



DEVELOPMENT SERVICES
Community Development
2022 Business Plan

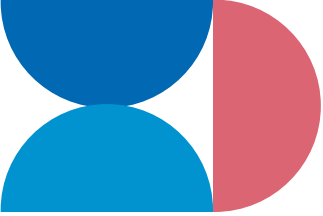


DEPARTMENT OVERVIEW

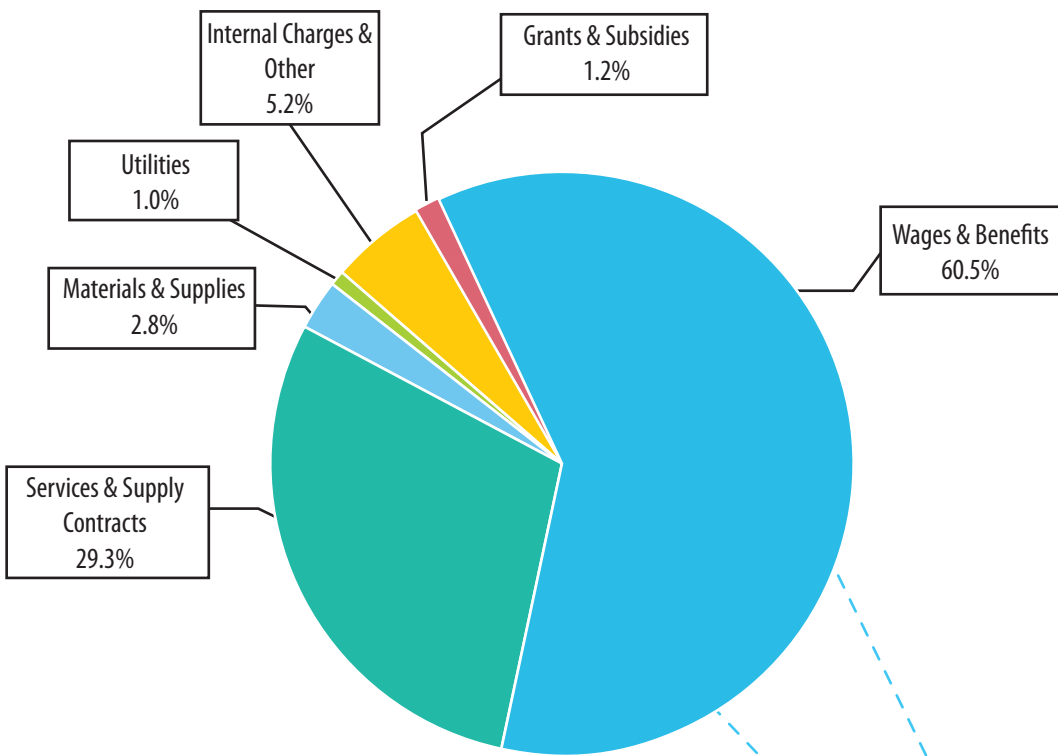
The Community Development Department is responsible for community planning, bylaw enforcement, management of City-owned land, economic development and business licensing. The Department works with many groups and City departments to facilitate the successful growth and land management of the city, and to enhance the well being and safety of the citizens of Nanaimo.

The Core Services are:

- Community Planning
- Bylaw Services, Parking & Animal Control
- Real Estate
- Economic Development
- Business Licensing



