CITY OF NANAIMO
THE HARBOUR CITY

BUSINESS PLAN 2026

Engineering

ENGINEERING AND PUBLIC WORKS

DEPARTMENT OVERVIEW

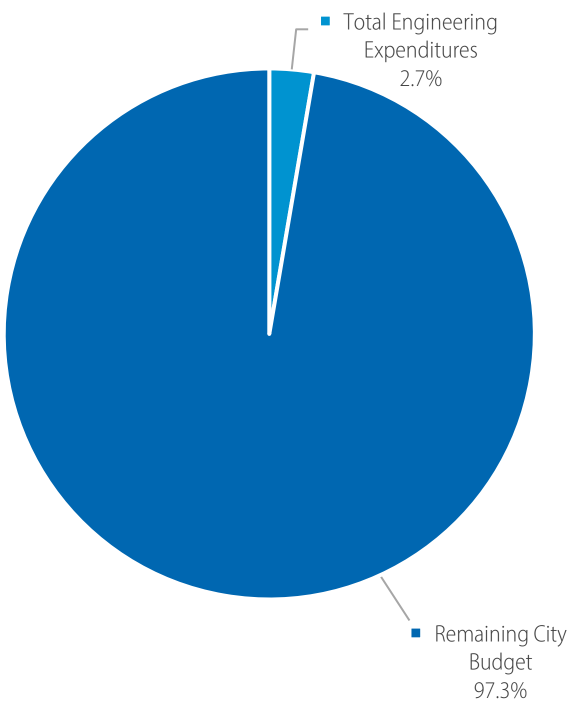
The Engineering Department plans and implements the City's capital works, designs and constructs City infrastructure residents rely on daily, including transportation, water distribution, sanitary sewer, drainage and facilities. A substantial aspect of the work in Engineering is project management, which often includes projects for other departments.

The work of the department focuses on stewarding the condition of public infrastructure and development of new infrastructure in support of City Plan.

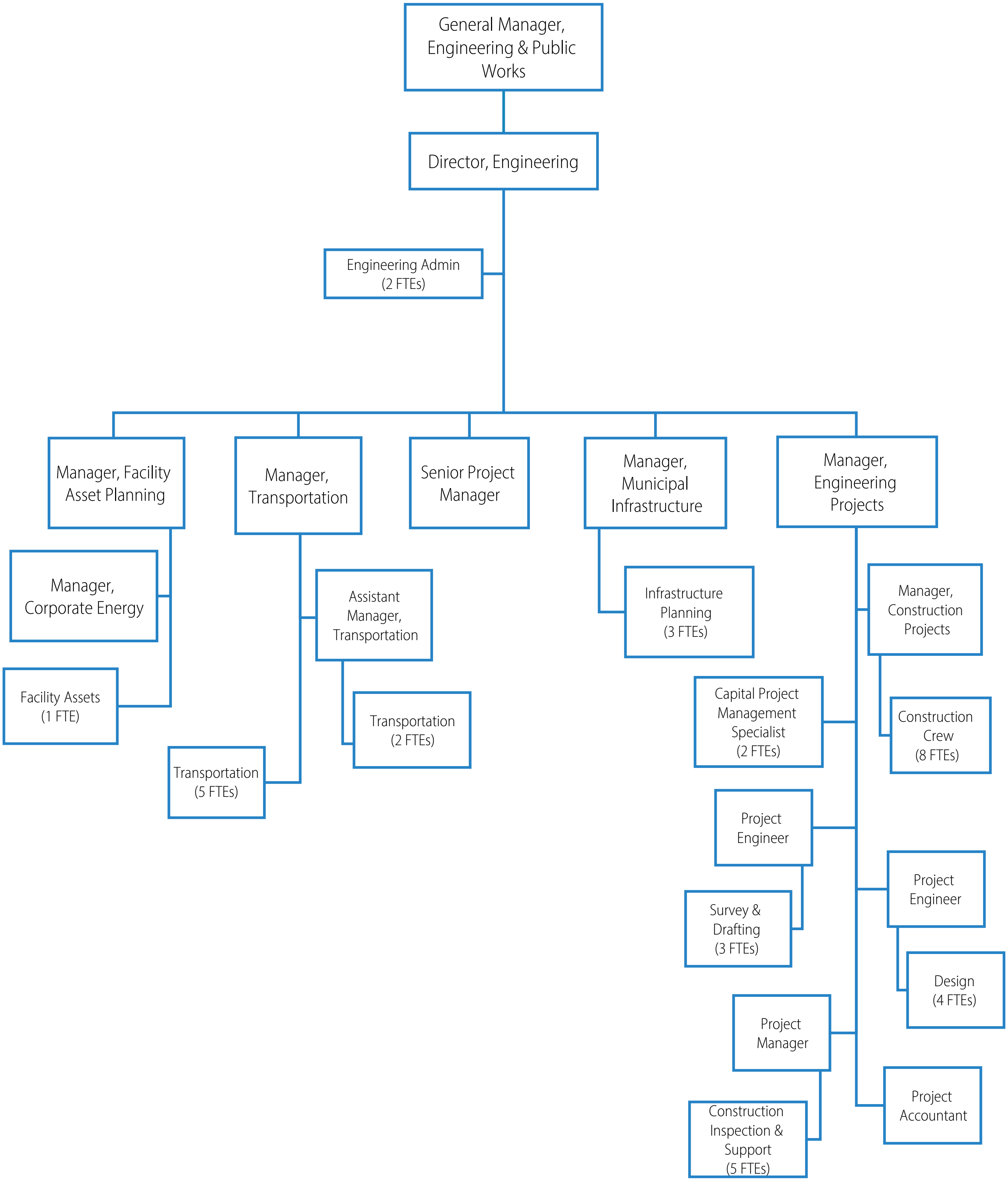
The Engineering Department is composed of five primary groups:

- Administration
- Transportation
- Infrastructure Planning
- Capital Projects
- Facilities Asset Management

Department's Share of the Budget



Operating Expenditure Budget: $6,128,056


General Manager, Engineering & Public Works
Director, Engineering
Engineering Admin (2 FTEs)
Manager, Facility Asset Planning
Manager, Transportation
Senior Project Manager
Manager, Municipal Infrastructure
Manager, Engineering Projects
Manager, Corporate Energy
Facility Assets (1 FTE)
Assistant Manager, Transportation
Transportation (2 FTEs)
Transportation (5 FTEs)
Infrastructure Planning (3 FTEs)
Manager, Construction Projects
Construction Crew (8 FTEs)
Capital Project Management Specialist (2 FTEs)
Project Engineer
Survey & Drafting (3 FTEs)
Project Engineer
Design (4 FTEs)
Project Manager
Construction Inspection & Support (5 FTEs)
Project Accountant

ADMINISTRATION

The Engineering Administration team provides vital support services to the department. As front-line staff, they engage directly with the public, manage financial and clerical tasks, maintain records, and ensure that departmental staff have the resources they need to operate effectively each day. Administrative services are delivered by two team members based at the Service and Resource Centre (SARC).

Level of Service:

- A public-facing front counter is available during regular business hours, providing direct access to Engineering staff.
- Processes and approves various permits, including those for trucking, film production, street use, and third-party utility construction.
- Provides clerical support for the preparation of Council and Committee reports.
- Maintains comprehensive records management for the department.
- Assists with financial transactions, including invoice processing.
- Administrative functions within Engineering are primarily internally focused, supporting infrastructure planning, technical and project standards, capital project design and construction.

2025 Accomplishments

- Over 146 permits processed in 2025.
- Hired a co-op student to assist the department.

2026 Opportunities and Considerations

- This area maintains a high level of public-facing service. Every resident who calls is able to speak directly with a member of the Administrative team—a level of personal service that has become increasingly uncommon in cities of similar size, where automated answering systems are more typical. In 2026, this standard of service will continue.

TRANSPORTATION

Transportation in Nanaimo has seen drastic changes over the past five years including the adoption of the Complete Street Standards, an updated Official Community Plan and Integrated Action Plan as well as unprecedented demand for calls for service. Guided by Council's Strategic Framework and the Integrated Action Plan, Transportation works to ensure fair and equitable use of public spaces and appropriate investments into new infrastructure, while also diligently maintaining and optimizing existing assets.

Level of Service

In 2025, Transportation maintained the following existing assets (*Note: Transition to new Asset Management Software as well as updated field asset collection has created anomalies between previously reported stats):

- 527 centreline kms of roads, 458 kms of sidewalks and 75 kms of bicycle lanes/cycle tracks
- 55 signalized intersections, seven roundabouts and 21,504 traffic signs
- 1,576 pay parking spaces (285 on-street and 1,291 off-street) (update unavailable)
- 53,000 unregulated street parking spaces across the City
- 20 bridges (unchanged) and 40 (27 vehicle/13 pedestrian only) railroad crossings
- 4,909 City-owned streetlights and 4,189 lights leased from BC Hydro
- 1,227 marked crosswalks
- 76 pedestrian activated crosswalk-warning beacons
- 14 transit shelters

In 2025, Transportation completed the following:

- Replaced five traffic signals (three at their end-of-life and two at mid-life)
- Added 1.4 kms of cycling routes (bike lanes, cycle tracks, etc.)
- Added 1.5 kms of sidewalks

Transportation Engineering is the initial point of contact for anyone with inquiries or concerns regarding mobility within the City of Nanaimo. Of the 565 concerns and requests received in 2024, the most common were related to speeding, parking, intersections and pedestrian safety. The majority of these inquiries consume several hours to complete due to the growing complexity of the transportation system. This theme has remained in 2025; however, the volume has risen and Transportation is on track to receive more than 600 requests. Managing issues consume almost 25 per cent of the group's capacity. To create a well-linked, multi-model transportation system in Nanaimo, Transportation has prioritized safe, equitable, sustainable and accessible mobility choices.

