CITY OF NANAIMO
THE HARBOUR CITY



BUSINESS PLAN 2027

Engineering

ENGINEERING AND PUBLIC WORKS

DEPARTMENT OVERVIEW

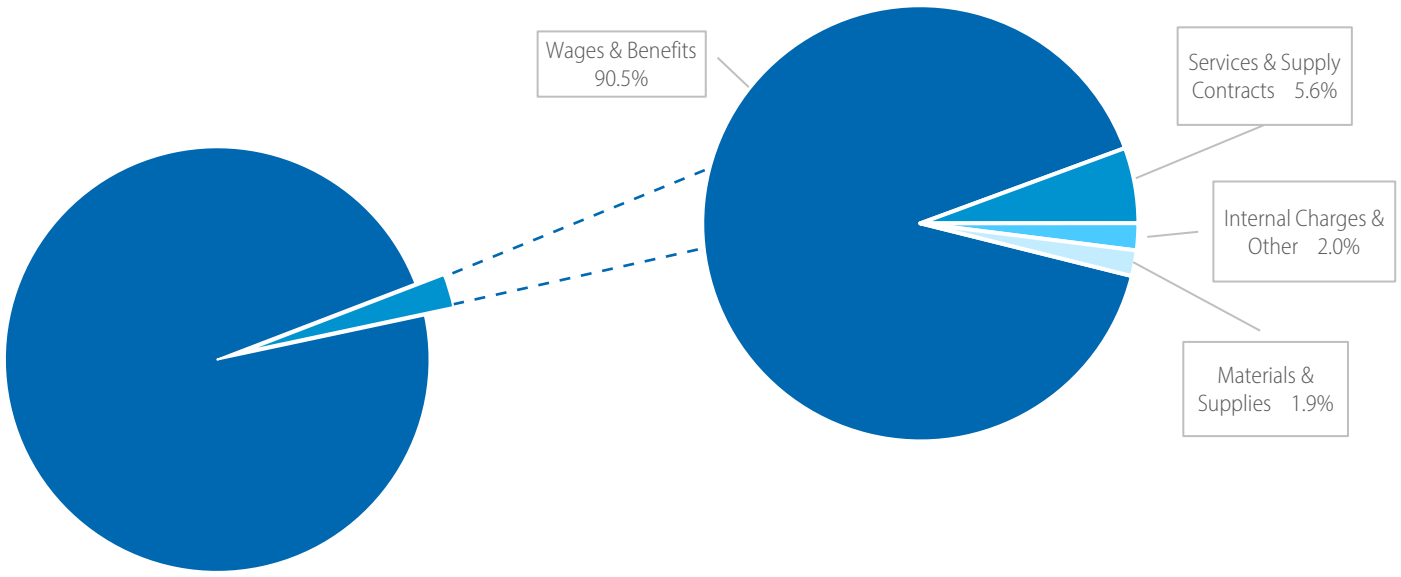
The Engineering Department plans and implements the City's capital works, designs and constructs City infrastructure residents rely on daily, including transportation, water distribution, sanitary sewer, drainage and facilities. A substantial aspect of the work in Engineering is project management, which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