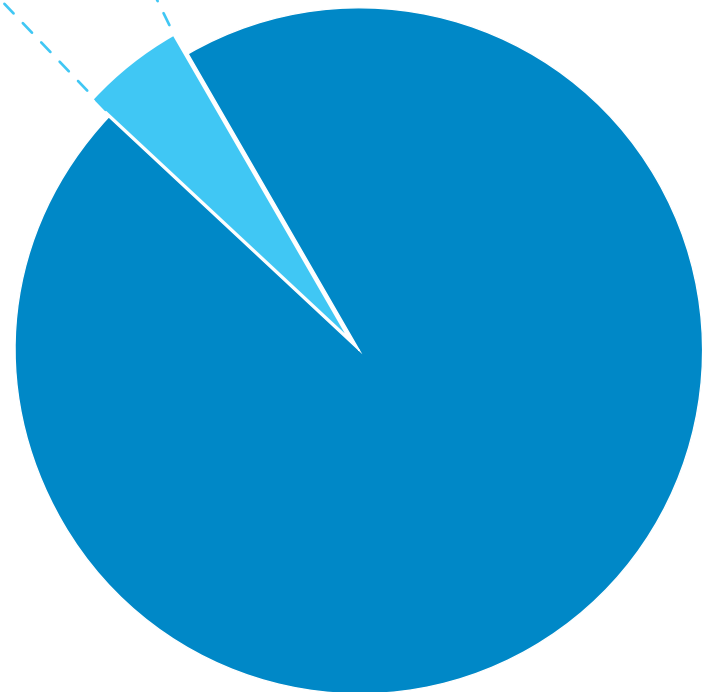
DEPARTMENT'S SHARE OF THE BUDGET



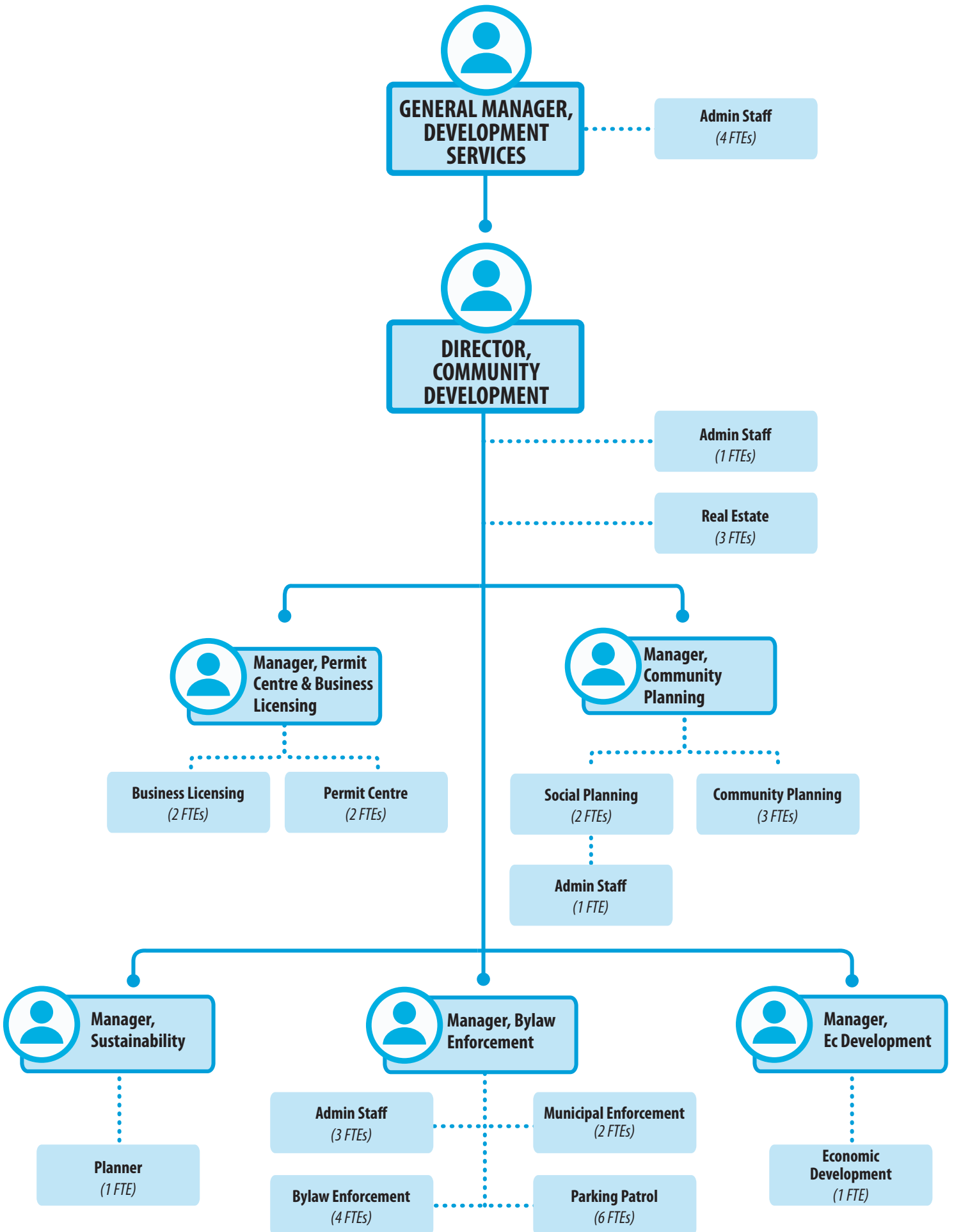
Operating Expenditure Budget*:

\$8,163,475

**Includes Development Services Administration*



COMMUNITY DEVELOPMENT 4.9%
REMAINING CITY BUDGET 95.1%





LEVEL OF SERVICE

Community Planning

- Implement the City's vision identified through the Official Community Plan (OCP)
- Address growth management and sustainability for Nanaimo
- Administer the Development Permit Area Guidelines
- Manage the City's Heritage Program
- Address strategic priorities regarding social equity, cultural diversity, reconciliation and community health issues
- Implement the Health and Housing Action Plan, Affordable Housing Strategy, Age Friendly Plan and Childcare Strategy

Bylaw Services

- Respond to complaints from the public, city departments and other agencies
- Investigate and enforces regulatory bylaws
- Develop and update city regulatory bylaws
- Respond to public security and homelessness matters
- Administer nuisance property abatement program
- Administer city ticketing and adjudication systems
- Provide corporate security advice on property and employee safety
- Provide property maintenance regulation of unsightly conditions; informing the owner they must comply with property maintenance bylaws

Parking Services

- Manage three City-owned parkades and three surface public parking lots and enforce downtown parking, meters, timed parking and residential parking
- Respond to public security and homelessness matters
- Liaise with the contracted private security
- Administer parking permits
- Provide municipal support to business and special events
- Liaise with the RCMP bike patrol

Animal Control

- Animal Control Services are provided by a contracted service provider
- Enforce animal control bylaw and control animals in City parks
- Remove animal carcasses from public highways and beaches

Real Estate

- Administer the City's land assets, including offering strategic advice on asset management and coordinating the sale and disposition of surplus lands
- Acquire land for City projects, including land for new roads, parks, recreation facilities, City buildings, and brownfield site redevelopment
- Provide property management services through preparation of lease and licence documents
- Liaise with property owners post-construction for City projects
- Administer City charges on private property and secure rights-of-way for private utilities
- Project manage the Waterfront Walkway Implementation Plan
- Assist with the delivery of key downtown initiatives

Economic Development

- Supporting new business start-ups, promoting business retention and expansion, attracting new business and investment in the city, and promoting Nanaimo as a premiere destination for businesses and residents

Business Licensing & Permit Centre

- Administer business licences for the municipality, including co-operation with the inter-community business licence cooperative of Vancouver Island
- Provide support and assistance to the Economic Development Section with regard to business licence data
- Provide front-line service for customers in the Service and Resource Centre building with support from representatives from each Community Development section
- Provide support and assistance to the Building Inspections Section with regard to building permit application and issuance processes

Corporations / Organizations:

- Systems Planning Organization
- Nanaimo Prosperity Corporation

2021 ACHIEVEMENTS

Community Planning:

- REIMAGINE Nanaimo Phase 2, a collaborative, multi-department project involving extensive engagement to update the City's Official Community Plan (OCP), Parks Recreation and Culture Plan and Active Transportation Plan. 2021 included the completion of Phase 2 of the project centred on exploring options. The fall of 2021 saw commencement of Phase 3 – developing plans.
- Following Council direction, staff developed the Doughnut Economic Framework for the City of Nanaimo to align corporate decisions with key social needs while ensuring we do not exceed the ecological limits of Earth's life supporting systems. A specific City Portrait was developed for Nanaimo and the Doughnut Economic Framework has been used as one tool to review options related to Reimagine Nanaimo.
- The City was successful in receiving funding through the Strengthening Communities Grant to fund a number of ongoing initiatives such as the shower program, urban clean up and downtown security. The grant also provided funding to create a number of scattered housing sites, a youth shelter and temporary housing for Snuneymuxw First Nation members.
- The City, School District 68 and Snuneymuxw First Nation continued to develop concept plans for the redevelopment of the Te'Tuxwtun property on Fifth Ave.
- Staff worked with the Neighbourhood Associations to develop a new governance framework to help guide project referrals and neighbourhood priorities.
- Following the recommendations of the Health and Housing Task Force, Council created a panel tasked with establishing a Systems Planning Organization (SPO) to help provide leadership and coordination of services to Nanaimo's most vulnerable citizens.
- The first housing units from the City and BC Housing's landmark Memorandum of Understanding were completed in 2021. A 52 unit project at 702 Nicol Street was completed in the summer, while construction commenced at the 51 unit project at 285 Prideaux Street in the fall. BC Housing and City continued to work through the approval process for projects at 250 Terminal Avenue and 355 Nicol Street
- Council adopted a new policy and bylaw amendments to guide Short Term Rental accommodation in the City. The process involved consultation with the hospitality industry and the general public to preserve the City's rental stock while enabling opportunities to grow the local tourism sector.
- Implementation of 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 will involve working with Snuneymuxw and Snaw-Naw-As First Nations to ensure a respectful and appropriate approach to this work being taken

Bylaw Enforcement:

- Bylaw staff continued to respond to an increased level of calls for service from the residents of Nanaimo (see Appendix A for details) for bylaw complaints and concerns around disorder.
- A key role for the Bylaw section is to monitor and disband encampments on public property and to work with private property owners to address impacts.
- Based on the success of the Community Connect program, Council provided additional funding for private security coverage in the broader downtown core.



2021 ACHIEVEMENTS

- Council initiated a Downtown Security Action Plan to provide guidance on future decision making around capital and human resources associated with security in the downtown core.

Animal Control:

- The Animal Control Bylaw was updated in 2021 to capture the recommendations from the Animal Control Service Review and to reflect best practice from other communities in British Columbia.
- A request for proposals was issued in the summer of 2021 to identify an operator for the City's animal shelter. The new five year agreement will provide an enhanced level of service to address the growth in animal ownership in the City in recent years.

Parking:

- The in first part of 2021, the City continued to experience a significant decline in demand for downtown parking as part of the COVID19 Pandemic. Parking demand and revenues began to rebound in the summer and fall as restrictions around public assembly were reduced.
- Parking Bylaw Officers were tasked with increasing disorder and security responses in the downtown core.

Real Estate:

- The City acquired 3 parcels of land in the 500 Block of Terminal Ave to facilitate the redevelopment of this prominent block in the downtown core.
- Council initiated a revitalization plan for the Commercial Street area of downtown Nanaimo to provide a framework for future investment in the downtown core and to align projects at the 500 Block of Terminal and Diana Krall Plaza.
- Staff provided support to PEG Development as construction of the conference centre hotel continued through 2021.
- The City and Regional District of Nanaimo worked together to acquire 250 acres of land connecting Westwood Lake Park with Mt Benson Regional Park. The new park completes City ownership of land within the City of Nanaimo behind Westwood Lake.
- Staff continued to prepare 1 Port Drive for

redevelopment. Work in 2021 included additional environmental testing, geotechnical investigation and rezoning application.