The following priorities were supported by residents through the ReImagine consultation process and established in City Plan and the accompanying Integrated Action Plan:

- Data driven, fact based and informed decision making is the foundation of Transportation's stewardship of municipal funds.
- Creating complete communities that aim to meet the needs of all residents and provide alternate accessible mobility options to reduce the dependency of personal vehicles.
- "Complete Streets" that safely accommodate all people of all abilities in an attractive and comfortable setting while providing alternate travel options that are more convenient for the community.
- Influencing behavioural changes through street design, encouraging appropriate vehicle speeds and mode shift to support active transportation and decreased pollution.
- Maximize investments in safe, healthy and equitable travel for all people and goods within the city, including endorsing safe walking routes, active school travel plans and route connectivity.
- Innovation and technology are used to improve asset management and travel demand models to make better decisions for future investments that improve quality of life.
- Nanaimo's streets and road rights-of-way currently amount to 527 kms (~1,100 ha) of public space. The Transportation network represents one of the largest opportunities to provide safe, inclusive and accessible places for residents' need to meet and connect. Community events such as street markets, parades, festivals, bike film festival and outdoor patios are just a few examples of reclaiming City streets for public connection. The Transportation group balances these desires with the need to maintain mobility.

- In addition to maintaining and planning hard infrastructure, the City provides strategic initiatives that promote, educate, empower and encourage our residents to move and connect throughout the community. Some of these initiatives include:
  - GoByBike Week
  - The Cycle Commuter Challenge
  - Electric Vehicle Advocacy
  - Car Share and Bike Share Advocacy
  - Active School Travel planning in partnership with the School District, the school community and its PAC as well as other agencies
  - Transit Shuttles for special events with RDN partnership
  - Nanaimo online Cycling Map
  - Ride Hailing

2025 Accomplishments

- Transportation guides and influences decisions regarding development, road safety, operational efficiencies and asset renewal. In 2025, a Traffic Signal Management System was created, which not only enhances staff's ability to maintain and operate the network of signals, but can now act as remote sensors to acquire data that was previously gathered manually. The integration of these tools sets the foundation for a more efficient and effective decision-making system.
- With increasing traffic calming requests over the past few years, staff have worked diligently to deliver Council-approved and funded traffic calming projects, such as Extension Road, while continuing to carry out the traffic calming process for more than 130 traffic calming investigation tasks over the past two years:
  - These requests, which were prompted by public concerns require data collection and analysis.

  - In 2024 and 2025, public consultation was carried out simultaneously with the design process for Bradley Street and Lost Lake Road traffic calming.
- Transit Action have the following items outlined in the Integrated Action Plan:
  - Transportation is leading a program in partnership with the RDN, BC Transit and a third-party vendor to establish a purposeful transit stop amenity program that supports the objectives of creating a safe, integrated and appealing transit system (IAP Ref. C2.2.10/C2.2.11). The transit shelter and bench vendors are now under contract and will be executing the implementation plan for new infrastructure in 2025/26.
  - Transportation is collaborating with the RDN and BC Transit to develop a Norwell Drive Corridor Plan which will support Active Mobility within the Country Club Urban Centre (IAP Ref. C2.2.13).
- Nanaimo is one of the fastest growing communities in Canada. Land development is booming and, with the availability of vacant land declining, each development application is more challenging to accommodate. These challenges have caused the community to become increasingly sensitive to the impact of the higher demands on the mobility system, travel time, parking, etc. By the end of 2025, Transportation staff anticipate having reviewed more than 80 applications. The steady increase in complexity in the referral process has identified gaps in the previous process. Staff have re-structured workflow to increase efficiencies and introduce a higher degree of rigour. This demand consumes approximately 40 per cent of the group's capacity.
- City and School District 68 staff have continued collaborative efforts to support safe and healthy travel to and from school by undertaking multiple Active School Travel projects over the past few years. Chase River and Cinnabar Valley Elementary will be completed in 2025.
- With land development, there are both direct and indirect impacts to municipal infrastructure. Direct impacts, such as sidewalks and utility connections are dealt with by each individual applicant. Indirect impacts, such as large-scale intersection upgrades that are needed to support multiple developments are addressed by the City as part of growth but are partially funded by Development Cost Charges (DCCs), fees that are levied by the City to development applications through a Provincially-approved bylaw. The bylaw is updated regularly to ensure that projects, project costs and DCC fees are current. The City started this review in 2023 to ensure that appropriate investments are being made to maintain and grow community services. With Provincial regulation changes in 2024 with the creation of the Amenity Cost Charge (ACCs) both the DDC and ACCs have been brought forward to Council in 2025.
- Utilizing the pedestrian prioritization tool, which uses common safety and demand metrics and includes socio-economic factors, $300,000 in pedestrian improvements were moved forward. This includes:
  - Townsite Road Crossing Improvements, which include adding a raised crosswalk and new lighting.
  - Applecross Road Crossing Improvements, which include adding a raised crosswalk.
  - Waddington Road at Dufferin Crescent Crossing Improvements, which include adding a raised crosswalk.
- Initiated IAP #38 by carrying out city-wide bike storage facilities including analyses of target locations, quantities and facility types for short, medium and long-term secure bike storage facilities and issuing a Negotiated Request for Proposals for secure bicycle storage delivery.
- Continuation of the VIU Bikeway on Albert Street from Milton Street to Victoria Crescent including new bike lanes, two raised crossing upgrades and one new crosswalk.
- Initiated IAP #42 Third Street Pedestrian Upgrades, upgrading pedestrian and cycling facilities from Watfield Avenue to Pine Street.
- Started IAP #53 – Create a Vision Zero Toolkit to support strategic monitoring, assessing and mitigation of collision characteristics across the city.
- Completed pedestrian improvements at Holland Road and Jingle Pot Road to improve access for students at Nanaimo Christian School.
- Two Active School Travel plans will be completed for Cinnabar and Chase River Elementary Schools.
- Grant funding was secured for the installation of four new transit shelters. These are planned to be implemented at Lawlor at 11th (2), 9th at Yee and Dover at Applecross.
- Collaborated with two major developments on Wallace Street to provide a continuous southbound cycling facility between Comox Road and Fitzwilliam Street.

