

2024

Business Plan

DEVELOPMENT SERVICES

Community Development

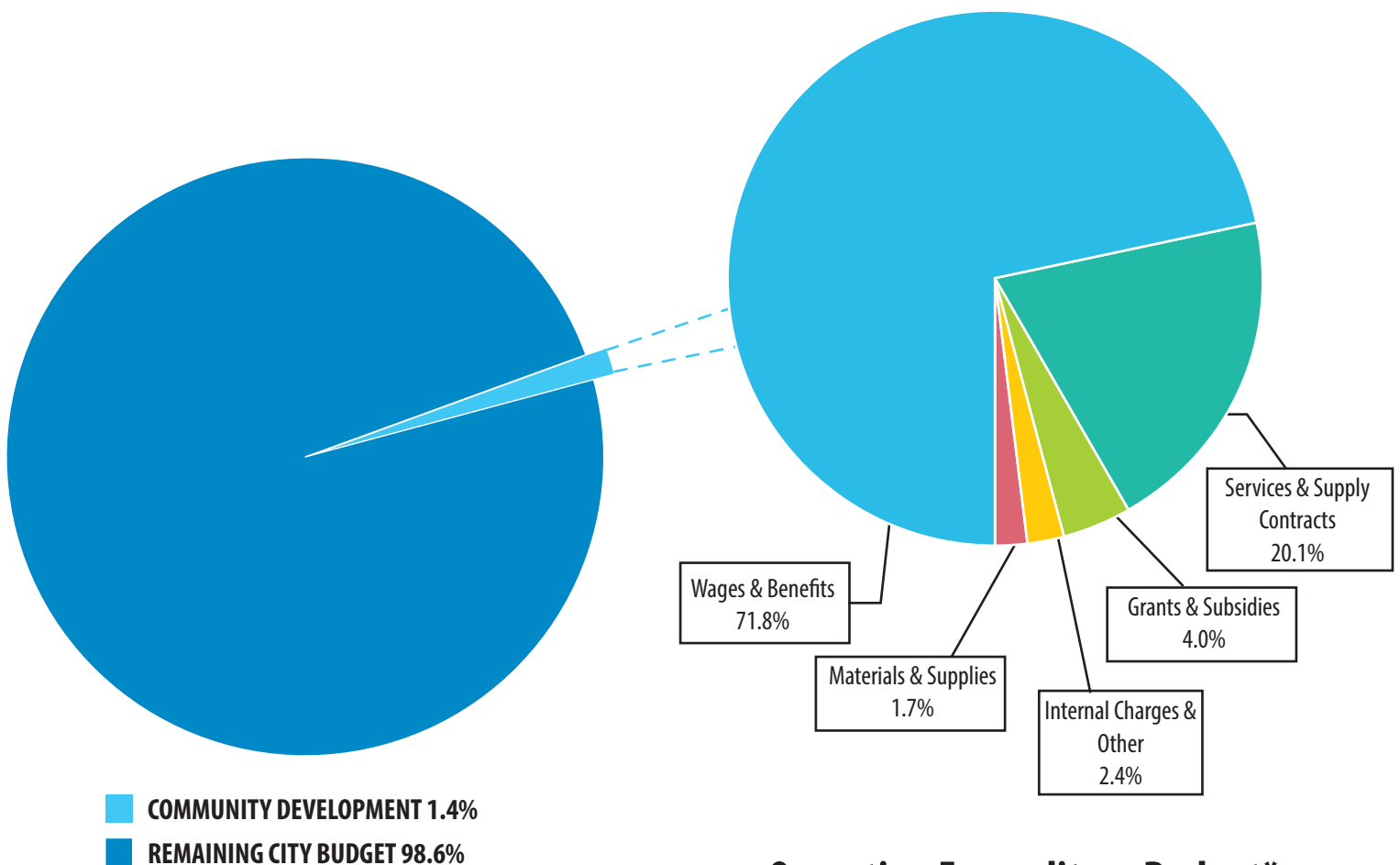
DEPARTMENT OVERVIEW

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

The Core Services are:

- Community Planning
- Sustainability
- Indigenous Relations and Reconciliation

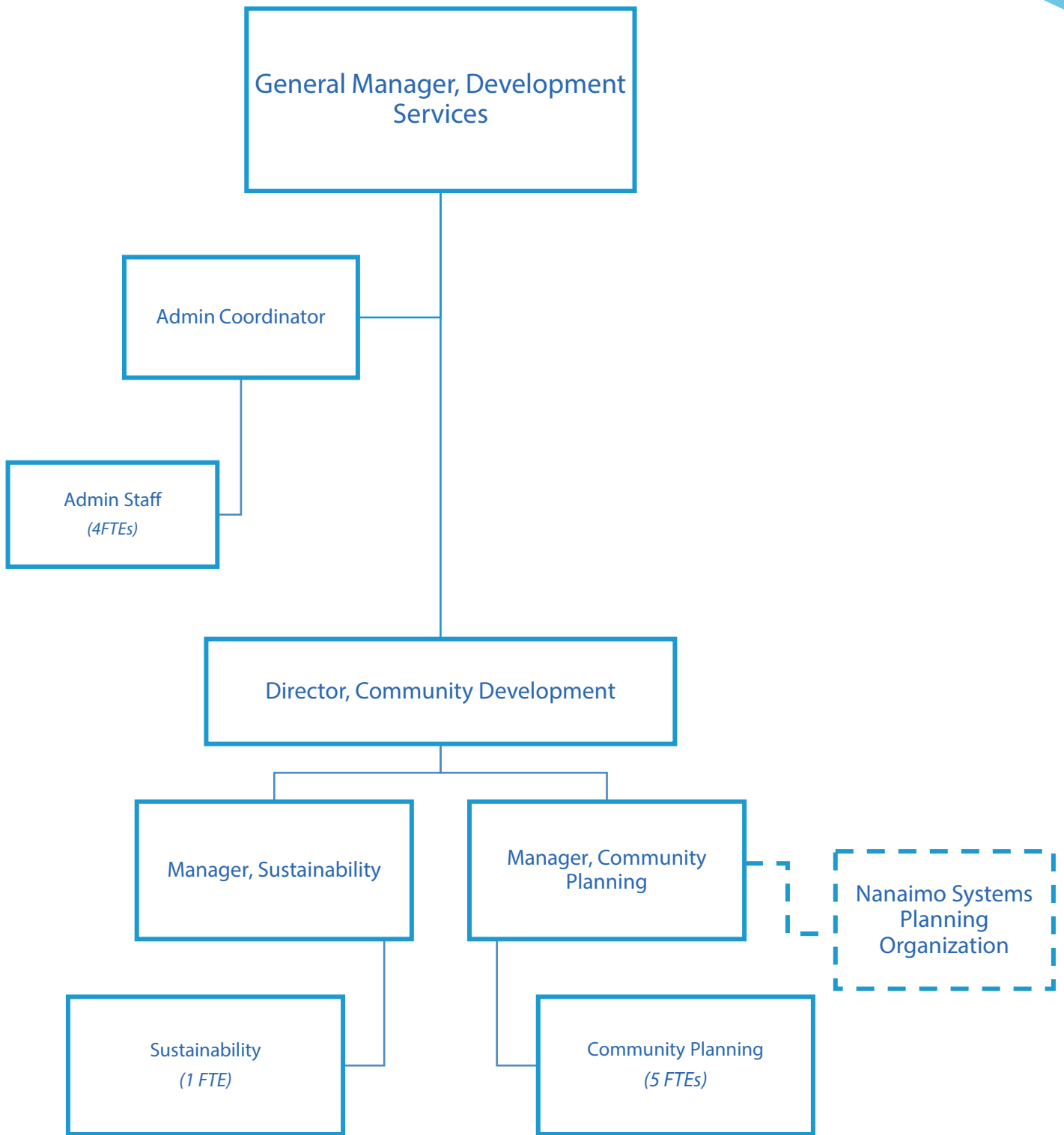
DEPARTMENT'S SHARE OF THE BUDGET



Operating Expenditure Budget*:

\$2,826,621

**Includes Development Services Administration*



LEVEL OF SERVICE

General

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

Community Planning

- Implement the City's vision for future land use management, as outlined in City Plan, which serves as the City's Official Community Plan (OCP).
- Lead the creation of Area Plans to support the development of attractive, connected, and sustainable Urban Centres as outlined in City Plan.
- Anticipate and respond to growth management and sustainability challenges and opportunities.
- Work with the Regional District of Nanaimo and member municipalities to support Regional Growth Management.
- Manage the City's Heritage Program and Archaeological Overview Assessment.