- The City completed the functional design work for the waterfront walkway from BC Ferries Departure Bay Terminal to Battersea Road and undertook consultation with the broader community to obtain feedback on the project. The project continues to have strong support from the public.
- Staff worked with the Nanaimo Port Authority and British Columbia Assessment to switch to a market based approach to the collection of Payment in Lieu of Taxes.
- The City completed the Civic Precinct study which identified options for expansion of the RCMP Detachment and the implications of City land holdings in the neighbourhood.

Economic Development:

- In early 2021, Council endorsed a new Economic Development Strategy for the City which will guide both the City and its partner's priorities around economic development for the next few years.
- Council created the Nanaimo Prosperity Corporation to help advance the City's economic development priorities. The Corporation is jointly owned by the City, Snuneymuxw First Nation, Vancouver Island University, Nanaimo Port Authority, Nanaimo Airport and the Chamber of Commerce.
- The City continued to work with its partners on a number of key initiatives such as a logistics hub and a black fibre network.
- Substantial work was completed on developing the annual State of the Economy Report and the Community Profile which help share data and key trends for Nanaimo.

Business Licensing:

- Updated the Business Licence Bylaw to include non profits and to incorporate recent changes in legislation.
- Helped transition the department to an online application process for submission of development applications.



2022 CONSIDERATIONS & OPPORTUNITIES

Health and Housing

Following the adoption of the Health and Housing Action Plan the City is in a position to work with Island Health, BC Housing and non-profit service delivery partners to take the steps necessary to provide a coordinated and more impactful approach to addressing our vulnerable populations health and housing needs.

REIMAGINE Nanaimo

2021 saw the completion of Phase 2 of the REIMAGINE Nanaimo process and the initial development plans in Phase 3. 2022 will provide an opportunity for Council to endorse or adopt the specific plans that will shape the future of the community over the next decade.

Bylaw Services Response to Social Disorder

Addressing social disorder and the impacts of the City's vulnerable population will remain a key focus of the Bylaw Services team in 2022.

Hospital Area Parking Plan

Staff will begin implementation of the parking plan for the Hospital Area in 2022 as part of a coordinated approach with the City's Transportation section.

Implementation of the Animal Control Bylaw

In 2020, Council endorsed the recommendations set out in the Animal Control Service Review. There is an opportunity to leverage this study with the delivery of the animal control function.

Real Estate

Increasing land values coupled with a static land acquisition budget of \$600,000 per annum, requires the City to actively manage and leverage existing land assets to generate revenue for future projects.

Waterfront Walkway

The Waterfront Walkway has remained a key project for the community and is identified in Council's Strategic Plan and has been flagged in the

consultation associated with ReImagine Nanaimo and the Economic Development Strategy. There is an opportunity to leverage this capital project through a referendum in 2022. Staff will examine the opportunities to pair this project with new and existing grant funding programs.

Port Drive

With completion of the rezoning of 1 Port Drive, Council will be in a position to chart the future direction for the redevelopment of this high profile downtown waterfront parcel.

Downtown Nanaimo Revitalization

In 2019, Council identified five key areas as a priority: public realm improvements, mobility, key site redevelopment, safety and social issues and the redevelopment of 1 Port Drive. Council has made major investments in the land assembly of the 500 Block of Terminal Ave, the Commercial St Revitalization Plan and funding of enhanced security to address these priorities. Staff will continue to work on short and long term improvements to the downtown core in 2022.

Economic Development

2022 will mark the launch of a new approach to the delivery of economic development in the City of Nanaimo with a coordinated response delivered by City staff and an External Corporation. The inaugural year will be critical in establishing momentum and delivery of the 2021 Economic Development Strategy.

Business Licencing & Permit Centre

There is an opportunity to build on the progress made in 2021 to move permit applications to an online platform. This will help to expedite approvals.

KEY INITIATIVES FOR 2022

Community Planning

Reimagine Nanaimo

In 2022, Council will adopt the new Official Community Plan (City Plan) as part of the integrated planning process.

Implementation of the Health and Housing Action Plan

The Strategy completed by the Health and Housing Task Force will continue to be implemented in 2022.