- Worked with Evolve E-Bikes to expand the service of shared e-mobility devices in the community for the second year and to encourage the adoption of e-bikes and e-scooters. The expansion doubled the number of stations and introduced new e-scooters in May and June, 2025.
- Providing options to Council in winter 2025 to update bylaws to complete IAP C2.1.7 -"Managing parking city-wide with a focus on right sizing parking to continue fulfilling key needs including access, loading and pick-up for businesses; accessible parking for people with mobility or family needs and EV parking, while recognizing that an excess of cheap and convenient parking tends to increase vehicle use and reliance." Work has involved background research on similar municipalities, community engagement, focus groups and drafting recommended updates to the Off-Street Parking Bylaw, Crossing Control Bylaw and Traffic and Highway Bylaw. Parking minimums were removed from the downtown primary urban centre for all land uses.
- Completed active transportation improvements near Bayview School.

2026 Opportunities and Considerations

In spring 2024 and 2025, Transportation staff participated in the Neighbourhood Association Engagement event. The discussions at this event highlighted how important mobility is to residents. This, combined with the dramatically escalating calls for service, are a strong indication of what should be expected in 2026.

- Increased demand for engagement and communication.
- Increased demand for road safety improvements.
- Increased demand for curb space management (parking).

Acknowledging how much time is spent by both staff and residents in sharing concerns and feedback, Transportation is looking to utilize the evolving transportation data system to enhance communication with the community by creating a stronger web interface. The objective of this would be to create an open and transparent data viewer so residents can have direct access to data, which should provide seamless insight into what is happening with transportation in the city. This could look like a mobility dashboard that also assists with tracking targets and indicators from City Plan.

Enhancing road safety and efficiency saves the community money in the long run; however, the capital investments are often significant. These projects are typically competing for the same scarce funding which is used to maintain assets creating a very difficult decision process for the City - maintain or grow services.

Staff use the best information available to prioritize investments but maintaining current levels of service and enhancing the system is becoming all but impossible.

In 2026, Transportation plans to complete the following:

- Bowen Road rehab, Labieux Road Signal Renewal and cycling (pending a successful grant application)
- New traffic signal at East Wellington Road and Madsen Road
- Replacement of the traffic signals at Uplands Drive and Turner Road

2026 KEY INITIATIVES

Strategic Priority: Implementing City Plan
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 #38 – Develop Bike Parking / End of Trip facilities for short and long-term bicycle parking around key trip generators such as urban centres, transit exchanges and destination parks.
IAP Priority Action #41 – Off Bowen Road Active Mobility Route – East Wellington to Buttertubs - Complete the next phase of the active mobility corridor parallel to Bowen Road, starting with the section between East Wellington Road and Buttertubs Drive when redevelopment of land occurs.

Strategic Priority: Communicating with the Community
Transportation is creating a public facing dashboard to more effectively and transparently communicate with the public.

INFRASTRUCTURE GROUP

The Infrastructure Group is responsible for planning, organizing and implementing programs as well for establishing and monitoring policies and standards to ensure a safe and efficient water distribution, sanitary sewer collection and storm drainage infrastructure that supports both current needs and future growth. The group also assembles the 10-Year Project Plan and coordinates efforts across departments.