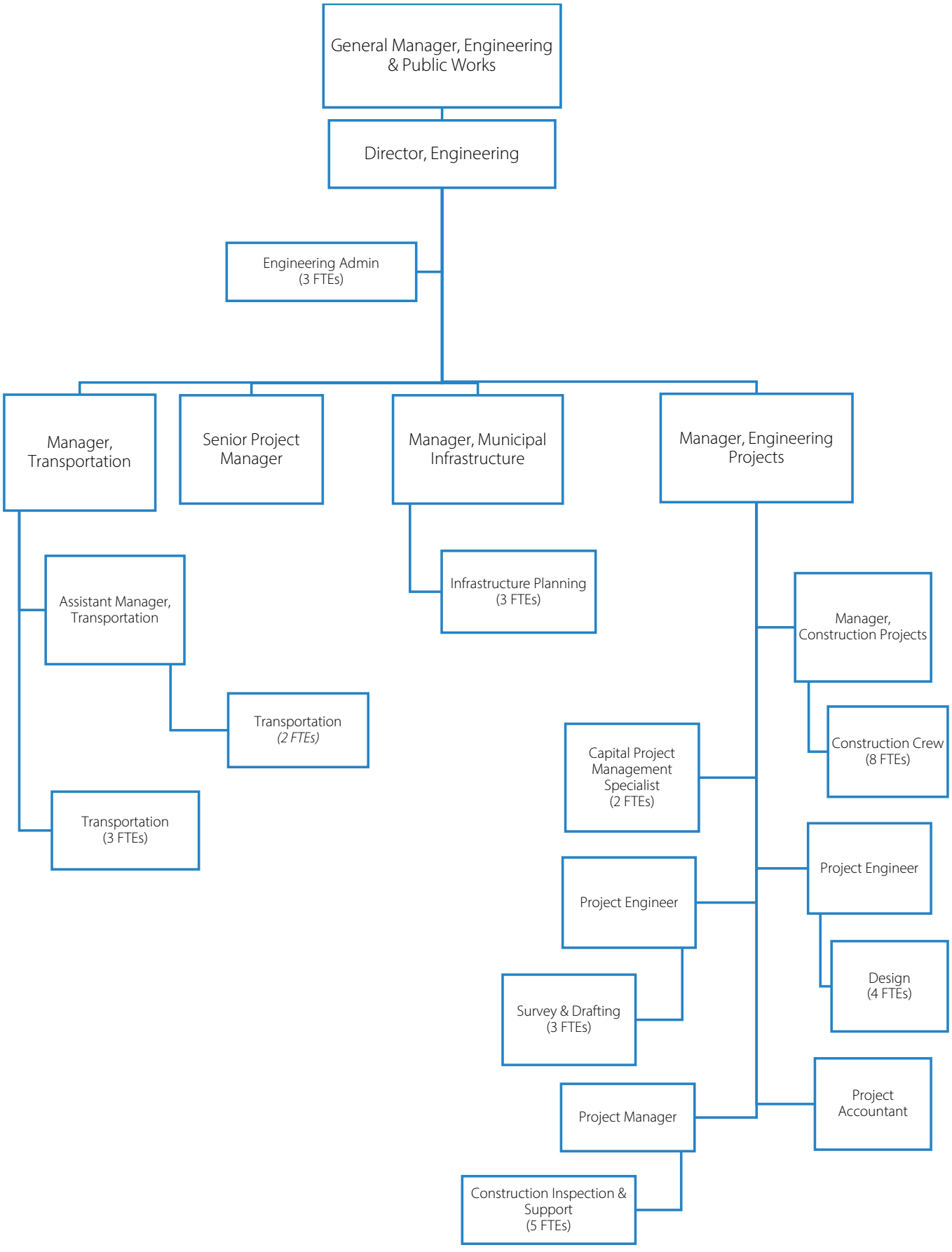
The work of the department focuses on stewarding the condition of public infrastructure and development of new infrastructure in support of City Plan.

The Engineering Department is currently composed of four primary groups:

- Administration
- Transportation
- Infrastructure Planning
- Capital Projects

Department's Share of the Operating Expense Budget: $6.0 M
(includes General Manager, Engineering & Public Works)




General Manager, Engineering & Public Works
Director, Engineering
Engineering Admin (3 FTEs)
Manager, Transportation
Senior Project Manager
Manager, Municipal Infrastructure
Manager, Engineering Projects
Assistant Manager, Transportation
Transportation (2 FTEs)
Transportation (3 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
Project Accountant
Construction Inspection & Support (5 FTEs)

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 three 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 access to Engineering staff.
- Processes and approves various permits, including those for trucking, events, film production, street use, and third-party utility construction.
- Maintains public information pages regarding current projects.
- 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.

2026 Accomplishments

- By end of 2026, we'll have issued over 300 permits, doubling the number of permits issued in 2025.
- Re-organized administrative staff, allowing for better customer service and reporting.

TRANSPORTATION

Transportation Engineering plays a critical role in achieving the goals of City Plan by supporting the safe, accessible, sustainable and efficient movement of people and goods throughout Nanaimo.

Transportation is working to create a connected, multimodal transportation network that provides safe, accessible, and convenient travel options for everyone, whether they walk, cycle, take transit, move goods, or drive.

Transportation is responsible for planning, designing, and managing the City's transportation infrastructure and activities within the road right-of-way. Working collaboratively with internal departments, external agencies, development applicants, and the community, staff balance diverse transportation needs while supporting growth and long-term community goals. Through strategic investments in new infrastructure, as well as the maintenance and optimization of existing assets, Transportation helps ensure that transportation networks and public spaces align with Council priorities and continue to meet the needs of residents, businesses and visitors.

