



DEVELOPMENT SERVICES

Community Development

2021 Business Plan



Community Development

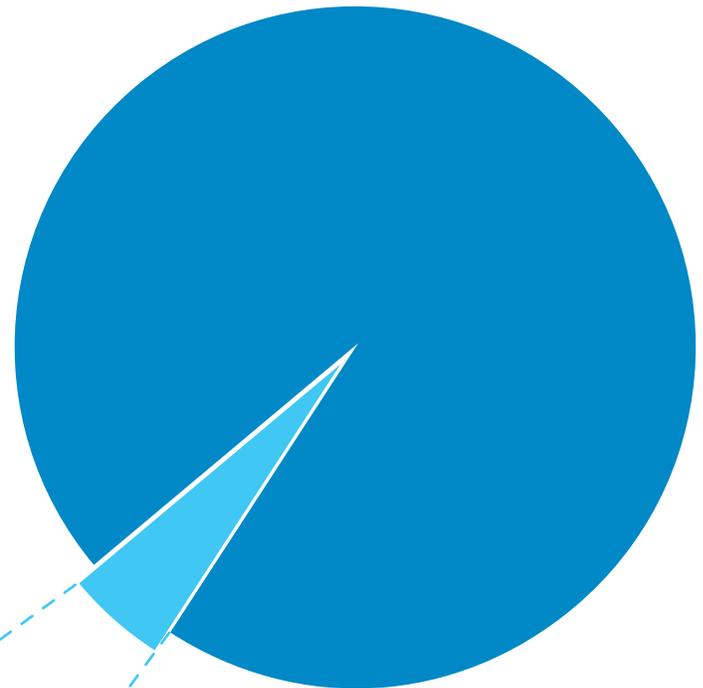
OVERVIEW

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.

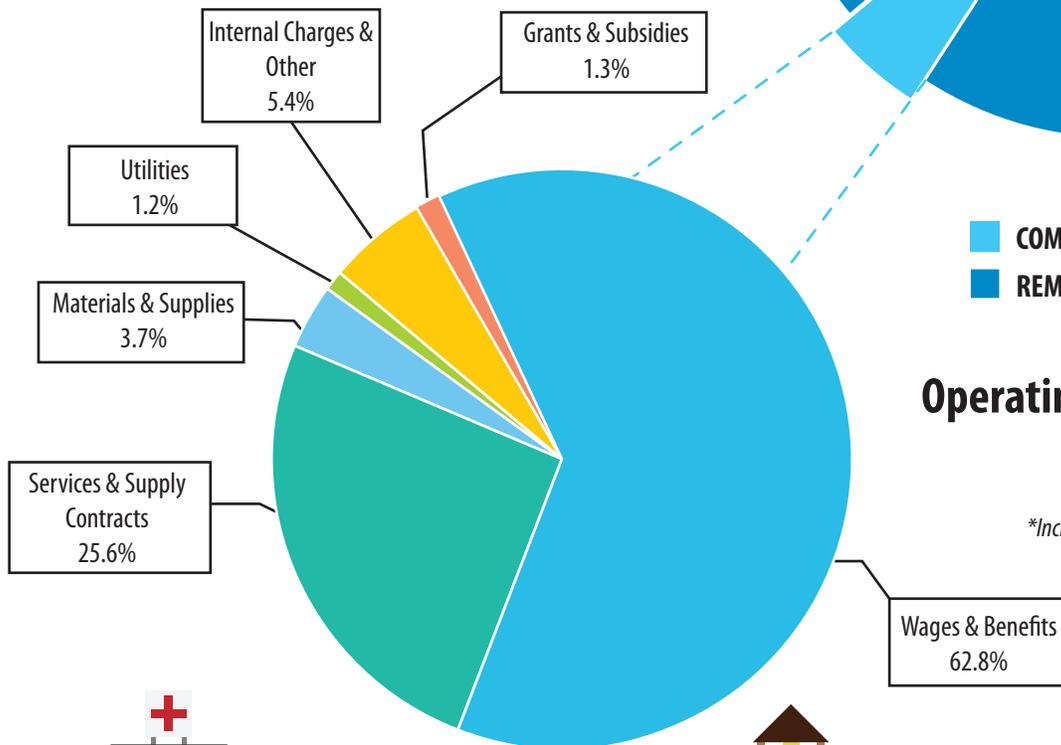
The Core Services are:

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

DEPARTMENT'S SHARE OF CITY'S OPERATING EXPENDITURE BUDGET



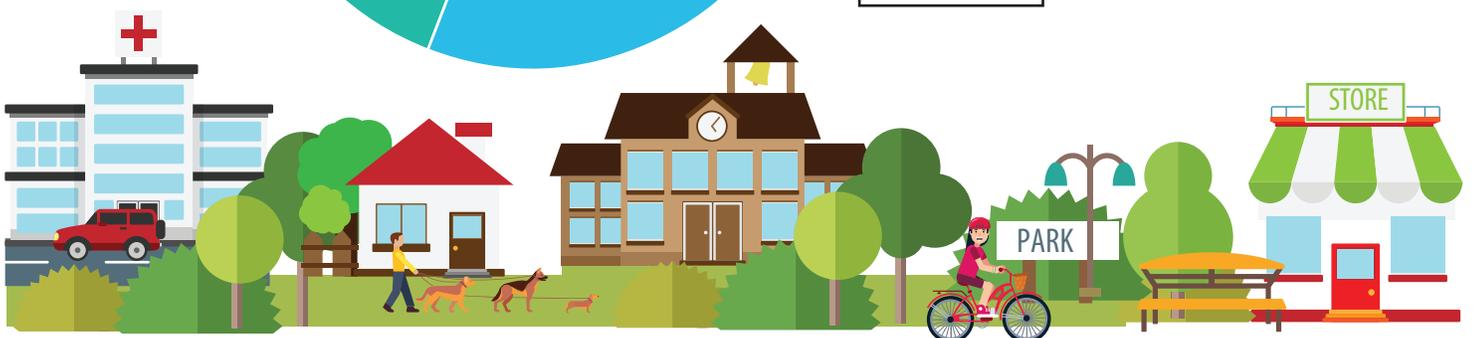
COMMUNITY DEVELOPMENT 4.6%
REMAINING CITY BUDGET 95.4%