As of 2025, the City owned and maintained approximately:

- 598 kms of sanitary sewer
- 503 kms of storm drainage
- 650 kms of watermains

Level of Service

- Oversee the development and implementation of the City's infrastructure modeling programs for water distribution, sanitary sewer and storm drainage systems. The group uses the models as a tool to plan infrastructure capacity improvements, develop operational maintenance strategies and proactively manage underground utilities.
- Manage sanitary sewer flow, storm drainage flow and rainfall monitoring programs. Monitoring stations and rainfall gauges provide real-time flow and level data for calibrating sanitary sewer and storm drainage hydraulic models and sizing pipes. With support from public works staff, the group maintains 16 sanitary sewer flow, five rainfall and four level sensor monitoring stations.
- Administer an annual closed circuit television (CCTV) inspection program for critical sanitary sewers and storm drainage. The resulting defect coding identifies structural and operational issues, including groundwater infiltration. A separate inspection program is conducted annually for critical watermains.
- Lead the completion of master plans and studies for water distribution, sanitary sewer collection and storm drainage infrastructure. Infrastructure Planning staff serve as team leads and project managers for consultant-led studies.
- Develop policies, bylaws, standards and tools related to climate change, stormwater management and asset management, aligned with City Plan goals, climate initiatives, industry trends and practices from other jurisdictions.

- Develop project scopes for infrastructure renewal based on network models, condition assessments, operational input and recommendations from master plans and studies. Projects are prioritized using a triple bottom line risk assessment that considers environmental, social and economic consequences of failure under current and future conditions for inclusion in the 10-Year Financial Plan. Conceptual designs for top ranked projects are prepared by Infrastructure Planning staff and handed off to the Projects group for detailed design.
- Coordinate the 10-Year Project Plan across departments on behalf of the Engineering and Public Works (E&PW) group for inclusion in the City's Annual Financial Plan. Revisions to the 10-Year Project Plan begin each January. Infrastructure Planning staff meet with staff from other departments, prepare updated project scopes and cost estimates.
- Review development applications to assess impacts on City infrastructure. Applications for OCP amendments, rezoning, subdivision and development permits are evaluated. Sanitary sewer capacity is verified using the latest sewer model, and water supply for sprinklers and fire flows is confirmed using the current water model.
- Collaborate with the Regional District of Nanaimo through active participation in the Liquid Waste Monitoring Committee, providing technical input, sharing monitoring data and supporting the development of regional strategies to manage inflow and infiltration, improve system performance and inform updates to the Liquid Waste Management Plan.

2025 Accomplishments

- Continued and started four studies and one master plan:
  - Catstream Drainage Study
  - Woodgrove Area Sanitary Sewer Study
  - Master Plan for Wellington North Slope Sanitary Sewer
  - Wexford Creek Drainage Study (NEW)
  - VIU/Urban Centre Servicing Assessment (NEW)
- Dedicated considerable time and effort to completing the technical work required for DCC reviews of water, sanitary sewer and storm sewer systems, in preparation for the new DCC bylaw. This involved detailed analysis, coordination and documentation to ensure infrastructure needs were accurately reflected.
- Completed the Ecological Accounting Process for Wexford Creek in partnership with the Mount Arrowsmith Biosphere Region Research Institute and began a new project for Chase River/Catstream.
- Maintained the annual sewer flow, storm drainage flow and rainfall monitoring program for city-wide sewer and storm drainage model calibration. Staff spent many hours in the field working alongside Public Works to troubleshoot and restore downed monitoring stations, ensuring the reliability and continuity of critical flow and rainfall data.
- Constructed a new sewer flow monitoring station for the Wellington/North Slope catchment. Once installed, a station is connected to the City's SCADA system allowing flow data to be automatically polled and transmitted to the FlowWorks website, where it is stored, visualized and analyzed to support infrastructure planning and model calibration.
- Oversaw CCTV video inspection and condition assessment of 26 km of sewer pipe and 7 km of drainage pipe completed by contractor and in-house crews.
- Collaborated with planning to complete approximately 110 development reviews, dedicating substantial time to assessing impacts on underground utilities. Most reviews involved running detailed watermain and sewer models to evaluate flows with findings documented in comprehensive technical memos.
- Continued collaboration through active participation in the Regional District of Nanaimo's Liquid Waste Monitoring Committee.