Transportation's work is guided by Council-approved plans, policies and bylaws, including City Plan, the Integrated Action Plan, the Transportation Master Plan, Complete Streets Standards, and traffic and parking bylaws. These documents guide day-to-day decisions, infrastructure investments and project delivery. Staff use a data-driven approach to support decision-making, applying asset management principles, technical analysis, Council-approved prioritization frameworks and project management processes to help ensure investments deliver the greatest benefit to the community.

Staff are responsible for implementing Council's established direction through day-to-day operational and technical decision-making. These processes provide a consistent, transparent and defensible approach to evaluating transportation needs across the city. Council consideration is sought when decisions extend beyond existing policy direction or involve significant strategic investments, community trade-offs, public engagement, or changes to established priorities.

Level of Service

At the end of 2025, Transportation maintained the following existing assets:

- 530 km of roads
- 460 km of sidewalks
- 75 km of bicycle lanes/cycle tracks
- 55 signalized intersections
- 7 roundabouts and traffic circles
- 20,586 traffic signs
- 1,576 pay parking spaces (285 on-street and 1,291 off-street)
- 53,000 unregulated street parking spaces
- 20 bridges
- 81 railway crossings
- 4,957 City-owned streetlights
- 4,189 BC Hydro leased streetlights
- 1,238 marked crosswalks
- 78 pedestrian-activated crosswalk warning beacons
- 14 transit shelters

In 2026, Transportation completed the following (projected to end of 2026):

- Added 93 m of roads
- Added 1.75 km of sidewalks
- Added 3.4 km of bicycle lanes/cycle tracks
- Added new signalized intersection (Madsen Road) and one new half signalized intersection (Third Street)
- Installed 650 new traffic signs (largely driven by curbside management changes)
- Added two pedestrian-activated crosswalk warning beacons
- Added four transit shelters
- Added four new solar pedestrian crossings
- Maintained 83 solar pedestrian crossings

Customer Service and Development Review

Transportation continues to be the primary point of contact for residents, businesses and visitors with questions and concerns related to mobility throughout the city. As Nanaimo grows and the transportation network becomes more complex, both the volume and complexity of service requests continue to increase.



Transportation Engineering received 565 service requests in 2024 and more than 600 in 2025. As community growth and transportation issues become increasingly complex, staff are now on track to receive nearly 900 requests in 2026, reflecting growing community demand for transportation-related services.

Many requests require detailed investigation, including field reviews, data collection, engineering analysis, engagement and coordination with external agencies. As a result, responding to public concerns requires a significant and growing investment of staff time and resources.

In addition to customer service, staff support land development applications, transportation planning, asset management, operational improvements and capital project delivery. As both development activity and public demand for transportation services continue to grow, balancing responsive service with long-term planning and project delivery remains an important focus for the department. Development reviews are also becoming more complex as remaining vacant land becomes increasingly limited and a greater proportion of applications involve infill development, redevelopment, and intensification within the existing transportation network.

2026 Achievements

Supporting Growth & Development

- Advanced City Plan implementation through completion of the Off-Street Parking Review and adoption of Off-Street Parking Bylaw amendments, updating parking regulations to better align with transportation policies, community mobility objectives and current development trends. To support implementation, staff developed a Parking Calculator and Parking Study Guideline to provide clear and predictable expectations while helping right-size parking supply based on development needs.
- Initiated a comprehensive review of Bylaw No. 5000 and broader curbside management practices to advance Citywide Parking Review recommendations. The review will assess how curb space is allocated and managed to balance evolving needs related to parking, loading, accessibility, transit operations, goods movement and active transportation.
- Continued implementation of IAP Action #38 by advancing the City's secure bicycle parking program, completing procurement and site planning for phased installation beginning in 2026.
- Advanced the Haliburton Active Transportation Corridor Study to help inform future active transportation connections between neighbourhoods and key destinations.
- Supported growth by reviewing approximately 70 development applications to help ensure new development aligns with City transportation policies and objectives. While application volumes remained relatively consistent, review complexity continued to increase as development proposals more frequently involved constrained sites, redevelopment projects, and integration with existing transportation infrastructure.

