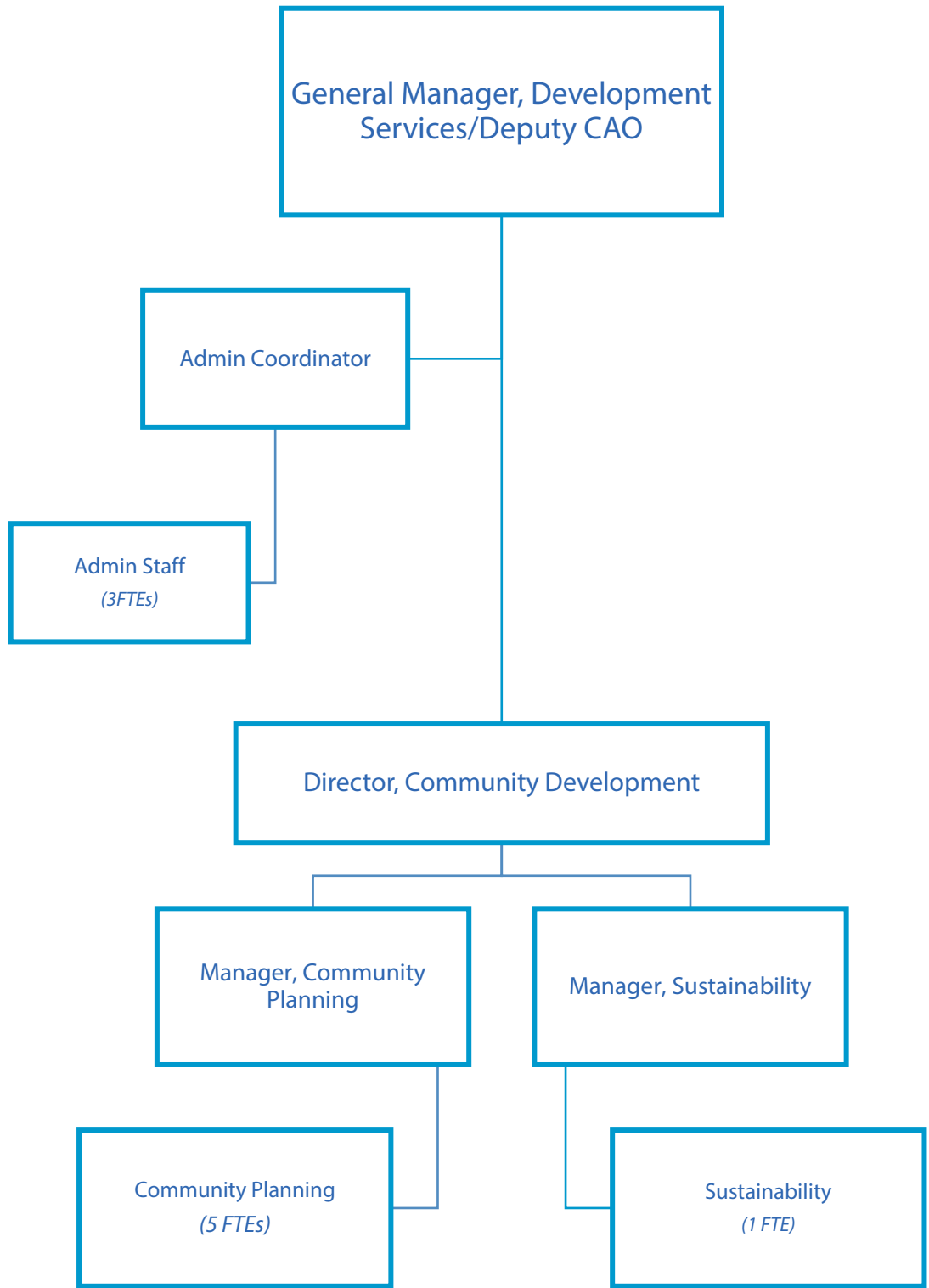
DEPARTMENT'S SHARE OF THE BUDGET



Operating Expenditure Budget*:

\$2,261,654

**Includes Development Services Administration*



LEVEL OF SERVICE

General

- Provide professional long range planning advice, research and recommendations to Mayor and Council related to achieving desired future land use patterns and, social and environmental policies/actions to address community health and housing, reconciliation, climate change and sustainability as guided by the 2022 City Plan – Nanaimo Reimagined (City Plan).
- Work collaboratively with internal City departments and external organizations (Snuneymuxw First Nation, School District 68, Provincial and Federal Government, neighbourhood associations, non-profits, developers, businesses, and other interest groups) to achieve City Plan goals.
- Monitor effectiveness of actions and progress towards meeting the social and environmental goals of City Plan.
- Provide support and information to neighbourhood associations, individuals, and other interested organizations on the City's long range, social, environmental and sustainability plans (City Plan, Area Plans, affordable housing, climate action etc.) as well as supporting policies, programs, and City grant opportunities.

Community Planning

- Implement the City's vision for future land use management, as outlined in City Plan which serves as the City's Official Community Plan (OCP).
- Oversee the cross departmental development and annual review of an Integrated Action Plan to implement the goals of City Plan.
- Lead the creation of Area Plans to support development of attractive, connected, and sustainable Urban Centres as outlined in City Plan.
- Anticipate and respond to growth management and sustainability challenges and opportunities.
- Work with the Regional District of Nanaimo and member municipalities to support Regional Growth Management.

- Manage the City's Heritage Program and Archaeological Overview Assessment.
- Support engagement with neighbourhood associations as per Council policy.
- Address strategic priorities regarding addressing social equity, reconciliation, inclusion, cultural diversity, community health, and wellbeing issues.
- In sync with City Plan implement the Health and Housing Action Plan, Affordable Housing Strategy, Age Friendly Plan, Childcare Strategy, Emergency Food and Nutrition Security Strategy, Extreme Weather Strategy in collaboration with other internal and external groups.
- Provide professional advice, guidance, and direction on community/ long range planning issues to internal departments, community, business sector, and other interested organizations

Sustainability

- Oversee community-wide energy management, climate action (mitigation) and adaptation (resiliency) and other environmental programs through the development and implementation of plans, programs, and other actions.
- Develop and administer climate action and environmental grants and rebate programs.
- Build and support community-wide education, awareness, and actions to address climate action and adaptation.
- Report regularly on corporate and community sustainability actions and progress.
- Lead development and maintenance of a monitoring strategy to monitor progress towards City Plan goals based on Nanaimo's Doughnut Economics sustainability framework.
- Develop and implement plans to increase awareness of, and participation in, various energy conservation and demand side management programs, focusing on residential and commercial sectors
- Provide professional advice, guidance, and direction on sustainability and environmental issues to internal departments, community, business sector, and other interested organizations.

2022 ACHIEVEMENTS

Community Planning

Long Range Planning/City Plan

- Completed City Plan – Nanaimo Reimagined (adopted by Council 2022-JUL-04) to serve as Nanaimo’s Official Community Plan (OCP); Parks, Recreation, Culture, & Wellness Plan; Active Mobility Plan; Transportation Plan; Climate Action & Resiliency Plan; and Accessibility & Inclusion Plan. The process to develop the plan involved the highest level of citizen participation in a City planning process to date.
- Reviewed, updated and designated new Development Permit Areas and coordinated moving related Development Permit Area Guidelines
- from the OCP (City Plan) into the Zoning Bylaw to improve administration of Development Permit Applications.
- Initiated the development of an Integrated Action Plan to implement City Plan in collaboration with other city departments. This involved reviewing over 40 documents with actions previously endorsed by Council to determine which ones are relevant to carry forward along with new actions for Council consideration.
- In collaboration with Parks, Recreation and Culture, initiated the development of a concept plan for the Park Avenue Park, to create a site plan that meets multiple Council endorsed values and objectives including environmental protection, community nature park access, food security, and affordable housing.