Inaugural Year of the Systems Planning Organization

Staff will work with the City's partners to support the Systems Planning Organization in its first year of operation as it helps to coordinate and deliver health and housing supports to the City's vulnerable population.

Affordable Housing Strategy Implementation

Staff will continue to deliver the work plan set out in the Affordable Strategy including developing policies for rental zoning, adaptable housing regulations and family friendly housing.

Real Estate

Waterfront Walkway

Work with Council to determine interest and options to pursue the Departure Bay section of the project.

Passenger Ferry

Continue to support proponents of the passenger only ferry between downtown Vancouver and downtown Nanaimo.

100 Gordon Street – Hotel Opening

The Courtyard by Marriot will open in the Spring of 2022 marking a significant private investment in the downtown core.

Downtown Commercial Street Revitalization

Staff will work with the Business Improvement Association and the general public to complete the framework for future investment in this area of downtown.

Port Drive – Next Steps

Staff will work with Council to identify next steps on the redevelopment and disposition of the lands at 1 Port Drive.

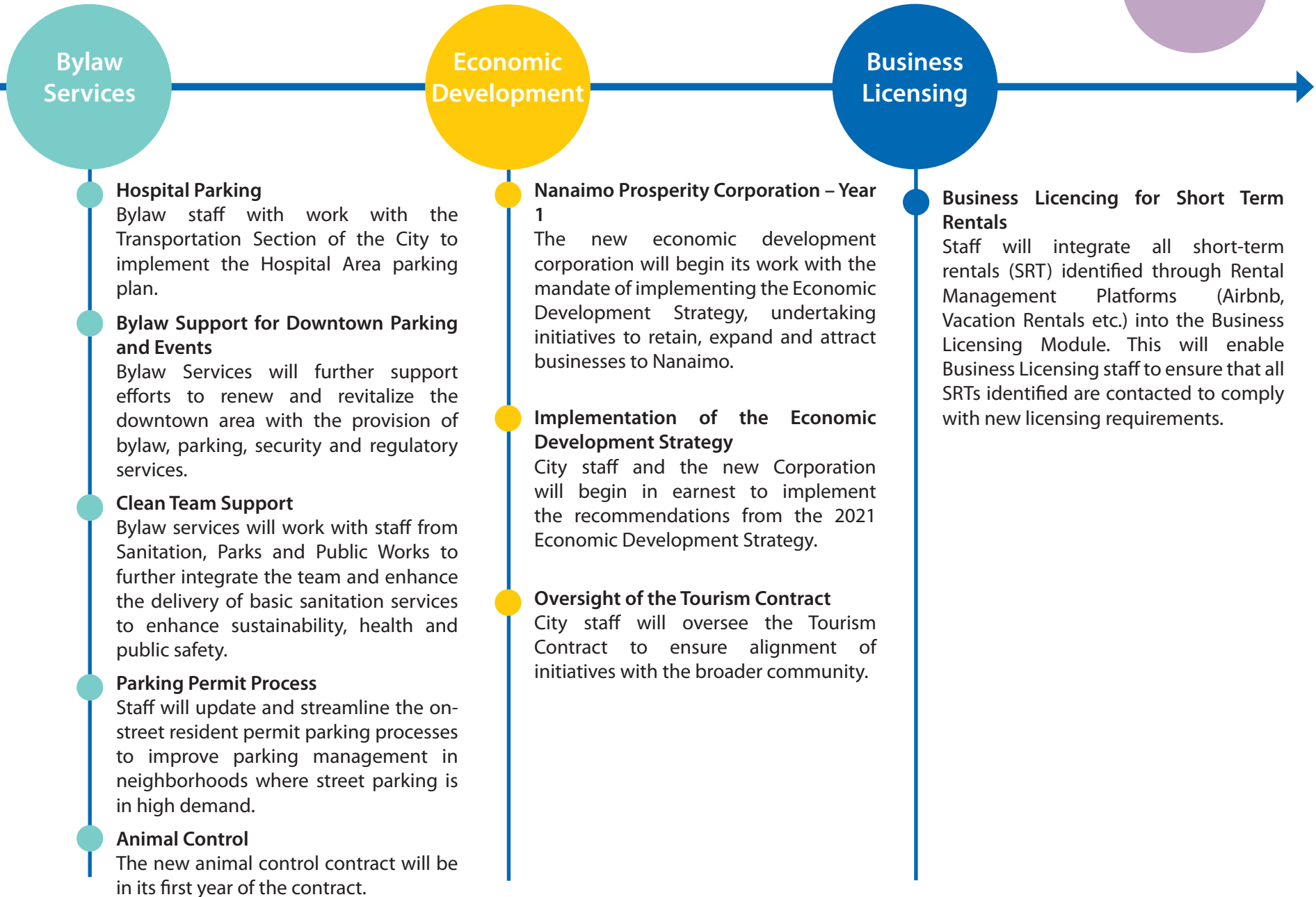
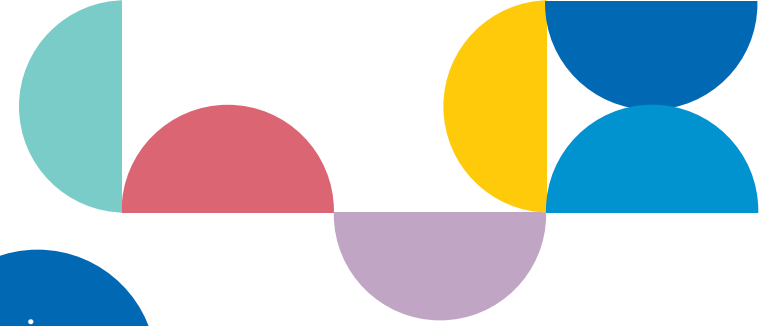
Downtown Initiatives