Walking, Cycling and Transit Improvements

- Initiated Phase 1 rollout of school neighbourhood speed zone plans to improve road safety and the walking experience for students and other pedestrians in school areas.
- Advanced $361,000 in active transportation improvements using the City's Pedestrian Prioritization Tool to support the future extension of the E&N Trail south toward Chase River and improve access to Chase River Elementary School.
- Installed six new transit shelters at priority transit stop locations.
  - 9th Street at Yee Street
  - Dover Road at Applecross Road
  - Bowen Road at Dufferin Crescent
  - Bowen Road at Townsite Road
  - Jingle Pot Road at Monterey Drive, and Fitzwilliam Street at Wesley Street (anticipated)



- Initiated Phase 1 of the transit bench replacement program, improving amenities for transit users.
- Transportation and Culture staff partnered to deliver a community-led placemaking project at Campbell Street and Machleary Street, enhancing the pedestrian environment through asphalt artwork by local artist Sebastian Abboud and engaging hundreds of residents through a Community Paint Day.
- In collaboration with the RDN delivered free transit shuttle service for two community events.

Traffic Safety Improvements

- Implemented traffic calming improvements on Bradley Street and Lost Lake Road as part of the City's ongoing traffic calming program to address neighbourhood traffic and safety concerns.
- Partnered with ICBC through grant funding to expand transportation data collection capabilities, strengthening the City's data-driven approach to identifying, evaluating and prioritizing safety improvements at intersections.

Road and Infrastructure Projects

- Initiated the East Wellington Road Improvement Project, delivering roadway, intersection and active transportation upgrades, including a new signalized intersection at Madsen Road and improved connectivity between the Parkway Trail and Caspers Way.
- Completed the Hammond Bay Road Corridor Improvements Project, delivering new sidewalks, bicycle facilities and intersection upgrades to improve safety, accessibility and network reliability from Turner to Rutherford.

- Implemented IAP Action #42 by completing the Third Street Complete Street Project, delivering separated cycling facilities, raised pedestrian crossings and other Complete Streets improvements to enhance safety, accessibility and connectivity for all modes from Watfield to Pine.
- Collaborated with development partners to deliver active transportation improvements on Wallace Street between Fitzwilliam Street and Comox Road, improving connectivity while leveraging development opportunities to support City transportation objectives.
- Completed Albert Street Phase 3 mobility upgrades, including new raised crosswalks with pedestrian flashers at Selby Street and Dunsmuir Street, and extended the VIU Bikeway from Milton Street to Cavan Street to improve pedestrian safety and cycling connectivity.
- Implemented IAP Action #37 by introducing the HotSpot parking system in downtown Nanaimo, modernizing paid parking operations.

2027 Opportunities and Considerations

Projects

- Southgate Area Plan Implementation: Future transportation improvements, including the Cranberry Connector, will support growth in the Southgate Urban Centre by enhancing connectivity, active transportation access, and transit integration.
- Highway 19A Corridor Plan: Completion of the Highway 19A Corridor Plan will help identify long-term priorities to improve safety, mobility, active transportation and access along this key corridor.
- Development-Supported Transportation Improvements: Continued growth and redevelopment will create opportunities to advance transportation infrastructure through development partnerships. Approximately $400,000 in transportation enhancements are anticipated to be delivered through development projects in 2027, including:
  - Cascara Drive and Altavista Drive Traffic Circle
  - 900 Block Howard Avenue Sidewalk Infill
  - Jordan Avenue Road Improvements, including roadway re-striping and cycling facilities
- Bowen Road Corridor Improvements: Planned roadway renewal presents an opportunity to improve corridor safety, operations, and cycling connectivity while addressing aging infrastructure. The project will also consider improved vehicular mobility through signal coordination and signal timing optimization, reducing delays, improving travel time reliability, and supporting more efficient movement of people and goods along the corridor.
- Norwell Drive Corridor Renewal: Infrastructure renewal along Norwell Drive presents an opportunity to improve safety, accessibility, transit efficiency and multimodal travel options along a key transportation corridor and transit exchange.
- Hammond Bay Road Corridor Improvements: Coordination with the RDN's Departure Bay Pump Station and Forcemain Expansion Project may provide limited opportunities to deliver active transportation and other transportation improvements where feasible between McGuffie and Departure Bay Road, while minimizing future disruptions and maximizing the value of infrastructure investments.
- Dufferin Corridor Improvements: Renewal of aging transportation and utility infrastructure presents an opportunity to improve safety, accessibility and connectivity while advancing Hospital Area Plan objectives. Anticipated delivery: 2029.
- Uplands Drive Corridor Improvements: Future corridor improvements may enhance safety, accessibility and active transportation connections while renewing aging transportation infrastructure.
- Fuller Bridge Active Transportation Connection: The Fuller Bridge project will complete the final gap in the Off-Bowen Bikeway, creating a continuous walking and cycling connection between Vancouver Island University and the E&N Trail.
- Commercial Street Revitalization: Future phases of the Commercial Street reconstruction program present an opportunity to coordinate lifecycle infrastructure renewal with improvements to downtown mobility, accessibility, streetscape design, and the overall user experience. Planned work includes Phase 2 parkade waterproof membrane replacement (anticipated 2028), followed by future improvements between Terminal Avenue and Diana Krall Plaza (anticipated 2030) and along Victoria Crescent (anticipated 2032).