- Support engagement with neighbourhood associations as per Council policy.
- Address strategic priorities regarding addressing social equity, reconciliation, inclusion, cultural diversity, community health, and wellbeing issues.
- Provide professional advice, guidance, and direction on community/ long range planning issues to internal departments, community, business sector, and other interested organizations.

Sustainability

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



2023 ACHIEVEMENTS

Community Planning

Long Range Planning/City Plan

- Facilitated the completion of the Integrated Action Plan to implement City Plan policies in collaboration with other city departments.
- Completed the 2023 Nanaimo Housing Needs Report, and presented the report to Council as required by the Local Government Act.
- Completed an economic analysis and recommendations to increase family friendly housing units and adaptable housing units, and presented the recommendations to the public through a series of meetings, a public open house, and workshop in September 2023.
- In collaboration with Current Planning, conducted a public consultation process to present affordable housing initiatives to expand opportunities for infill housing in existing neighbourhoods, and to expand opportunities for secondary suites and detached suites in the city.
- Facilitated the first annual Neighbourhood Association engagement event to learn the collective priorities of neighbourhoods.
- Launched the first Neighbourhood Association grant program and allocated funds to strengthen the organizational capacity of existing and newly created neighbourhood associations; and to increase the frequency of community events in neighbourhoods to help build community identity and cohesion.
- Completed two applications to the UBCM Complete Communities program, and to the CMHC Housing Accelerator fund, to obtain external funds to support the Woodgrove Area Plan project, and to support housing and related infrastructure in the city.
- Commenced the project to create new Form and Character Development Permit guidelines for multi-unit, commercial and industrial development.
- In collaboration with Transportation, Infrastructure, and Parks, Recreation and Culture staff developed a scope of work for the Woodgrove Area Plan project.

Health and Housing

- Completed the Nanaimo Youth Resilience Strategy, facilitated monthly steering committee meetings, and created a grant application process to allocate Building Safer Community funds to local organizations to prevent youth from engaging in gun and gang violence.

- Launched, and provided facilitation to the Situation Table (Nanaimo Acute Response Table), which is a multi-agency team that helps front line staff from the public safety, health, and social service sectors to identify vulnerable people and collaboratively and rapidly connect them to services before they experience a negative or traumatic event.
- Facilitated the completion of health and housing initiatives funded through round one and two of the UBCM Strengthening Communities grant funds, including scattered site pad rentals and installation of temporary fourplex units for Snuneymuxw community members, and services to the City's vulnerable population such as a breakfast program, outreach services, added community policing services, extreme weather services, and portable toilets.
- Conducted a review of the rent bank and rent supplement programs in Nanaimo, and expanded support to both programs for key areas of housing need as identified in the 2023 Housing Needs Report.
- Completed an extreme heat risk mapping study, to understand populations disproportionately at risk, and this study will inform the Extreme Weather Response Strategy and Emergency Management program.
- In collaboration with other City departments provided support to the city's vulnerable population during a winter extreme cold event and a summer extreme heat event.
- Continued to fund and support the operation of a shower program to provide hygiene services for homeless community members.
- Provided support to the Systems Planning Organization, as well as other community organizations such as the Reaching Home Community Advisory Board, Nanaimo Community Health Network, and several BC Housing Community Advisory Committees.
- Hosted the annual Welcome Reception for newcomers and refugees in cooperation with the Central Vancouver Island Multicultural Society in February 2023.
- Administered the social planning grant program to support initiatives that enhance community health, wellness, and equity.
- Continued to support progress towards the memorandum of understanding with BC Housing to develop supportive and affordable housing in the city.