2026 Opportunities and Considerations

- Construct an additional priority sewer monitoring station to track flows in the sanitary sewer system. As well as being needed for model calibration and master planning, monitoring is essential for assessing inflow and infiltration (I&I) and understanding the impacts of climate change on system performance. Not all sewer catchments currently have monitoring stations in place, and expanding coverage is necessary to support data-driven planning, model calibration and long-term infrastructure resilience.
- Finalize the DCC review for water, sanitary sewer and drainage utilities and communicate the technical rationale behind the proposed updates by supporting planners in responding to infrastructure-related inquiries from the public, stakeholders and Council.
- Complete a comprehensive review of the Advanced Metering Infrastructure (AMI) water meter system to evaluate its performance, identify opportunities for improvements and determine how meter data will be read, integrated into the financial system and used for accurate and timely billing. This review will support long-term planning for water conservation, customer service and system efficiency.
- Continue collaboration with MABRRI/VIU, RDN and the Municipality of North Cowichan on a three-year initiative to train VIU students in the Ecological Accounting Process (EAP) and complete Chase River/Catstream project.
- Complete a Natural Asset Inventory as part of stormwater management. By identifying and evaluating natural assets, such as wetlands, forests and riparian areas, we can better understand their role in mitigating flood risks, improving water quality, and reducing infrastructure costs. This initiative supports sustainable planning, helps prioritize conservation efforts and ensures that natural systems are integrated into municipal stormwater strategies.
- Continue working with the Regional District of Nanaimo's Liquid Waste Monitoring Committee and contribute to updates of the Liquid Waste Management Plan.

2026 KEY INITIATIVES

Strategic Priority: Implementing City Plan
IAP Priority Action #10 - Collaborate with MABRRI/VIU, Regional District of Nanaimo and Municipality of North Cowichan on a three-year commitment to complete Ecological Accounting Process (EAP) training of VIU students with Chase River & Catstream catchments.
IAP Priority Action #23 - Continue to work with the Regional District of Nanaimo towards reducing infiltration and inflow from the City's sanitary sewer system in support of the Regional District of Nanaimo's Liquid Waste Management Plan.
IAP Priority Action #24 - Construction of additional priority sewer monitoring station to monitor flows within the sanitary sewer system.
IAP Priority Action #26 - Complete Natural Asset Inventory as part of stormwater management.
IAP Priority Action #182 - Complete an AMI water meter review.

Strategic Priority: Maintaining and Growing Current Services
Continue to provide technical input for the City water distribution, sanitary sewer and storm drainage utilities to support the various asset management initiatives

CAPITAL PROJECTS

Responsible for the delivery of the majority of capital projects for the City, the Capital Projects group ensures that each project has a dedicated project manager who works with various operational departments to guide the project from a concept idea to finished construction using Nanaimo's robust Project Management Framework (PMF).

Being located on the traditional territory of the Snuneymuxw First Nation (SFN), some capital projects traverse registered archeological sites or near watercourses that are of interest to SFN. The projects group continually engages with SFN to ensure that these projects are completed in a respectful manner consistent with the City's commitments to Reconciliation.

The City's in-house construction crew completes several million dollars' worth of projects each year and primarily focuses on projects that would be difficult to tender, such as smaller projects, short notice projects or projects that require a high degree of engagement with the public during construction. The construction crew is also tasked with emergency work.

The remainder of the projects are completed by external contractors, most of which are located within Nanaimo, allowing the City's capital construction dollars to flow back into the local economy.

The timing of projects is driven by a number of factors including:

- Staff capacity
- Market capacity (contractors)
- Environmental consultation
- Seasonal efficiencies

Level of Service

Project governance is undertaken in alignment with the PMF and the Project Management Policy.

- Projects are generally underway in the year they are budgeted.
- Budgets are set with high quality cost estimates prepared by professionals.
- The public is well informed about work that may affect them or their neighborhood.

- Project risks are identified early in the project, and appropriate risk mitigation measures are put into place.
- Engineering work is completed within the City's Professional Practice Guidelines.

2025 Accomplishments

The first phase of the Commercial Street Project was completed in 2025. During construction, coal mine voids were encountered adding complexity and causing delays to an already challenging project. Keeping downtown businesses informed of the frequently changing schedule proved to be a communications challenge. Despite these hurdles, the project was successfully completed in the summer.

After more than 15 years of planning, design and construction, the third and final phase of the Midtown Gateway Project was completed in 2025. This transformative initiative is revitalizing a legacy brownfield site—into a vibrant gateway to the city.

The Engineering Projects group facilitated the construction of several PRC projects including Westwood Lake Phase 2, Q'unq'inuqwstuxw Stadium Bleachers & Media Booth and Harewood Artificial Turf Fields. The planning and design phase was also managed by for the Beban Roof project, NAC Mechanical Upgrades and Maffeo Sutton Park Washroom project.

The Regional District of Nanaimo (RDN) initiated work on the Departure Bay Pump Station and Forcemain Project using an Integrated Project Delivery (IPD) approach. The City is partnering with the RDN to complete utility and road upgrades along the forcemain route. This project demands a high level of collaboration among owners, contractors and engineers, and is expected to remain complex as construction continues over the next 4–5 years.

Major Projects

In 2025, the Engineering Projects group was responsible for managing the construction of approximately 37 projects with a value of nearly $72 million. These include projects of all sizes from smaller projects where construction starts and finishes all in the same year to larger projects which could be split into multiple phases and span many years.