Programs

- Traffic Operations and Congestion Management: Ongoing investment in transportation data and operational improvements will support efforts to improve network performance and the movement of people and goods as Nanaimo grows.

- Transportation Asset Management: Continued implementation of asset management practices will help coordinate infrastructure renewal with opportunities to improve safety, accessibility, connectivity and travel options across the transportation network.
- Curbside Management: Future curbside management initiatives will help balance competing demands for parking, loading, accessibility, transit operations, active transportation and goods movement.
- Traffic Calming: Review the Traffic Calming Program to identify opportunities to improve effectiveness, better align service delivery with community expectations, and support a more sustainable approach to addressing increasing demand for traffic calming requests.
- Active School Travel: Continue developing Active School Travel Plans and advance priority improvements where opportunities exist to coordinate with planned infrastructure and roadway projects.
- Transit Improvements: Continued collaboration with BC Transit and the Regional District of Nanaimo will support transit amenities, transportation demand management initiatives and data-informed planning to improve the customer experience.
- Road Safety Improvements: Continued implementation of data-driven road safety initiatives will support safer, more accessible travel for all road users.

2027 KEY INITIATIVES

Strategic Priority: Implementing City Plan
IAP Priority Action #37 - Implement pay parking technologies that allow multiple payment methods and remote payment (e.g., online, phone) for extending parking.
IAP Priority Action #38 - Advanced secure bicycle parking infrastructure to support active transportation and multimodal travel.
IAP Priority Action #42 - Upgrade pedestrian and cycling facilities on Third Street from Watfield Avenue to Pine Street. (Capital Plan).
Completed the Off-Street Parking Review and adopted Off-Street Parking Bylaw amendments, updating parking regulations to better align with City Plan transportation policies, mobility objectives, and current development trends.
Advanced the Haliburton Active Transportation Corridor Study to inform future active transportation connections between neighbourhoods and key destinations.
Initiated a comprehensive review of Bylaw No. 5000 and broader curbside management practices to implement Citywide Parking Review recommendations and support evolving needs related to parking, loading, accessibility, transit operations, goods movement, and active transportation.
Strategic Priority: Social, Health and Public Safety Challenges
Improved neighbourhood and road safety through traffic calming projects and expanded transportation data collection supported by ICBC funding.
Implemented Phase 1 of school neighbourhood speed zone plans to improve road safety and the walking environment for students and other pedestrians.
Strategic Priority: Maintaining and Growing Current Services
Advanced secure bicycle parking facilities through procurement and site planning for phased implementation beginning in 2026.

Expanded transit user amenities through installation of new transit shelters and implementation of the transit bench replacement program.
Collaborated with the Regional District of Nanaimo to provide free transit shuttle service for community events.
Continued review of approximately 70 development applications, supporting growth while addressing increasing transportation review complexity associated with redevelopment, constrained sites, and integration with existing transportation infrastructure.
Strategic Priority: Capital Projects
Completed the East Wellington Road, Hammond Bay Road, Albert Street and Third Street projects, delivering roadway, intersection and multimodal transportation improvements across the network.
Advanced active transportation connectivity through Wallace Street improvements, school access projects, and investments supporting future E&N Trail expansion.
Strategic Priority: Communicating with the Community
Supported implementation of updated parking regulations through development of a Parking Calculator and Parking Study Guideline, improving transparency and predictability for applicants and the public.
Engaged hundreds of residents through the Campbell Street and Machleary Street Community Paint Day and placemaking project.
Strategic Priority: Governance and Corporate Excellence
Strengthened data-driven decision-making through expanded transportation data collection and application of the City's Pedestrian Prioritization Tool.