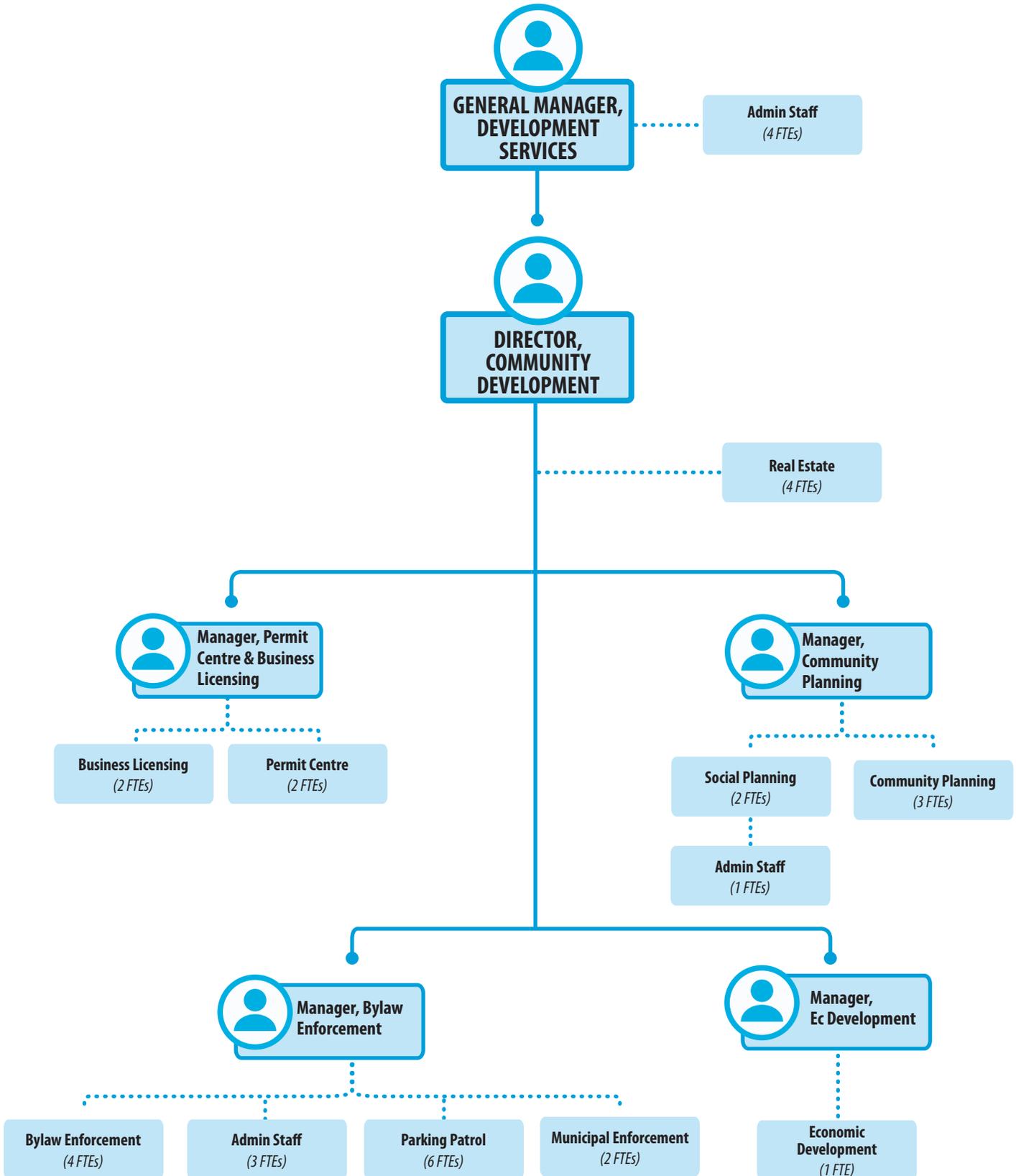
Operating Expenditure Budget*:

\$ 7,060,326

**Includes Development Services Administration*



Community Development



Community Development

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 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.



2020 ACHIEVEMENTS

Community Planning

- Contributed to the City's response to assist the community's vulnerable population during the COVID-19 pandemic. Community Planning staff were an integral part of the City's Emergency Coordination Centre (ECC) in ensuring food, water and sanitation services were accessible for the City's vulnerable citizens.
- Kicked off ReImagine Nanaimo, 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. 2020 included the completion of Phase 1 of the project centred on community engagement and gathering ideas.
- Supported Council's Health and Housing Task Force in identifying solutions to the health and housing challenges being faced by Nanaimo's vulnerable population. The end result was the Health and Housing Action Plan which set out a series of actions to address the challenge. The Plan includes a five year work plan for all stakeholders and a governance model for delivery of the plan.
- Ongoing participation on the Nanaimo Homelessness Coalition and implementing the Action Plan to End Homelessness in collaboration with Provincial, Federal and First Nations governments as well as non-profits and other business and community partners.
- 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.
- Ongoing support to the Nanaimo Seniors Task Force in promoting and implementing City related actions to further the goals of the Age-Friendly City Plan endorsed by Council.
- The City of Nanaimo is leading a collaborative child care needs study as part of a Mid-Island Child Care Planning Collaborative involving a partnership with regional local governments (Lantzville, Parksville, Qualicum Beach and the Regional District of Nanaimo). The study will cover areas encompassed by the relevant School Districts (68 and 69) and First Nations adjacent to the partnering municipalities (Snuneymuxw, Snaw-Naw-As and Qualicum).

Bylaw Enforcement

- Played an important role in assisting the Province in responding to violations of the Public Health Orders enacted as part of the COVID-19 pandemic. Bylaw Officers were instructed to assist in investigating infractions and to help promote general knowledge about the restrictions regarding social distancing and mass gatherings.
- Responded 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.
- Continued to monitor and disband encampments on public property.
- Expansion of a coordinated approach to address graffiti to clean up public and private infrastructure throughout the City.