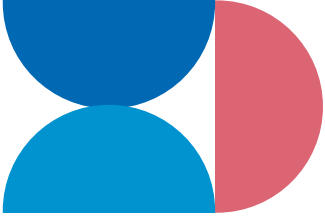
Staff continue to work on a coordinated approach to encouraging investment in the downtown core and addressing issues raised by Council and the public. This includes redevelopment of City-owned parcels in the downtown core.

Property Management Strategy

Update the City's property management strategy to align with the current Strategic Plan and the themes emerging from the ReImagine Nanaimo process.

KEY INITIATIVES FOR 2022





PROPOSED OPERATING BUDGET

	2021	2022	2023	2024	2025	2026
	Approved Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget
Revenues						
Development Services Administration	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Business Licensing	1,103,700	1,162,600	1,174,226	1,185,968	1,197,827	1,209,805
Bylaw Services	360,600	363,100	366,731	370,398	374,102	377,843
Community Planning	32,500	3,000	3,030	3,060	3,091	3,122
Economic Development	-	-	-	-	-	-
Parking Services	1,199,969	1,552,992	1,880,428	1,899,233	1,918,224	1,937,405
Real Estate	274,400	352,200	352,390	352,582	352,776	352,971
Sustainability	-	50,000	37,875	-	-	-
Annual Operating Revenues	\$ 2,971,169	\$ 3,483,892	\$ 3,814,680	\$ 3,811,241	\$ 3,846,020	\$ 3,881,146
Expenditures						
Development Services Administration	\$ 1,000,491	\$ 1,052,104	\$ 1,073,148	\$ 1,094,608	\$ 1,116,497	\$ 1,139,171
Business Licensing	535,780	549,401	560,852	572,054	583,498	595,153
Bylaw Services	2,463,892	2,094,860	2,136,742	2,179,594	2,223,172	2,267,606
Community Planning	1,517,941	1,475,852	1,493,829	1,512,160	1,530,866	1,069,941
Economic Development	721,523	730,067	747,974	764,954	780,256	795,857
Parking Services	1,393,066	1,402,375	1,446,856	1,475,787	1,505,314	1,535,404
Real Estate	576,901	576,322	587,349	598,594	610,064	621,765
Sustainability	-	282,494	291,451	299,300	305,289	311,392
Annual Operating Expenditures	\$ 8,209,594	\$ 8,163,475	\$ 8,338,201	\$ 8,497,051	\$ 8,654,956	\$ 8,336,289
Net Annual Operating Expenditures	\$ 5,238,425	\$ 4,679,583	\$ 4,523,521	\$ 4,685,810	\$ 4,808,936	\$ 4,455,143
Staffing (FTEs) - Budgeted	41.0	43.0	43.0	43.0	43.0	43.0