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 2026, the City owned and maintained approximately:

- 597 km of sanitary sewer
- 505 km of storm drainage
- 658 km 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 18 sanitary sewer flow, 5 rainfall and 4 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 CityPlan 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.



2026 Accomplishments

- Completed and initiated six 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
  - Buttertubs Marsh Lateral and Fourth Street Diversion Capacity Review
  - Natural Asset Inventory (NEW)
  - Water Meter Replacement Strategy (NEW)
- Completed 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 Catstream and Chase River in partnership with the Mount Arrowsmith Biosphere Region Research Institute and began a new project to create EAP Index from past EAP projects on Vancouver Island.
- 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 a sub-section of the North Slope catchment at 6040 Hammond Bay Road and a sewer flow monitoring station for a sub-section of the Cilaire catchment on Strongitharm Avenue. 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 5.5 km of sewer pipe and 7 km of drainage pipe completed by contractor and inhouse crews.
- Collaborated extensively with planning to complete approximately 70 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 with the Regional District of Nanaimo (RDN) and regional municipal partners, with support from consultants, to advance inflow and infiltration (I&I) management initiatives. Staff participated in technical workshops focused on regional I&I reduction strategies, rainwater management and development of a regional I&I framework to support future updates to the Liquid Waste Management Plan. Consultants also delivered a Council presentation on the causes and impacts of inflow and infiltration, helping build awareness of its importance to wastewater system capacity, performance and long-term infrastructure planning.
- Continued collaboration through active participation in the Regional District of Nanaimo's Liquid Waste Monitoring Committee.

2027 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.
- Continue the multi-year review of the Advanced Metering Infrastructure (AMI) water meter system initiated in 2026. The review will assess system performance, identify operational improvements and establish processes for meter data collection, financial system integration and billing, while supporting 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 four-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 started in 2026. 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.
- Implement an inflow and infiltration (I&I) pilot program to identify and prioritize sources of stormwater inflow and groundwater infiltration within a selected sanitary sewer catchment. The program will include enhanced flow monitoring, data analysis and sewer system investigations to characterize I&I components, evaluate contributing factors and identify targeted rehabilitation opportunities. Findings will support development of a long-term I&I reduction strategy, help prioritize future capital investments and contribute to the objectives of the Regional District of Nanaimo's Liquid Waste Management Plan.
- Continue working with the Regional District of Nanaimo's Liquid Waste Monitoring Committee and contribute to updates of the Liquid Waste Management Plan.
- Continue researching and collaborating with other jurisdictions to enhance underground utilities planning by reviewing their workloads, processes and best practices, including infrastructure modeling, condition assessment, renewal strategies, monitoring programs and development applications review. The goal is to identify efficiencies and apply proven strategies to improve our own systems and service delivery.

2027 KEY INITIATIVES

Strategic Priority: Implementing City Plan
IAP Priority Action #10 - Continue collaborating with MABRRI/VIU, the Regional District of Nanaimo, and the Municipality of North Cowichan in the final year of a four-year initiative to develop an EAP Index based on past Vancouver Island EAP projects.
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.

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).

The City is located on the traditional territory of the Snuneymuxw First Nation (SFN), and some projects cross 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.

2026 Accomplishments

2026 marked a significant milestone for the Community Works Yard project (formerly the Public Works Yard Updates project), with substantial progress made toward building modern facilities that support the delivery of essential municipal services. The project will provide the infrastructure needed to safely and efficiently deliver services that residents rely on every day, including drinking water distribution, solid waste collection, road maintenance, park operations, and urban forestry. It also addresses aging infrastructure, operational inefficiencies, and capacity constraints that have developed over decades of growth; helping the City continue to meet current and future service demands.

In February, Council received the project's preliminary validation report and directed staff to proceed within the proposed budget of $79.4 million. Throughout the year, the project team worked closely with designers and construction partners to refine the design, validate costs, and confirm operational requirements. This work culminated in the completion of project validation in July, providing confidence that the project scope, budget, and operational objectives remained aligned with Council's direction. Construction activities commenced shortly thereafter, with site preparation beginning in August and foundation construction following in September. By year-end, foundation work for the new buildings was nearing completion, marking the project's transition from planning and validation into full-scale construction.

