

CITY OF NANAIMO

THE COMMUNITY BOUQUET



BUSINESS PLAN

2025

Corporate and Business Development
CORPORATE SERVICES

DEPARTMENT OVERVIEW

Corporate and Business Development is responsible for managing the City's real estate assets, delivering economic development services and providing oversight of the City's external agencies (Nanaimo Prosperity Corporation & Tourism Nanaimo Society). In addition, the group oversees the contractor for the Vancouver Island Conference Centre. The Department helps deliver strategic projects, such as the Waterfront Walkway and the RCMP Detachment Expansion project. The Department works across the organization and the wider community to facilitate the growth of the City.

The Core Services are:

- Real Estate
- Economic Development
- Oversight of External Agencies (Nanaimo Prosperity Corporation and Tourism Nanaimo Society)
- Vancouver Island Conference Centre
- Strategic Projects such as downtown revitalization, the RCMP Detachment Expansion, Waterfront Walkway and redevelopment of 1 Port Drive

Alignment with the Nanaimo Doughnut Economic Framework

The Nanaimo Doughnut is a way of organizing how we plan for Nanaimo's future in a balanced and integrated way. The Corporate and Business Development Department helps ensure we have a strong social foundation through our work in securing properties for affordable housing. We help protect the environment through key parkland acquisitions. We ensure a prosperous future through the work of the Nanaimo Prosperity Corporation, Tourism Nanaimo Society and our focus on key strategic projects for the City.



Alignment with City Plan

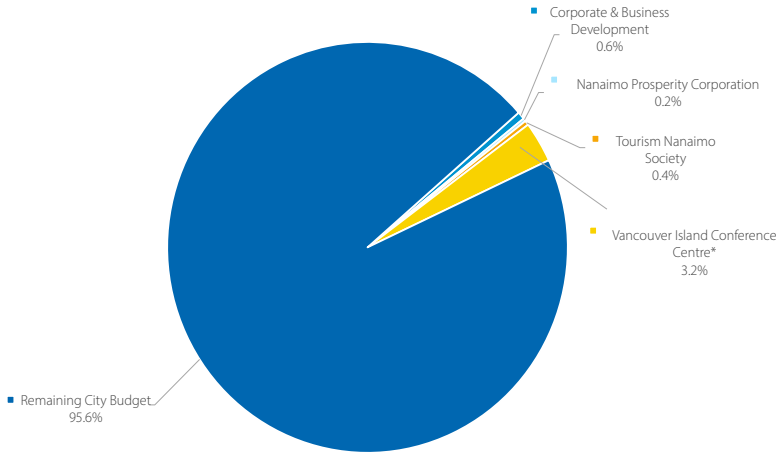
City Plan guides how we support thoughtful growth, while protecting natural and physical assets and supporting fluid and efficient mobility. It provides strategic directions on land use, Truth and Reconciliation, climate adaptation, health and wellness, diversity, accessibility and inclusion, economic prosperity, sustainable living and much more.

The Corporate and Business Development Department plays a key role in implementing the City Plan by leading specific initiatives while working with staff and community partners to deliver the vision of the Plan.

- A Green Nanaimo: We purchase or secure parkland and ecologically sensitive lands for future generations.
- A Healthy Nanaimo: We work with BC Housing to partner on housing projects and work with staff from Parks Recreation and Culture to secure land for new recreational facilities and help administer agreements with user groups.