Health and Housing

- Administered the following grant processes in 2022 for 2023 community projects and initiatives:
 - Social Planning Grant Program, which provides a total of \$85,000 across two grant, streams to support initiatives that enhance community health, wellness, and equity.
 - Heritage Façade Grant Program, which provides a total of \$20,000 to encourage the rehabilitation and enhancement of heritage buildings, located in the City’s downtown core.

- Heritage Home Grant program which provides a total of \$10,000 to support homeowners of heritage buildings to restore and maintain their historic homes.
- Submitted and received funding from Round 2 of UBCM Strengthening Communities’ Services Grant to support various projects to respond to homelessness.
- Continued to support and coordinate a variety of homelessness response projects under the UBCM Strengthening Communities’ Services Grants (Round 1 and Round 2).
- Following the recommendations of the Health and Housing Task Force, provided support to help establish a Systems Planning Organization (SPO) intended to provide leadership and coordination of services to Nanaimo’s most vulnerable citizens.
- Continued to support progress towards the MOU with BC Housing with one housing site completed and operational at 702 Nicol Street and another initiated at 285 Prideaux Street.
- Continued to fund the Nanaimo Rent Bank and rent supplements.
- Continued to fund a shower program and urban clean up initiatives.
- Continued progress towards completing a Family Friendly Housing Study to inform policy development to encourage the construction of more two and three plus bedroom units appropriate for families within new multi-unit residential developments.
- Continued progress towards an Accessible and Adaptable Housing Study to inform the development of policy options to increase the
- amount of adaptable and accessible multiple-family (apartment, condo, townhouse) housing units developed in the City of Nanaimo designed or able to be easily renovated to meet the needs of people of all abilities.
- Initiated an updated Housing Needs Assessment using 2021 Census data to identify current and future gaps in housing supply, type, and affordability including analyzing quantitative and qualitative data about local demographics and economics.

2022 ACHIEVEMENTS

- Developed an application guide to support implementation of the Short-Term Rental Bylaw adopted by Council and initiated in 2022.
- Provided an update on 2021 Affordable Housing Strategy implementation measures and proposed future projects that received Council direction and prioritization.
- Developed a “Neighbourhood Association Supports Policy”, consistent with Council’s endorsed governance framework for Neighbourhood Associations, to establish criteria for City recognition and provision of support as well as to help guide project referrals and addressing neighbourhood priorities.
- Established and funded a temporary winter extreme weather day time centre (later extended to a warming centre) for homeless community members at Caledonia Park.
- Planned and implemented a variety of summer extreme heat response measures for community members in collaboration with other city departments.
- Continued to fund and support the operation of a shower program to provide hygiene services for homeless community members.
- Continued to fund and support the ongoing Urban Clean-Up Initiative in coordination with other city departments.
- Successfully received funding to initiate an extreme heat mapping project to map populations disproportionately at risk of extreme heat, and inform appropriate adaptive responses.
- Successfully received approval of designated funding to design and implement initiatives and programs to target and engage youth at risk of participating in gun violence and/ being recruited into criminal gangs. This funding will enable pre-planning and funding consideration for up to an additional 3 years for programs and initiatives intended to be done in partnership with the Parks, Recreation and Culture Department, RCMP and interested external organizations.

- Initiated planning with the Central Vancouver Island Multicultural Society (CVIMS) to resume the annual Welcome Reception for newcomers and refugees.
- Supported start-up of Situation Table with RCMP and others to provide services to at risk individuals.