The major projects that were under construction at the end of 2024 and will be completed in 2025 include:

- Midtown Gateway Phase 2B
- Commercial Street Upgrades Phase 1
- Townsite Area Utility Upgrades Phase 1
- Comox/Wall Street Signal Replacement
- Westwood Lake Park Upgrades Phase 2 (PRC)
- Harewood Artificial Turf Fields (PRC)

Major projects that are under construction are expected to be completed by the end of 2025 include:

- Railway Sewer Project
- Dickinson Road Water Upgrades
- Kenworth Road Storm Sewer Upgrades
- Q'unq'inuqwstuxw Stadium Bleachers & Media Booth (PRC)
- Police Operations Building Renovation (Police Services)

Major projects that are under construction and are expected to be completed in 2026 include:

- Third Street Complete Streets
- Hammond Bay Road Sewer Upgrades

Major projects that were in the design process 2025 with the anticipation of construction in 2026:

- Maffeo Sutton Washroom (PRC)
- Wexford Creek Culvert Upgrades
- Millstone Trunk Sewer Upgrades
- East Wellington Road Upgrades - Madsen Road to Bowen Upgrades
- Beban Roof Upgrades (PRC)
- NAC Mechanical Upgrades (PRC)
- Downtown Transit Exchange (Partnership with RDN & BC Transit)
- Departure Bay Pumpstation & Forcemain Project - (Partnership with RDN)
- Loudon Park Improvements (PRC)

There are also projects that are in the early stages of planning and design with construction expected in 2027 or later. These include:

- Public Works Yard Updates
- Country Club Urban Centre Mobility Upgrades
- Commercial Street Terminal Avenue to Victoria Crescent
- Commercial Street Diana Krall Plaza

2026 Opportunities and Considerations

- Costs of construction have become stable; however, the inflation that has been seen over the last several years has increased costs of construction.
- Staff shortages both internally and with contractors and consultants continue to cause challenges with project schedules.
- There is a particular staff resource challenge in delivering facility projects, supporting other departments with capital projects and resourcing special projects.
- Effective community engagement and managing public inquiries and communication on projects often consumes a significant amount of project management time. The ability to increase proactive communication with the public about projects and to manage complaints is desired; however, difficult to resource.
- The IPD project model is being adopted for the Public Works facility and the RCMP facility. This project model is increasingly being applied within municipalities and is seeing success on larger projects.

2026 KEY INITIATIVES

Strategic Priority: Implementing City Plan

IAP Priority Action #42 -Third Street Pedestrian Upgrades: This project is under construction and will be completed in 2026.

IAP Priority Action #41 - Off Bowen Active Mobility Route East Wellington to Buttertubs: Construction of the Madsen Road Intersection project in 2026 will connect Caspers Way to East Wellington Road. It will also connect with the Parkway Trail which was completed during the water supply project.

IAP Priority Action #43 - Downtown Transit Hub: Continue to work with BC Transit and the RDN on design and construction of the Downtown Transit Hub.

IAP Priority Action #56 - Cranberry Avenue/ Island Highway: Working with the Sandstone Developer on improvements to this intersection and Extension Road.

IAP Priority Action #57 - Design Commercial: Design and planning will be undertaken for the Victoria Crescent to Terminal Avenue section and the Diana Krall section in 2026.

Strategic Priority: Maintaining and Growing Current Services

Support maintaining and growing of services through quality infrastructure.

Strategic Priority: Capital Projects

Commercial Street Upgrades - Design and planning will be undertaken for the Victoria Crescent to Terminal Avenue section and the Diana Krall section in 2026.

Capital Improvements - Support renewal, replacement and upgrades of infrastructure throughout the city.

FACILITIES ASSET MANAGEMENT

Responsible for facility project planning, asset management, some facility related capital project delivery and energy and emissions management within facilities, the Facility Asset Management (FAM) group works closely with Facility Operations to plan for and execute capital renewals within the various facilities. While structured as part of the Engineering Department, FAM works closely with Parks, Recreation and Culture (PRC), Nanaimo Fire Rescue (NFR) and Corporate Services on a portfolio of approximately 100 corporate service, recreation and culture facilities. This group also publishes an annual update to our Strategic Energy Management Plan and works with BC Hydro and other funding agencies toward implementation of our energy and emission goals within the corporate facility portfolio. The Corporate Energy Manager resides in this group and works closely with the Community Energy Manager and other staff ensuring alignment with energy and GHG reduction goals and initiatives.

Level of Service

- Provide short, medium- and long-term project planning for facility asset renewals and department-lead upgrades.
- Seek out and take advantage of opportunities to reduce energy consumption and greenhouse gas emissions within the City's facilities.
- Work with facility managers and operators to prioritize capital renewals to maintain levels of service at recreation, corporate, co-managed and leased facilities.
- Manage condition assessments for City-owned facilities and building components, such as building enclosure, electrical, mechanical systems (including plumbing and HVAC) and structural considerations (including seismic).
- Strategic energy management planning for the corporate utilities, including energy and greenhouse gas emissions reductions and an almost 20-year partnership with BC Hydro who has provided more than $2.3M in funding for studies, grants, incentives, etc. Additional funding sources including FortisBC and CleanBC initiatives have brought in more than $2.7M.
- Provide project management and support for projects, oversee the budget planning, tender process and project execution for several City departments including PRC, Bylaw and Parking Services, NFR, Police Services, and other civic facilities as resources allow.