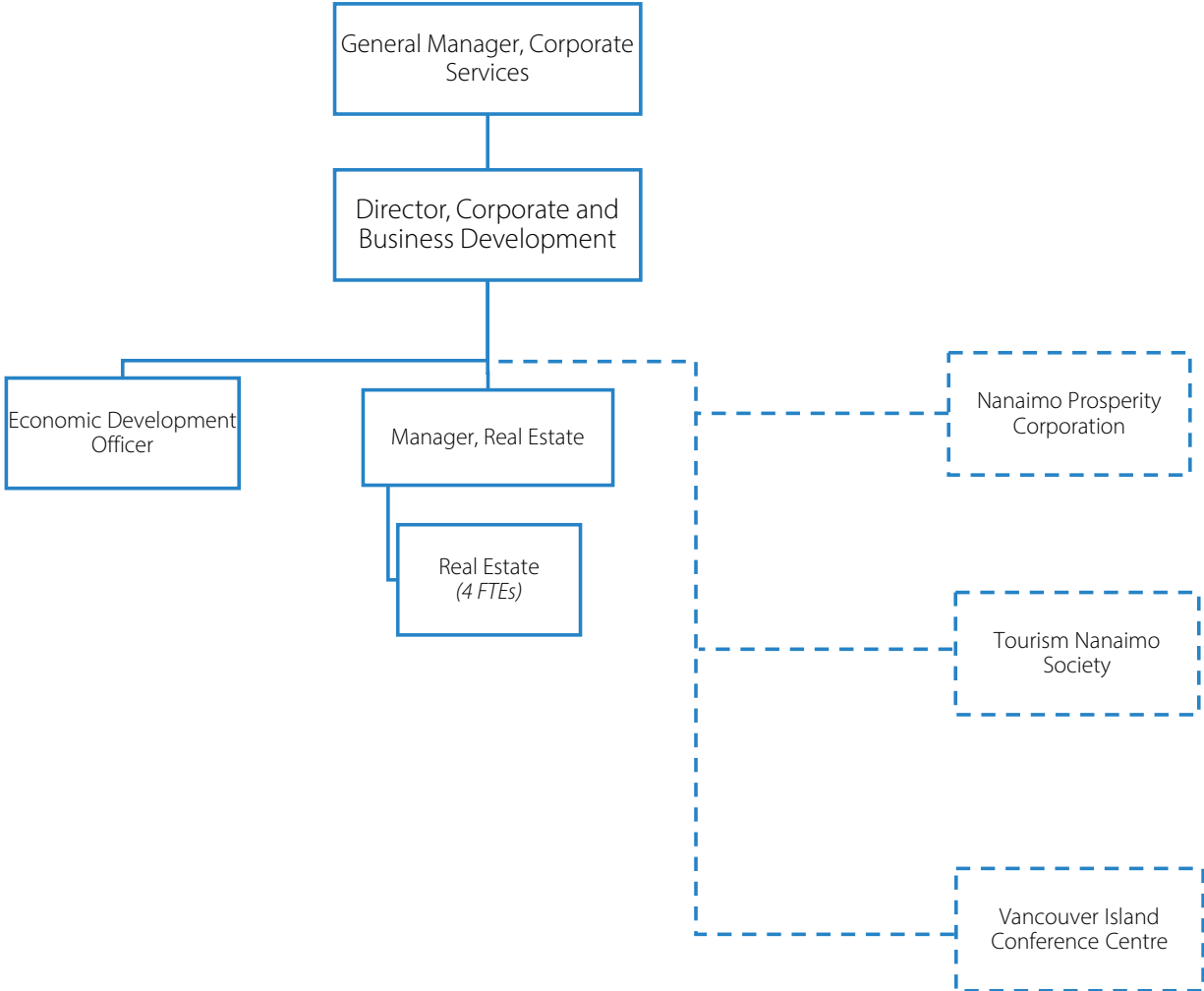
- A Connected Nanaimo: We work with Engineering and Public Works staff to secure land for new mobility connections. We support public and private sector investments such as the passenger ferry between Vancouver and Nanaimo.
- An Empowered Nanaimo: We support equity and diversity through our support to cultural organizations using City facilities and land and the work of agencies such Tourism Nanaimo to promote events such as Pride Week.
- A Prosperous Nanaimo: We support the Nanaimo Prosperity Corporation and Tourism Nanaimo. Our in-house economic development staff provide support to the wider business community. We ensure assets such as the Vancouver Island Conference Centre have maximum impact on our community.