The Regional District of Nanaimo (RDN) continued to advance the Departure Bay Pump Station and Forcemain Project. The project seeks to twin the 4.6 km sewer forcemain between the Departure Bay Pump Station and the Greater Nanaimo Pollution Control Centre. The City is partnering with the RDN to complete utility and road upgrades along the forcemain route along Hammond Bay Road. 2026 saw the design progress, a traffic management strategy be developed and offsite traffic mitigations for the detour route be constructed. The project requires close coordination between owners, contractors, and engineers and is expected to remain complex as construction continues over the next four to five years.

The Third Street Utilities and Complete Streets project was completed. The project renewed aging storm, water, and sewer infrastructure and added safety, accessibility, and streetscape improvements consistent with current design standards. Upgrades included optimized lane widths, raised pedestrian crossings, protected cycling facilities, and improved intersection designs, creating a safer and more accessible corridor for pedestrians, cyclists, drivers, and people of all ages and abilities.



The Hammond Bay Road project was completed to address utility capacity needs and improve transportation infrastructure in the area. The work included upsizing sanitary sewer infrastructure to address existing capacity constraints and support future growth. It also replaced aging traffic signal infrastructure, completed localized asphalt repaving, and added new multi-use path segments within the project area.

The Engineering Projects group also supported planning and design for several projects led by departments outside Engineering and Public Works, including the Beban Roof project, NAC Mechanical Upgrades, and the Maffeo Sutton Park Amenity Building project.

In addition to these major initiatives, many other projects were completed across the City. These included local intersection upgrades to improve crosswalks and pedestrian safety, watermain improvements to renew aging pipes and water meters while increasing system capacity. Storm sewer upgrades to replace end of life infrastructure and improve capacity, and sanitary sewer improvements to reduce inflow and infiltration, renew aging pipe, and support a growing community.

Capital projects often span more than one budget year due to their size, complexity, and coordination requirements. The following section highlights major projects currently underway, planned for completion, or advancing through design and early planning.

Major projects that were under construction at the end of 2025 and are expected to be completed in 2026 include:

- Third Street Utilities and Complete Streets
- Hammond Bay Area Utility & Transportation Upgrades

Additional projects currently under construction and expected to be completed by the end of 2026 include:

- PRV Station Upgrades
- NAC Mechanical Upgrades (PRC)
- Beban Roof Upgrades (PRC)

Major projects in design during 2026, with construction anticipated in 2027, include:

- Wexford Creek Culvert Upgrades
- East Wellington Road Upgrades - Madsen Road to Bowen Upgrades
- Maffeo Sutton Amenity Building (PRC)
- Downtown Transit Exchange (Partnership with RDN & BC Transit)
- Departure Bay Pumpstation & Forcemain Project - (Partnership with RDN)
- Loudon Park Improvement (PRC)

Projects in early planning or design, with construction expected in 2027 or later, include:

- Country Club Urban Centre Utility and Transportation Upgrades.
- Commercial Street Dianna Krall Plaza
- Ross Road Pumpstation upgrades
- Thunderbird Area Utility upgrades

2027 Opportunities and Considerations

- The RDN Departure Bay Pump Station and Forcemain Project is a major initiative with significant public impacts. The City is partnering with the RDN on this complex project, which is expected to attract considerable public interest once construction begins. Managing the project will require substantial staff resources over the next several years.
- The Community Works Yard project will be in the construction phase with key milestones anticipated for 2027 to include: obtaining building permits, erection of the Fleet Maintenance Building, commencement of construction of the Crew and Administration Building; and, installation of underground utilities and site services to support long-term operations.
- Staffing constraints within the City, as well as capacity challenges among contractors and consultants, continue to affect project schedules.
- Effective community engagement, public inquiries, and project communications require significant project management time. While more proactive public communication and complaint management are desired, they are difficult to resource.
- The Integrated Project Delivery (IPD) model is being used for the Public Works facility and is becoming more common among municipalities for large projects. Although the model supports collaboration and offers benefits for scope, cost, and schedule management, it can also require substantial staff resources.

2027 KEY INITIATIVES

Strategic Priority: Implementing City Plan
IAP Priority Action #41 - Off Bowen Active Mobility Route East Wellington to Buttertubs. Construction of the Madsen Road Intersection project in 2026/2027 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 Diana Krall Plaza section in 2027.
IAP Priority Action #106 - Loudon Activity Centre & Boathouse. Working with Parks Recreation and Culture on the design and construction of this Activity Centre

IAP Priority Action #191 -Maffeo Sutton Park Washroom Upgrades. Working with Parks Recreation and Culture on the design and construction of this amenity building.