Indigenous Relations and Reconciliation

- Integrated Reconciliation text and policies endorsed by Snuneymuxw First Nation throughout City Plan.
- The City, Snuneymuxw First Nation, School District 68, and BC Housing continued to engage with community members, the neighbourhood association and other interested organizations to develop a concept plan for the redevelopment of the Te’Tuxwtun properties on Fifth Avenue.
- Successfully received funding to initiate a project to complete an Archeological Overview Assessment in partnership with Snuneymuxw First Nation.
- In partnership with Snuneymuxw First Nation, initiated a project to review and prioritize updates to/new historical signage in areas of significance to Snuneymuxw First Nation.
- Continued to implement the Council endorsed Plan to implement the Truth and Reconciliation Commission’s Call to Action #57 and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) by providing City staff with learning opportunities to build cultural competency and strengthen the City’s role as an inclusive employer and community. This included hosting staff lunch and learn opportunities with Snuneymuxw First Nation elders during National Indigenous Peoples Awareness month.
- Continued to support and coordinate several partnership projects with Snuneymuxw First Nation under the UBCM Strengthening Communities’ Services Grant (Round 1 and Round 2) to provide temporary housing, wrap around services, and outreach for unhoused Snuneymuxw First Nation members.



2022 ACHIEVEMENTS

- In partnership with Snuneymuxw First Nation and School District 68, planned and hosted a well-attended community event to commemorate the second annual National Truth and Reconciliation Day at the Stadium District.
- Supported the work of Snuneymuxw First Nation's Hulit Lelum homeless outreach team through a variety of programs and initiatives and programs.

Sustainability

- Integrated climate change and sustainability policies throughout City Plan reflecting Community, Committee and Council feedback.
- Sustainability Section established, and priorities for the role of the section determined through collaboration with other city departments to ensure optimal service and supports.
- Developed a 2021 workplan for the Environment Committee and supported implementation of endorsed workplan activities.

- Provided educational workshops and contests for elementary and high school students in 13 classes to increase students' knowledge of climate change and encourage them to take action with their families to reduce their greenhouse gas emissions and become more climate resilient. This was done through the BC Sustainable Energy Association's Cool It! Climate Leadership Training Program.
- Successfully received grant funding and started work to participate in the International Council for Local Environmental Initiatives (ICLEI) Canada's Agents of Change Project to support running a volunteer climate mitigation engagement program in partnership with the Regional District of Nanaimo.
- Continued to fund and support top-up rebates to Nanaimo homeowners when they successfully apply for, and receive, a Provincial CleanBC Better Homes Rebate.
- Established a new Community Watershed Restoration Grant, which provides a total of \$20,000 to support community environmental restoration projects in 2023 focusing on urban stream and riparian restoration enhancement, natural environment protection, and climate change adaptation solutions.

2023 CONSIDERATIONS AND OPPORTUNITIES

Community Planning

City Plan: Nanaimo Reimagined

Integrated Action Plan and Monitoring Strategy

Following the completion of the REIMAGINE Nanaimo planning process, and subsequent adoption of the 2022 City Plan: Nanaimo Reimagined, there will be an opportunity for Council to review and endorse an Integrated Action Plan and a Monitoring Strategy. These two documents are key steps towards implementing the City Plan and are intended to be regularly reviewed, reported on, and referenced. This will provide Council and the community with progress towards City Plan goals, an understanding of the effectiveness of our actions to implement City Plan, and inform annual and longer-term priority setting and budget decisions.

Form and Character Development Permit Area Guidelines Review

As part of the REIMAGINE Nanaimo process, several new Development Permit Areas were designated and all guidelines moved into the Zoning Bylaw. This work included a review of environmental related Development Permit Area Guidelines. There is now a need to do a thorough review of Form and Character Development Permit Area Guidelines.

Area Planning

City Plan designates seven Urban Centres (Downtown as the Primary and six Secondary Centres) intended to absorb the majority of the city's future growth. The plan suggests an order for prioritizing City investments to fully support the desired development of these centres to evolve into sustainable, compact, complete, and walkable areas of our city. There is opportunity to determine the scope of work for further studies and planning for priority urban centres with infrastructure challenges and/ a lack of more detailed planning necessary to support future growth, starting with the Woodgrove Secondary Urban Centre as a first priority.