Animal Control

- Completed a service review of the Animal Control Function.
- Issued a request for proposals to identify an operator for a new five year contract.

Parking

- Experienced a significant decline in demand for downtown parking in the downtown core as part of the COVID-19 pandemic.
- Parking Bylaw Officers were tasked with increasing disorder and security responses in the downtown core.
- In the later part of 2020, Parking Bylaw Officers returned to parking enforcement duties while retaining an important role assisting the RCMP with downtown public safety.

Real Estate

- Continued to prepare 1 Port Drive for redevelopment. Work in 2020 included additional environmental testing, geotechnical investigation and rezoning work.
- Provided support to PEG Development as construction of the conference centre hotel commenced in earnest in 2020.
- Oversaw the functional design work for the waterfront walkway from BC Ferries Departure Bay Terminal to Battersea Road.
- Continued to work on a coordinated approach to encouraging investment in the downtown core and addressing issues raised by Council and the public.
- Disposed of two strategic properties that will encourage new investment in the downtown core and the mid-town gateway.

Community Development

2020 ACHIEVEMENTS, cont'd

Economic Development

- Provided support to the Economic Development Task Force.
- Assisted with the development of a new Economic Development Strategy.
- Worked with the Economic Development Task Force to develop a Charter for a new external agency that will deliver a portion of the economic development service going forward.

Business Licensing

- Assisted in updating the Home-Based Business Regulations.
- Updated the Business Licence Bylaw to incorporate recent changes in legislation.
- Helped transition the department to an online application process for submission of development applications.

2021 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 – 2020 saw the launch of the ReImagine Nanaimo process which sees an integrated approach to establishing the communities' priorities around growth, transportation, parks and recreation. 2021 will provide an opportunity to build 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 2021.
- Hospital Area Parking Plan – staff will begin implementation of the parking plan for the Hospital Area in 2021 as part of a coordinated approach with the City's Transportation section.
- Update to 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 2021 or 2022. Staff will examine the opportunities to pair this project with new and existing grant funding programs.
- 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. Staff will continue to work on short and long term improvements to the downtown core in 2021.
- Economic Development – 2021 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 Agency. The inaugural year will be critical in establishing momentum and delivery of the 2020 Economic Development Strategy.
- Business Licensing & Permit Centre – there is an opportunity to build on the progress made in 2020 to move permit applications to an online platform. This will help to expedite approvals.



QUARTERS



- Revitalization of 1 Port Drive - Complete rezoning of 1 Port Drive. Issue Expression of Interest for long term redevelopment of property.
- 100 Gordon Street Hotel - Continue to work with developer as construction continues at 100 Gordon Street with a goal of completing construction by the end of 2021.

- Departure Bay Waterfront Walkway - Public engagement and additional design work centred around the creation of a walkway from BC Ferries Departure Bay Terminal to Battersea in preparation of a referendum in 2022.

- Downtown Initiatives – 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.

QUARTER



- 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.

QUARTER



- Establishment and Operation of the External Economic Development Agency – creation of an external economic development agency to help monitor and deliver the Economic Development Strategy.

- Implementation of the Economic Development Strategy – City staff and the new External Agency will begin to implement the recommendations from the 2020 Economic Development Strategy.

ONGOING



- Reimagine Nanaimo – 2021 will entail the development of growth options and new policies for the Official Community Plan as part of the integrated planning process. A draft OCP will be presented to Council in the fall of 2021 for consideration.
- Implementation of the Health and Housing Action Plan - The Strategy completed by the Health and Housing Task Force will begin implementation in 2021 with a new coordinated approach to delivering services to Nanaimo’s vulnerable population.

- Creation of the External Agency to Deliver Social Planning - Staff will work with the City’s partners to develop a new agency to help 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 short-term rentals and adaptable units.
- Childcare Assessment with RDN – Staff will complete the Childcare Needs Assessment for the Region and identify actions within the City of Nanaimo.