Strategic Priority: Maintaining and Growing Current Services

Support maintaining and growing of services through the infrastructure of capital projects.

Strategic Priority: Capital Projects

- RDN Departure Bay Pumpstation & Forcemain – Staff will continue to work with the RDN on this large, multi year project that will replace the RDNs pumpstation and Forcemain, replace aging city infrastructure and upgrade the transportation amenities on Hammond Bay Road.
- The Country Club Utility and Mobility Upgrades combine water, sanitary, and storm sewer renewal with rebuilding Norwell Drive between 107th Street and Island Highway. Proposed roundabouts at Ross Rd and Departure Bay Rd both support the transit exchange functionality and the need to revew intersection infrastructure. Surface works include wider sidewalks, cycling facilities, pavement renewal, proposed roundabouts at Ross and Departure Bay roads.

Utility Replacement Projects

- Wexford Creek Culvert Replacement
- PRV replacements at Biggs Road, Turner Road, and Twiggly Wiggly Road.
- Twiggly Wiggly Road Watermain Replacement
- Brechin Avenue Utility Upgrades
- Island Highway Watermain Replacement
- Various industrial/commercial water meter replacements
- Thunderbird Area Utility Replacement
- Calder Road Watermain replacement
- Schook/Dover Road to Island Highway Watermain Looping
- Old Victoria Road Watermain Replacement

Transportation Projects

- Syuẃéńct Elementary School Raised Crosswalks
- Fairview Elementary School Crosswalks
- Frank J Ney Elementary School Raised Crosswalk
- Brechin Elementary School speed reader board
- Park Avenue Elementary School Raised Crosswalk Speed Hump
- Hammond Bay Road at Kenwill Drive Flashing beacons

Several Projects are in the Design stage for construction in future years

- Commercial Street Upgrades- Diana Krall Plaza
- Country Club Area Utility and Complete Streets Project
- Ross Road Pumpstation Upgrades
- Wakesiah Storm Sewer Upgrades
- 10th Street Culvert Upgrades

PROPOSED OPERATING BUDGET

	2026 Approved Budget	2027 Draft Budget	2028 Draft Budget	2029 Draft Budget	2030 Draft Budget
Revenues					
Engineering & Public Works Administration	$ -	$ -	$ -	$ -	$ -
Engineering Administration	2,200	2,200	2,222	2,244	2,266
Capital Projects	-	-	-	-	-
Infrastructure Planning	-	-	-	-	-
Transportation	-	-	-	-	-
Annual Operating Revenues	**$ 2,200**	**$ 2,200**	**$ 2,222**	**$ 2,244**	**$ 2,266**
Expenditures					
Engineering & Public Works Administration	$ 289,966	$ 304,508	$ 323,907	$ 338,292	$ 346,379
Engineering Administration	728,203	771,991	801,406	824,383	845,607
Capital Projects	2,734,521	2,899,847	3,006,305	3,095,635	3,178,125
Infrastructure Planning	576,851	621,317	644,513	663,773	680,040
Transportation	1,367,328	1,449,579	1,517,829	1,564,549	1,605,338
Annual Operating Expenditures	**$ 5,696,869**	**$ 6,047,242**	**$ 6,293,960**	**$ 6,486,632**	**$ 6,655,489**
Net Annual Operating Expenditures	**$ 5,694,669**	**$ 6,045,042**	**$ 6,291,738**	**$ 6,484,388**	**$ 6,653,223**
Staffing (FTEs) - Budgeted	48.0	45.0	45.0	45.0	45.0

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

***For 2026 funding for the new CUPE contract and management increases is budgeted in committed contingency under Corporate Services*

****Following approval of the 2026 budget, a corporate restructuring established a new Facilities Department within Community Services through the reallocation of existing FTEs from other departments.*

	2026 Approved Budget	2027 Draft Budget	2028 Draft Budget	2029 Draft Budget	2030 Draft Budget
Expenditure Summary					
Wages & Benefits	$ 5,105,254	$ 5,475,761	$ 5,708,816	$ 5,889,267	$ 6,047,051
Services & Supply Contracts	355,410	340,210	357,255	364,400	371,685
Materials & Supplies	114,090	113,290	107,555	110,259	111,602
Internal Charges & Other	122,115	117,981	120,334	122,706	125,151
Annual Operating Expenditures	**$ 5,696,869**	**$ 6,047,242**	**$ 6,293,960**	**$ 6,486,632**	**$ 6,655,489**