Health and Housing

Following the adoption of the Health and Housing Action Plan, the City has worked with partners to establish a Systems Planning Organization (SPO) to provide a coordinated and more impactful approach to addressing our vulnerable population's health and housing needs. There is opportunity for the City to help support the evolution of this organization and monitor its effectiveness. This includes support for moving beyond primarily responding to homelessness challenges to more effectively using resources to increase the resilience of vulnerable community members by taking preventative, upstream approaches to reduce the likelihood of at risk community members becoming or remaining homeless.

Affordable Housing Strategy

Following Council direction continue to implement the 2018 Affordable Strategy with priorities to address, expansion of secondary suite and coach house policies, increasing infill and intensification in existing neighbourhoods and analyzing City Plan Urban Centre and Corridor land use designations to support pre-zoning of land for affordable housing.

Continue to work with BC Housing and other partners to increase the diversity and number of affordable housing units.

Community Wellbeing

The City has been designated as an eligible community to receive funding from the Federal Government to design and implement initiatives and programs to target and engage youth at risk of participating in gun violence and/being recruited into criminal gangs. There is opportunity to build on prior initiatives to collaboratively with PRC and several external agencies including Snuneymuxw First Nation and the RCMP to pilot and implement a number of initiatives to provide positive alternatives to at risk youth.

2023 CONSIDERATIONS AND OPPORTUNITIES

Reconciliation

Truth and Reconciliation

Opportunity to continue to support and strengthen existing respectful and effective government-to-government partnerships between Snuneymuxw First Nation and the City. This includes partnering on mutually supported projects to advance Snuneymuxw's social, cultural, environmental and economic values and interests. And increase opportunities for staff, partner organizations and community members that support cross-cultural, healing and relationship building with First Nations and other Indigenous community members and groups.

Sustainability

Reporting on Targets, Indicators and Monitoring

A key part of the City Plan monitoring strategy is developing an effective framework for regularly collecting, analyzing, and reporting on progress towards City Plan Targets and Indicators so that this information is easily accessible. There is opportunity to refine a draft set of indicators developed through the the ReImagine process and set targets. There is also opportunity to use innovative technology to manage data and develop a dashboard that supports staff, Council, and the community in understanding progress towards City Plan Goals.

Climate Change Mitigation and Adaptation Education, Awareness, and Incentives

Opportunity to build on several existing projects and develop new ones to further the awareness of the City's initiatives to help mitigate and adapt to Climate Change and to leverage and support individuals and groups taking steps to reduce green house gas emissions and improve energy conservation. This includes finding ways to understand and address barriers for individuals and groups to take effective actions, and reviewing and updating City bylaws and policies that impact climate change.

Upper Step Code Implementation Project





As the Province updates Upper Step Codes requirements in the BC Building Code, there is an opportunity to prepare developers and community members for these anticipated changes and to develop recommendations to support achieving higher Upper Energy Step Code adoption and Low Carbon Energy System/GHG requirements for new buildings.



2023 KEY INITIATIVES

City Plan

Community Planning/Long Range Planning

Initiative	Connected Goal
<p>Complete an Integrated Action Plan to implement City Plan in collaboration with other city departments.</p>	
<p>Review and update Form and Character Development Permit Area (DPA) Guidelines in the Zoning Bylaw.</p>	
<p>Determine the scope of work to initiate an Area Plan for the Woodgrove Secondary Urban Centre.</p>	
<p>Continue to partner with, School District 68, and Snuneymuxw First Nation and BC Housing to develop a concept plan for the redevelopment of the Te'tuxwtun properties on Fifth Avenue that will reflect the shared priorities and interests of the partners and the community.</p>	

City Plan: Nanaimo Reimagined Five City Goals






-  **A GREEN NANAIMO:**
Resilient & Regenerative Ecosystems
-  **A HEALTHY NANAIMO:**
Community Wellbeing & Livability
-  **A CONNECTED NANAIMO:**
Equitable Access & Mobility
-  **AN EMPOWERED NANAIMO:**
Reconciliation, Representation & Inclusion
-  **A PROSPEROUS NANAIMO:**
Thriving & Resilient Economy