- Bylaw Support for Downtown Parking and Events - Bylaw Services will further support efforts to renew and revitalize the downtown area with the provision of bylaw, parking, security and regulatory services.
- Clean Team Support – Bylaw services will work with staff from Sanitation, Parks and Public Works to further integrate the team and enhance the delivery of basic sanitation services to enhance sustainability, health and public safety.
- Parking Permit Process - Staff will update and streamline the on-street resident permit parking processes to improve parking management in neighborhoods where street parking is in high demand
- Animal Control Bylaw – the existing bylaw will be updated to reflect the changes identified in the 2020 Animal Control Service Review.



- Business Licencing for Short Term Rentals - Staff will integrate all short-term rentals (SRT) identified through Rental Management Platforms (AirBnB, Vacation Rentals etc.) into the Business Licensing Module. This will enable Business Licensing staff to ensure that all SRTs identified are contacted to comply with new licensing requirements.

Community Development

PROPOSED OPERATING BUDGET

	2020	2021	2022	2023	2024	2025
Revenues	Approved Budget	Draft Budget				
Development Services Admin	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Business Licensing	1,057,400	1,103,700	1,118,474	1,129,658	1,140,955	1,152,364
Bylaw Services	372,100	360,600	390,971	394,880	398,827	402,818
Community Planning	-	2,500	2,525	2,550	2,576	2,602
Economic Development	-	-	-	-	-	-
Parking Services	1,813,237	1,313,669	1,848,906	1,867,395	1,886,068	1,904,928
Real Estate	269,000	274,400	274,590	274,782	274,976	275,171
Annual Operating Revenues	\$ 3,511,737	\$ 3,054,869	\$ 3,635,466	\$ 3,669,265	\$ 3,703,402	\$ 3,737,883
Expenditures						
Development Services Admin	\$ 968,313	\$ 991,242	\$ 1,011,064	\$ 1,031,286	\$ 1,051,907	\$ 1,072,946
Business Licensing	540,489	530,141	544,970	557,062	569,302	577,713
Bylaw Services	1,956,961	2,029,364	2,064,268	2,105,537	2,147,631	2,190,969
Community Planning	990,310	999,148	1,025,499	1,044,070	1,063,006	1,082,326
Economic Development	622,053	547,176	640,940	653,757	666,833	680,168
Parking Services	1,433,996	1,390,752	1,443,855	1,472,728	1,502,327	1,532,429
Real Estate	559,643	572,503	583,322	594,358	605,613	617,095
Annual Operating Expenditures	\$ 7,071,765	\$ 7,060,326	\$ 7,313,918	\$ 7,458,798	\$ 7,606,619	\$ 7,753,646
Net Annual Operating Expenditures	\$ 3,560,028	\$ 4,005,457	\$ 3,678,452	\$ 3,789,533	\$ 3,903,217	\$ 4,015,763
Staffing (FTEs) - Budgeted	39.0	41.0	41.0	41.0	41.0	41.0

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

PROPOSED OPERATING BUDGET

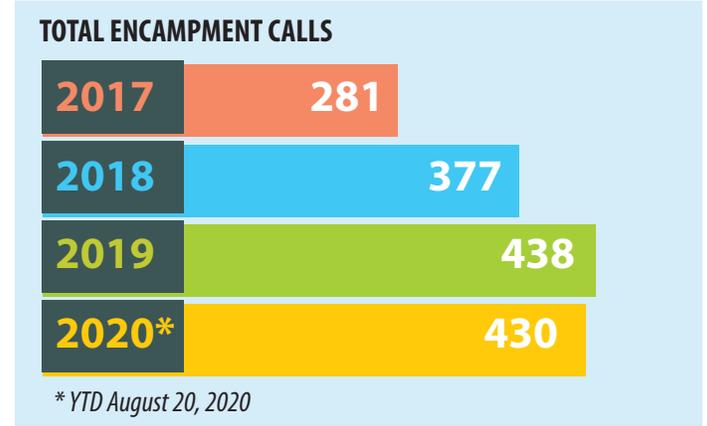
	2020	2021	2022	2023	2024	2025
Expenditure Summary	Approved Budget	Draft Budget				
Wages & Benefits	\$ 4,455,306	\$ 4,433,577	\$ 4,603,225	\$ 4,695,287	\$ 4,789,195	\$ 4,884,975
Services & Supply Contracts	1,766,567	1,800,396	1,835,843	1,872,002	1,908,879	1,946,492
Materials & Supplies	265,318	261,676	275,610	281,812	288,543	291,023
Utilities	96,985	88,241	89,916	91,623	93,367	95,141
Internal Charges & Other	387,445	381,936	414,824	423,574	432,135	441,515
Grants & Subsidies	100,144	94,500	94,500	94,500	94,500	94,500
Annual Operating Expenditures	\$ 7,071,765	\$ 7,060,326	\$ 7,313,918	\$ 7,458,798	\$ 7,606,619	\$ 7,753,646