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

PROPOSED OPERATING BUDGET



	2021	2022	2023	2024	2025	2026
	Approved Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget
Expenditure Summary						
Wages & Benefits	\$ 4,506,233	\$ 4,936,947	\$ 5,042,298	\$ 5,147,188	\$ 5,250,131	\$ 5,355,137
Services & Supply Contracts	2,849,396	2,395,718	2,433,593	2,472,225	2,511,636	2,071,825
Materials & Supplies	263,836	229,258	233,813	238,451	243,201	248,024
Utilities	88,241	84,080	85,679	87,310	88,975	90,671
Internal Charges & Other	377,388	422,972	448,318	457,377	466,513	476,132
Debt Servicing	-	-	-	-	-	-
Grants & Subsidies	124,500	94,500	94,500	94,500	94,500	94,500
Annual Operating Expenditures	\$ 8,209,594	\$ 8,163,475	\$ 8,338,201	\$ 8,497,051	\$ 8,654,956	\$ 8,336,289

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

PROPOSED CHANGES

Increased annual investment in Economic Development

The 2021 – 2025 Financial Plan included a \$300,000 placeholder for the Nanaimo Prosperity Corporation prior to the organization structure or mandate being fully developed. Staff have now completed a more thorough review of the base funding required to operate the Corporation and the City's contribution is estimated at \$407,100.

2022 Budget Impact:

An increase of \$107,100 to support the base funding required for the Nanaimo Prosperity Corporation.



APPENDIX A - BYLAW STATISTICS



Total Bylaw Calls:

2017	2,292
2018	2,432
2019	3,746
2020 (August 20)	2,991
2021 (July 30)	4,397

Total Encampment Calls:

2017	281
2018	377
2019	438
2020	663
2021 (July 30)	450

2020 Bylaw Calls – By Description

- Security (Sleeper) – 695
- Parking Assist – 346
- Security (Encampment) – 663
- Unsightly – 286
- Public/City Department Assist – 125
- Noise (Dogs) – 138
- Sanitation – 403
- Noise – 143
- Parks and Rec Assist – 265
- Security (Drug Related) – 87
- Security – 112
- Public Works Assist – 88
- Dumping – 54
- Security (Parkade) - 176
- Traffic – 56
- Graffiti - 100
- Animal Control Assist – 15
- Buskers – 9
- Containers (Planning) – 2
- COVID-19 – 42
- Dust – 5
- Smoking – 9
- Summons (Fire) – 1
- Traffic (Living in Vehicle) – 5
- Unsafe Structure - 2
- RCMP Assist – 63
- Signs – 24
- Tree Cutting – 23
- Clean Team (Streets) – 104
- Building Department Assist – 40
- Environmental Issues – 17
- Panhandlers – 11
- Fire Department Assist – 21
- Planning Assist – 50
- Business License Assist – 9
- Nuisance (Target) – 17
- Security (Multi BEO Call) – 46
- Abandoned Autos – 9
- Clean Team (Parks) – 53
- Security (2020 Labieux) – 5
- Impounded Vehicle - 5
- Rooming Houses – 3
- Security (250 Terminal Avenue) – 1
- Security (Multi-Dept. Call) – 18
- Security (EHS Assist) – 1
- Grow Ops – 4
- Snow/Ice Removal – 21
- Suspicious Persons – 70
- Truck Routes – 1