2023 KEY INITIATIVES

City Plan

Community Planning/Long Range Planning

Initiative	Connected Goal
<p>Finalize development of a concept plan for the Park Avenue Park, to create a site plan that meets multiple values and objectives including environmental protection, community nature park access, food security, and affordable housing.</p>	
<p>Implement the “Neighbourhood Association Supports Policy”, consistent with Council’s endorsed governance framework for Neighbourhood Associations and coordinate the first annual meeting between Council and Neighbourhood Associations.</p>	
<p>Continue to research, plan and support extreme weather response measures in collaboration with other City departments. This includes extreme heat risk mapping.</p>	

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2023 KEY INITIATIVES

City Plan

Community Planning/Long Range Planning

Initiative	Connected Goal
<p>Affordable Housing Strategy Projects, including priorities to:</p> <ul style="list-style-type: none"> • Expand Secondary Suite and Update Coach House Policies • Increase infill and intensification in existing neighbourhoods • Urban Centre and corridor land use designations analysis to support affordable housing pre-zoning 	
<p>Build on the outcomes of 2021 Affordable Housing research projects to develop:</p> <ul style="list-style-type: none"> • Family Friendly housing policy to encourage the construction of more two and three plus bedroom units in new multi-family developments. • Accessible and Adaptable Housing policy to increase the amount of adaptable and accessible multi-family units. 	

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2023 KEY INITIATIVES

City Plan

Community Planning/Long Range Planning

Initiative	Connected Goal
<p>Complete an updated Housing Needs Assessment using 2021 Census data to identify current and future gaps in housing supply, type, and affordability including analyzing quantitative and qualitative data about local demographics and economics.</p>	
<p>Support the newly established Nanaimo Systems Planning Organization – as it begins implementing the Health and Housing Action Plan and providing leadership and coordination of services to Nanaimo’s most vulnerable citizens.</p>	
<p>Develop a plan in collaboration with others to target and engage youth at risk of participating in gun violence and/or being recruited into criminal gangs. Use this work to prepare and submit a 3 year implementation funding application.</p>	

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2023 KEY INITIATIVES

City Plan

Indigenous Relations and Reconciliation

Initiative	Connected Goal
Complete an Archeological Overview Assessment in partnership with Snuneymuxw First Nation.	
Continue in partnership with Snuneymuxw First Nation, a project to review and prioritize updates to/new historical signage in areas of significance to Snuneymuxw First Nation.	
Continue to support and coordinate several partnership projects with Snuneymuxw First Nation under the UBCM Strengthening Communities Grant (Round 1 and 2) to provide temporary housing, wrap around services, and outreach for unhoused Snuneymuxw First Nation members.	

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2023 KEY INITIATIVES

City Plan

Indigenous Relations and Reconciliation

Initiative	Connected Goal
<p>Continue to implement the Council endorsed Plan to implement the Truth and Reconciliation Commission’s Call to Action #57 and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) by providing City staff with learning opportunities to build cultural competency and strengthen the City’s role as an inclusive employer and community.</p>	
<p>Continue to develop and support a variety of reconciliation events and learning opportunities. This includes ongoing partnership with Snuneymuxw First Nation and SD68, to plan and host an event to commemorate the third annual National Day for Truth and Reconciliation.</p>	

City Plan: Nanaimo Relimagined Five City Goals







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2023 KEY INITIATIVES

City Plan

Sustainability

Initiative	Connected Goal
<p>Confirm Targets and Indicators to inform and complete a Monitoring Strategy for City Plan based on the Nanaimo's Doughnut Economic sustainability framework.</p>	
<p>Develop a dashboard that supports staff, Council, and the community in understanding progress towards City Plan Goals.</p>	
<p>Continue to provide education, awareness, incentives and funding to support progress towards climate change and environmental goals.</p>	
<p>Continue to fund and support top-up rebates to Nanaimo homeowners when they successfully apply for, and receive, a Provincial CleanBC Better Homes Rebate.</p>	