2023 ACHIEVEMENTS

Indigenous Relations and Reconciliation

- Wrap up of 2021 and 2022 projects under UBCM Strengthening Communities funding for the delivery of 12 self-contained modular units on Snuneymuxw lands to support ending homelessness. The grant also included funding of rental costs for six trailers and management, staffing and wrap around services to address homelessness.
- Supported the Snuneymuxw First Nation in hosting of the Junior All Native Basketball Tournament (JANT) March 19-24, 2023. The City provided resources and coordination for the opening ceremony and support to the games and the JANT dance for 1,200 athletes with 91 teams and several thousand supporters. Over 3,800 people attended the opening ceremony filling the Frank Crane Arena to capacity.
- Development and implementation of 2023 Youth Resilience Strategy with six priority focus areas that included one developed with and specific to Snuneymuxw First Nation - "Connecting Youth To Land And Water Through Snawaylth". This involves working collaboratively with Snuneymuxw First Nation staff to design components of the project to support youth at risk using through land based teachings.
- Held partnership event on June 20 with the Snuneymuxw First Nation and School District #68 at the Rotary Bowl to bring children and youth from all backgrounds to celebrate National Indigenous People's Day with performances by school students and recreational activities.
- Continued partnership with Snuneymuxw First Nation, BC Housing and School District #68 as 'Knowledge Partners' on the proposed Te'tuxwtun housing development project. This involves leveraging City parkland for community uses including recreation and housing. In the fall of 2023, the project is proceeding to the Public Hearing stage for the proposed Official Community Plan and Rezoning amendments as well as an Alternative Approval Process for park dedication removal.

- On National Indigenous People's Day (June 21), supported hosting an event for the Fire Station Welcome Pole installation by Snuneymuxw First Nation master carver, Noel Brown as part of the official opening of the new Fire Station #1.

Sustainability

- Launched the Acting for Climate Together (ACT) volunteer program with the Regional District of Nanaimo.
- Launched an electric vehicle charger rebate program on May 1 to provide top-up rebates for both homes and apartment or condo buildings.
- Completed the industry consultation on BC Energy Step Code and Zero Carbon Step Code Implementation Strategy in partnership with the Regional District of Nanaimo, District of Lantzville and Town of Qualicum Beach.
- Completed an implementation strategy to adopt upper steps of the BC Energy Step Code and introduce Zero Carbon Step Code for new buildings.
- Continued to fund and support CleanBC Better Homes top-up rebates, Home Energy Assessment rebates and Woodstove Exchange Program.
- Hosted "Artful Resilience", a public event that celebrates nature, art, and sustainability on June 8 in collaboration with the Regional District of Nanaimo, the Nanaimo Art Gallery and Vancouver Island University.
- Carried out the Financing Deep Energy Home Retrofit Feasibility Study.
- Administered the second intake of the Community Watershed Restoration Grant Program and supported three community-led restoration projects
- Delivered Cool It! Climate Leadership Training Program to six elementary classes during the spring semester, reaching 103 students and completing 573 actions.
- Developed a consumption based emissions inventory for the City



2024 CONSIDERATIONS AND OPPORTUNITIES

Community Planning

Woodgrove Area Plan

During 2023 Community Planning facilitated discussions with Transportation, Infrastructure, and Parks, Recreation and Culture staff to determine a scope of work for the Woodgrove Area Plan, and applied for provincial and federal funding to complete this project. In 2024, the Community Planning department will hire consultants to complete the necessary studies to complete the area plan in collaboration with the other city departments and key stakeholders.

Form and Character Development Permit Area Guidelines

City staff will work with consultants to create new form and character development permit area guidelines for multi-unit, commercial and industrial developments. This project will include a review of best practices, existing City area plans and policies, and community consultation.

Pre-zoning in the Urban Centre and Corridor land use designations for affordable housing

During the fall of 2023 Staff conducted research for the project to pre-zone appropriate parcels for affordable housing in the Urban Centre and Corridor land use designations in City Plan. Staff look forward to bringing this project to Council and the public in early 2024 for consideration. The 2023 Housing Needs Report identifies that an average of 525 non-market housing units are needed in the City annually, and this project proposes to assist with achieving that target.