Department's Share of the Budget



Operating Expenditure Budget: \$9,449,114

* includes debt repayment



LEVEL OF SERVICE

Real Estate

- Administer the City's land assets, including offering strategic advice on asset management and coordinating the sale and disposition of surplus City lands and brownfield redevelopment
- Acquire land for City projects, including land for new roads, parks, housing, recreation facilities and other City buildings
- Provide property management services through preparation of lease, licence and encroachment documents
- Liaise with property owners pre and post-construction for City projects
- Administer City covenants and statutory right of way agreements on private property and secure rights-of-way for City utilities
- Project manage the Waterfront Walkway Implementation Plan
- Assist with the delivery of key downtown initiatives
- Help steer projects such as the expansion project for the Nanaimo RCMP Detachment

Economic Development

- Provide relevant, timely data to enable business and the wider community to make informed decisions. Support business retention and expansion, attracting new business and investment in the City and promoting Nanaimo as a premier destination for businesses and residents.

Vancouver Island Conference Centre

- Oversee the contract for the third-party operator who manages this City-owned asset to help drive business and meetings tourism to Nanaimo and increase overnight stays in local hotels and spending in the community

Corporations/Societies:

- Nanaimo Prosperity Corporation
- Tourism Nanaimo Society



2024 ACHIEVEMENTS

Property Management Strategy Update

The completion of City Plan in 2022 and the adoption of the Integrated Action Plan in 2023 provided an opportunity for the Property Management Strategy to be updated to reflect the new goals and strategic projects identified by Council.

Land Acquisitions

In 2024, the City acquired 10.06 acres of land to support a range of City projects including parkland expansion at Westwood Lake, enhanced road connectivity (Mid-Town Gateway Project), and land acquisition for a future water reservoir site.

Land Dispositions

In 2024, the City disposed of 200 acres, known as District Lot 9, to the Province of BC, as represented by the Ministry of Indigenous Relations and Reconciliation for the purposes of transferring the land to Snuneymuxw First Nation. Towards the end of 2024 the City will sell the gravel parking lot at 350 and 398 Franklyn Street for a multi-family development which will include non-market adaptable and accessible units.

Lease & License Dispositions

In 2024, a number of agreements with user groups were renewed or issued, such as Nanaimo Foodshare Society, Evolve Bike Share and the Central Vancouver Island Japanese Canadian Society. Two leases were issued, one at 1435 Cranberry Avenue for non-market rental housing units for Snuneymuxw First Nation individuals and families and the other at 1030 Old Victoria Road for a BC Housing HEARTH site.

BC Housing Site Options

Staff were tasked with identifying two sites that could support supportive housing outside of Nanaimo's downtown and south end neighbourhoods. Options were presented to Council and an amendment to the existing Memorandum of Understanding with the City and BC Housing was finalized.

Adoption of new Tax Exemption Programs

Staff undertook a review of the City existing Tax Exemption programs and sought direction from Council to update the programs. Two new bylaws were established to enhance the program effectiveness. In 2024, three properties were accepted into the Downtown Revitalization Tax Exemption Program (420 Albert Street, 220 Haliburton Street and 421 Prideaux Street).

RCMP Detachment – Space Needs Solution

In 2022, Staff developed a five-year strategy for the local RCMP Detachment to address the immediate space needs of members and municipal employees providing public safety services to the City. Over 2023 and 2024, the former Fire Administration Building at 580 Fitzwilliam Street was renovated to accommodate the RCMP to relieve overcrowding in the main detachment.

A long-term plan for future expansion of the RCMP to meet space needs out to 2046 was undertaken in 2023 with work continuing into 2024 on its development. The long-term plan will require borrowing by the municipality to finance the project and the electors will be asked to provide assent to the project in the coming years.