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2023 KEY INITIATIVES

City Plan

Sustainability

Initiative	Connected Goal
Develop a Nanaimo E-Mobility Strategy to support electric vehicles and e-bike adoption in the community.	
Establish an EV Charging Infrastructure Rebate Program to support EV charging at single family homes, apartment and condo buildings as well as commercial and institutional buildings.	
Develop recommendations on Upper Energy Step Code adoption and Low Carbon Energy System/ GHG requirements for new buildings.	
Provide a voluntary and public building benchmarking platform to engage and encourage private building owners to disclose energy and emissions of their buildings in the City.	

City Plan: Nanaimo Reimagined Five City Goals



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2023 KEY INITIATIVES

City Plan

Sustainability

Initiative	Connected Goal
<p>Improve data on building energy use and associated GHG impacts and use this to data to develop a building retrofit roadmap that outlines key actions the City can take over the next 5-10 years to reduce building energy use and GHG impacts.</p>	
<p>Investigate opportunities for a pilot home retrofit support program to reduce non-financial barriers to homeowners when upgrading their homes.</p>	

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PROPOSED OPERATING BUDGET

	2022	2023	2024	2025	2026	2027
	Approved Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget
Revenues						
Development Services Administration	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Community Development Administration	-	-	-	-	-	-
Community Planning	3,000	3,000	3,030	3,060	3,091	3,122
Sustainability	50,000	50,000	-	-	-	-
Annual Operating Revenues	\$ 53,000	\$ 53,000	\$ 3,030	\$ 3,060	\$ 3,091	\$ 3,122
Expenditures						
Development Services Administration	\$ 695,010	\$ 733,377	\$ 748,042	\$ 763,004	\$ 778,604	\$ 794,171
Community Development Administration	180,205	187,289	191,035	194,855	198,752	202,726
Community Planning	1,057,763	935,196	950,755	966,629	982,820	999,334
Sustainability	275,189	405,792	321,707	327,741	333,895	340,173
Annual Operating Expenditures	\$ 2,208,167	\$ 2,261,654	\$ 2,211,539	\$ 2,252,229	\$ 2,294,071	\$ 2,336,404
Net Annual Operating Expenditures	\$ 2,155,167	\$ 2,208,654	\$ 2,208,509	\$ 2,249,169	\$ 2,290,980	\$ 2,333,282
Staffing (FTEs) - Budgeted	15.0	14.0	14.0	14.0	14.0	14.0

Includes Development Services Administration - General Manager and Admin Support (4)



PROPOSED OPERATING BUDGET

	2022	2023	2024	2025	2026	2027
	Approved Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget
Expenditure Summary						
Wages & Benefits	\$ 1,891,910	\$ 1,799,374	\$ 1,835,362	\$ 1,872,068	\$ 1,909,510	\$ 1,947,700
Services & Supply Contracts	139,200	232,320	143,947	145,605	147,296	149,023
Materials & Supplies	48,940	45,790	46,675	47,578	48,500	49,436
Utilities	-	-	-	-	-	-
Internal Charges & Other	29,410	69,670	71,055	72,478	74,265	75,745
Debt Servicing	-	-	-	-	-	-
Grants & Subsidies	98,707	114,500	114,500	114,500	114,500	114,500
Annual Operating Expenditures	\$ 2,208,167	\$ 2,261,654	\$ 2,211,539	\$ 2,252,229	\$ 2,294,071	\$ 2,336,404

Includes Development Services Administration - General Manager, Director Community Development, Director Development Approvals and Admin Support (4)

Proposed Changes

A business case for a Community Development Clerk position has been prepared for Council's consideration for inclusion in the 2023 – 2027 Financial Plan.