Review and monitor the Short Term Rental program

Amendments to City of Nanaimo Zoning and Parking Bylaws were adopted in February 2022 to allow and regulate the operation of short-term rentals within a primary residence in zones where residential use is permitted. In October 2023 the Province announced proposed new rules for short-term rentals, with new enforcement supports for municipalities.

This project will include a review the Nanaimo short term rental program, and will determine how to utilize the proposed enforcement supports from the Province.

Reconciliation

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

Sustainability

City Plan Monitoring Strategy Implementation

In 2023, the Sustainability Section facilitated the development of the draft City Plan Monitoring Strategy and indicators across the organization. In 2024, Sustainability will work with IT and continue to collaborate with subject matter experts in various departments to develop a monitoring dashboard, collect data, and begin to report out the progress in each of the City Plan focus areas.

E-bike Program

In parallel to the development of E-Mobility Strategy, a program to encourage the adoption of e-bikes with equity considerations will be developed.

Home Retrofits Financing and Rebate Program

Once the Deep Energy Home Retrofit Feasibility Study provides sufficient information for program design, a financing and rebate program to accelerate the replacement of high-carbon energy systems with low-carbon energy systems will be developed.



2024 KEY INITIATIVES

Initiatives

Strategic Priority: Implementing City Plan



IAP Priority Action #4 Create an inventory of energy use and greenhouse gas emissions of all community buildings, to identify building energy upgrade opportunities and challenges by building type, and immediately develop a financing and rebate program to accelerate the replacement of high-carbon energy systems with low-carbon energy systems.



IAP Priority Action #7 Develop a program to encourage the adoption of e-bikes with equity considerations.



IAP Priority Action #62 Support the Nanaimo Situation Table's work to address the needs of high-risk individuals.



IAP Priority Action #63 Continue to support the Systems Planning Organization to implement the Health and Housing Action Plan and to provide leadership and coordination of services to Nanaimo's most vulnerable citizens.



IAP Priority Action #64 Work with BC Housing to identify opportunities for additional shelters and fund additional shelter space.



IAP Priority Action #68 Work with BC Housing to establish a Navigation Centre for up to 60 transitional beds.



IAP Priority Action #69 Complete the following Affordable Housing Strategy Projects: Prepare policies and bylaw amendments to expand secondary suites and coach houses, and to support infill and intensification in single detached neighbourhoods for the appropriate land use designations in the City Plan. Complete an analysis of Urban Centre and Corridor land use designations with the objective of pre-zoning appropriate parcels for affordable housing.



IAP Priority Action #73 Create a tenant relocation policy to support tenants impacted by redevelopment and displacement.



IAP Priority Action #75 Identify sites for acquisition and potential partnerships for affordable and supportive housing projects.



IAP Priority Action #77 Finalize the Park Avenue Concept Plan (933 Park Avenue) including consideration of affordable housing.



IAP Priority Action #138 Complete an Archaeological Overview Assessment in partnership with Snuneymuxw First Nation.

2024 KEY INITIATIVES

Initiatives

Strategic Priority: Implementing City Plan



IAP Priority Action #193 Monitor target densities for residential Future Land Use Designations on a yearly basis.



IAP Priority Action #195 Update the Zoning Bylaw No. 4500 to be consistent with City Plan. This is a phased multi-year project.



IAP Priority Action #196 Prepare an Area Plan for the Woodgrove Secondary Urban Centre that provides detailed land use, policy guidance, infrastructure planning, and amenity needs.



IAP Priority Action #198 Implement the Neighbourhood Associations Supports Policy.

- Council will host an annual engagement opportunity to hear the collective concerns and priorities or neighbourhoods, and to share updates on City initiatives.
- Official Community Plan amendments and Rezoning development applications will continue to be referred to relevant neighbourhood associations for input purposes, and development permit applications will continue to be referred to relevant neighbourhood associations for information.
- Provide services and support to neighbourhood associations.
- Maintain a map of neighbourhood association self-defined boundaries for public and reference purposes.



IAP Priority Action #199 Prepare an engagement strategy to identify neighbourhood planning / census track priorities to inform Council consideration of investment priorities.



IAP Priority Action #202 Update the Development Permit Area guidelines to be consistent with City Plan policies, with specific focus on:

- General Development Permit Area Design Guidelines.