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



Community Development

APPENDIX A: BYLAW STATISTICS



DOWNTOWN PARKADE PASS INVENTORY – AS OF SEPTEMBER 2020

Parkade	Total Space	Permit Capacity	Current Pass Occupancy	Public Space Remaining
Bastion	292	219	121 (53 COVID-19 holds)	73
Harbour Front	301	301 (includes 150 for Coast Hotel)	106 (8 COVID-19 holds)	Space not occupied by hotel or passholders
Port of Nanaimo Centre (VICC)	308	308 (includes 77 for VICC, 60 for casino, 11 for retail)	64 (20 COVID-19 holds)	Space not occupied by VICC/casino/retail or passholders

*Bastion Street Parkade is the only parkade with space kept open for public use. Harbour Front and VICC public use parking is whatever is available while 100% of space is allocated.

*Holdback space has been allocated to both the Coast Hotel for guest parking (150 spaces, 50 spaces of this will be signed as Hotel Reserved) and VICC users.

*COVID-19 Holds – these are passholders who have cancelled due to COVID-19 and are planning on returning. Spaces are being held until 2021-JAN-01 at which time the spaces may be put back into inventory or held with a future date. The holding of space shouldn't impact capacity numbers, if it does the spaces will be returned to inventory.



APPENDIX A: BYLAW STATISTICS, cont'd

TICKETING OFFENCE SUMMARY FROM JAN 1, 2020 TO AUG 20, 2020

Revenue Group	Number of Offences	Fines
Animal	395	\$33,600
Bylaw	590	\$39,010
Parking	2,806	\$95,225

TICKETING OFFENCES BY TYPE FROM JAN 1, 2020 TO AUG 20, 2020

Bylaw	Description	Offences	Fines
2190	Faeces Removal	1	\$50
4500	Zoning	2	\$400
4750	Noise Control	10	\$1,000
4923	Licensing and Control of Animals	395	\$33,600
5000	Traffic & Highways (includes parking)	3,277	\$110,910
5121	Firearms Regulation	2	\$200
5351	Business Licence Bylaw	6	\$550
5648	Nuisance and Disturbance	1	\$150
7073	Parks Regulation	13	\$1,950
7108	Fire Protection and Life Safety	14	\$2,800
7109	Street Entertainers	1	\$75
7110	Brechin Boat Ramp	5	\$750
7128	Solid Waste Collection	1	\$100
7224	Building	3	\$300
7242	Property Maintenance	5	\$750
7267	Public Nuisance	55	\$14,250

2020 BYLAW CALLS - BY DESCRIPTION

Security (Sleeper) – 722	Parks and Rec Assist – 115
RCMP Assist – 48	Planning Assist – 18
Parking Assist – 575	Security (Drug Related) – 111
Signs – 44	Business License Assist – 15
Security (Encampment) – 438	Security – 104
Tree Cutting – 38	Nuisance (Target) – 15
Unightly – 239	Public Works Assist – 80
Clean Team (Streets) – 36	Security (Multi BEO Call) – 15
Public/City Department Assist – 235	Dumping – 74
Building Department Assist – 23	Abandoned Autos – 14
Noise (Dogs) – 186	Security (Parkade) - 74
Environmental Issues – 20	Clean Team (Parks) – 14
Sanitation – 121	Traffic – 63
Panhandlers – 20	Security (2020 Labieux) – 12
Noise – 119	Graffiti - 52
Fire Department Assist – 18	Impounded Vehicle - 10