2025 Accomplishments

- Ongoing coordination of condition assessment and feasibility studies for equipment and system renewals to maintain effective facility asset management plans and current levels of service.
- Ongoing energy and emission reduction studies to support Council's climate action and energy targets.
- Expansion of facility asset management plans with the information from the Five-year Condition Assessment program, including continued and expanded contribution of upcoming facility projects to the draft project plan.
- Completed a GHG Pathway to Net-Zero, seeking out capital projects in nine major facilities where asset renewals would align with GHG reduction targets.
- Continue to source and optimize grant and other external funding opportunities for energy reduction within facilities.
- Secured almost $130,000 in grants, incentives, and other financial supports to offset the cost of energy reduction strategies and staffing costs.
- Updated the Energy Conservation and Management Policy including a supporting document to encourage energy conservation and emissions reduction while considering sustainable return on investment.

2026 Opportunities and Considerations

- Continued coordination of condition and feasibility studies for facility systems impacting various departments striving for asset management best practices.
- Continued expansion of facility asset management plans with the renewals identified through condition assessments and feasibility studies.
- Undertake an appraisal of the City's vertical assets and major equipment.
- Expanding the Facility Asset Management Strategy to include criticality of assets within facilities, and not just the facility itself. This will assist in prioritizing asset renewals at existing facilities within budget constraints.

2026 KEY INITIATIVES

Strategic Priority: Implementing City Plan
IAP Priority Action #01 - Update sustainable policies including the Energy Conservations and Management Policy.
IAP Priority Action #04 – Seek funding opportunities and partnerships to implement the identified pathways to accelerate implementing low-carbon energy systems at corporate facilities.
IAP Priority Action #24 – Expanding facility asset management plans with the renewals identified in the Condition Assessments.
Strategic Priority: Maintaining and Growing Current Services
Ongoing coordination of condition assessment and feasibility studies for equipment and system renewals to maintain effective facility asset management plans.
Strategic Priority: Capital Projects
Continue to source and optimize grant and other external funding opportunities for energy and emission reduction within facilities.
Secured almost $130,000 in grants, incentives, and other financial supports to offset the cost of energy and emission reduction strategies.
Governance and Corporate Excellence
Grow the applicability of the Facility Asset Management Strategy by categorizing the criticality of asset types within the various facilities.

PROPOSED OPERATING BUDGET

	2025 Approved Budget		2026 Draft Budget		2027 Draft Budget		2028 Draft Budget		2029 Draft Budget		2030 Draft Budget
Revenues												
Engineering Services Administration	$	2,700	$	2,200	$	2,222	$	2,244	$	2,266	$	2,289
Engineering & Public Works Administration*		-		-		-		-		-		-
Capital Projects		-		-		-		-		-		-
Facilities Asset Management		60,000		60,000		60,600		61,206		61,818		62,436
Infrastructure Planning		-		-		-		-		-		-
Transportation		-		-		-		-		-		-
Annual Operating Revenues	**$**	**62,700**	**$**	**62,200**	**$**	**62,822**	**$**	**63,450**	**$**	**64,084**	**$**	**64,725**
Expenditures												
Engineering Services Administration	$	694,906	$	721,735	$	725,431	$	726,562	$	731,997	$	735,236
Engineering & Public Works Administration*		292,639		288,250		289,041		288,846		290,879		291,780
Capital Projects		2,700,587		2,706,634		2,721,996		2,721,871		2,739,485		2,748,059
Facilities Asset Management		490,572		484,562		486,513		486,804		490,315		491,843
Infrastructure Planning		575,296		572,039		579,455		579,600		583,427		584,993
Transportation		1,459,903		1,354,836		1,366,752		1,372,858		1,384,959		1,392,868
Annual Operating Expenditures	**$**	**6,213,903**	**$**	**6,128,056**	**$**	**6,169,188**	**$**	**6,176,541**	**$**	**6,221,062**	**$**	**6,244,779**
Net Annual Operating Expenditures	**$**	**6,151,203**	**$**	**6,065,856**	**$**	**6,106,366**	**$**	**6,113,091**	**$**	**6,156,978**	**$**	**6,180,054**
Staffing (FTEs) - Budgeted		**48.0**		**48.0**		**48.0**		**48.0**		**48.0**		**48.0**

The CUPE contract is set to expire on December 31, 2025, a contingency for wage increases has been included in the Financial Plan under Corporate Services.

** Engineering and Public Works Administration includes the General Manager,Engineering & Public Works.*