IAP - C3.1.38 Implement the Nanaimo Youth Resilience Strategy, using Public Safety Canada grant funds, to prevent youth from participating in gun and gang violence



IAP - C3.2.2 Annually report to Council on the affordable housing progress action items and targets.



IAP - C3.2.3 Continue to fund the Nanaimo Rent Bank and Rent Supplement program in addition to the Rent Bank Funds provided by BC Housing.



IAP - C3.2.4 Use the online accommodation platforms of Municipal and Regional District Tax Program revenues to support affordable housing initiatives.



2024 KEY INITIATIVES

Initiatives

Strategic Priority: Implementing City Plan



IAP – C3.2.6 Monitor the Short-Term Rental program.



IAP - C3.2.8 Continue to implement the existing BC Housing Memorandum of Understanding (MOU) to provide affordable and supportive housing and proceed with updating the MOU to reflect evolving community needs.



IAP – C4.6.2 Maintain the Heritage Conservation Program, which includes maintaining a Heritage Register, and considering archaeology and heritage in the development approval process.



IAP – C4.6.3 Continue to offer the Heritage Building Tax Exemption Grant, the Heritage Façade Grant, and the Heritage Home Grant.

Strategic Priority: Maintaining and Growing Current Services

Work with the Finance Department to review permissive tax exemption options related to housing and bring forward recommendations to Council, which may include a proposed update to the existing 'Grants Policy and Guidelines' document, or other policy recommendations

PROPOSED OPERATING BUDGET

	2023	2024	2025	2026	2027	2028
	Approved Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget
Revenues						
Development Services Administration	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Community Development Administration	-	-	-	-	-	-
Community Planning	3,000	1,500	1,515	1,530	1,545	1,561
Social Planning	-	-	-	-	-	-
Sustainability	50,000	50,000	50,000	-	-	-
Systems Planning Organization	-	-	-	-	-	-
Annual Operating Revenues	\$ 53,000	\$ 51,500	\$ 51,515	\$ 1,530	\$ 1,545	\$ 1,561
Expenditures						
Development Services Administration	\$ 802,073	\$ 862,439	\$ 896,436	\$ 920,824	\$ 939,243	\$ 955,268
Community Development Administration	187,419	197,636	209,106	217,031	221,342	224,981
Community Planning	637,429	693,148	713,676	727,744	742,150	754,499
Social Planning	236,875	249,469	254,100	257,457	260,909	263,964
Sustainability	405,691	343,929	354,095	361,159	368,439	374,702
Systems Planning Organization	951,737	480,000	480,000	480,000	-	-
Annual Operating Expenditures	\$ 3,221,224	\$ 2,826,621	\$ 2,907,413	\$ 2,964,215	\$ 2,532,083	\$ 2,573,414
Net Annual Operating Expenditures	\$ 3,168,224	\$ 2,775,121	\$ 2,855,898	\$ 2,962,685	\$ 2,530,538	\$ 2,571,853
Staffing (FTEs) - Budgeted	15.0	15.0	15.0	15.0	15.0	15.0



PROPOSED OPERATING BUDGET

	2023	2024	2025	2026	2027	2028
	Approved Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget
Expenditure Summary						
Wages & Benefits	\$ 1,859,937	\$ 2,029,236	\$ 2,105,618	\$ 2,157,589	\$ 2,200,871	\$ 2,237,534
Services & Supply Contracts	1,125,057	567,440	569,169	570,931	92,729	94,564
Materials & Supplies	50,790	48,250	49,185	50,138	51,111	52,103
Utilities	-	-	-	-	-	-
Internal Charges & Other	70,940	67,195	68,541	70,249	71,648	73,064
Debt Servicing	-	-	-	-	-	-
Grants & Subsidies	114,500	114,500	114,900	115,308	115,724	116,149
Annual Operating Expenditures	\$ 3,221,224	\$ 2,826,621	\$ 2,907,413	\$ 2,964,215	\$ 2,532,083	\$ 2,573,414

Includes Development Services Administration - General Manager and Admin Support (5)

2023 wages & benefits reflect 2022 wage rates as contract negotiations were completed after adoption of 2023 - 2027 Financial Plan