Commercial Street Revitalization

In 2022, a new vision was created for the Commercial Street Corridor to revitalize the downtown core. The plan calls for a phased redevelopment of the street with a focus on accessibility, flexible space and enhanced green elements. In 2023, a functional design was completed for the area and detailed designs were prepared for the first phase of the project prior to tendering in the fall of 2023. In the Fall of 2024, construction commenced on Phase 1 of the project that will see improvements to the Wharf Street to Church Street section.

Nanaimo Prosperity Corporation (NPC)

The recruitment of a permanent Executive Director was completed in 2024. The City will continue to work with the NPC to ensure a thriving and resilient local economy.

Tourism Nanaimo Society

The Tourism Nanaimo Society completed its second full year of operations with a focus on destination marketing, development of a business and meetings strategy, a sports tourism strategy and collaborative initiatives with the Nanaimo Hospitality Association. The Society, in collaboration with local industry, finalized the 2025-2030 Destination Development Strategy. This will serve as the guiding framework for Tourism Nanaimo over the next five years.

The Municipal and Regional District Tax Program (MRDT) expires in 2025 and was renewed with the Province in 2024. This renewal will see Tourism Nanaimo administer the MRDT program for the next five years.

Vancouver Island Conference Centre

Business in the VICC (Vancouver Island Conference Centre) was strong in 2024 as meetings and conventions continue to rebound following pandemic years.

Waterfront Walkway

The Waterfront Walkway has remained a key project for the community and is identified in Council's Strategic Framework and has been embedded in the City Plan and Economic Development Strategy. There is an opportunity to leverage this capital project through a referendum during the term of this Council. Staff will examine the opportunities to pair this with new and existing grant funding programs.

Downtown Nanaimo Revitalization

The City has made major commitments to the downtown core. In 2024 the first of five phases of the Commercial Street Master Plan was undertaken as well as the redevelopment of 6 Commercial Street into a mixed-use development at this important downtown gateway. Staff will continue to support downtown patios and the summer Thursday Night Market.



Not-for-Profit Sector Study

This study is designed to provide an in-depth understanding of the economic, social, and environmental impacts generated by not-for-profit organizations in our community, along with strategies to further strengthen this sector.

Circular Economy Accelerator – Phase 2

The Circular Economy Accelerator Program provides hands-on support to businesses who seek to adopt circular economy principles, reduce waste and emissions, increase revenue and develop innovative practices.

This program – the first of its kind in Canada – positions participating businesses as a leader in the circular economy, helping attract talent and investment, increasing revenue and paving the way to a prosperous, sustainable and resilient future for our community.

Business Resource Forum

An educational and networking event to assist our businesses in learning about the various resources available in the community to support their start-up, growth and succession plans. This event was delivered in partnership with Women's Enterprise Centre, Community Futures, Nanaimo Chamber of Commerce and Small Business BC.

2025 OPPORTUNITIES

Real Estate

Increasing land values requires the City to actively manage and leverage existing land assets to generate revenue for future projects. The Property Management Strategy outlines a number of acquisition opportunities which align with City Plan, the Integrated Action Plans and the Strategic Framework.

Port Drive

Further redevelopment of 1 Port Drive is anticipated in 2025 as the City works with partners to develop this high-profile downtown waterfront parcel.

Economic Development Delivery

The City's Economic Development department will continue to work with the Nanaimo Prosperity Corporation to deliver economic and business development services in 2025. Staff will seek opportunities for partnerships within the broader business community to implement the Economic Development Strategy.

Vancouver Island Conference Centre

Staff will continue to work with the third-party operator to help drive meetings and business tourism to Nanaimo and create more economic opportunities for local hoteliers, tourism operators and downtown business operators.

Sponsorship

In 2021 and 2022 the City explored increased revenue generation opportunities through sponsorship of City assets. In 2023, a policy and implementation strategy were endorsed by Council which identified the opportunity to conduct a pilot program. This pilot program will get underway in 2025.

BC Housing – Land Acquisitions

The Department will continue to work with BC Housing to identify locations for affordable housing in locations throughout the City. This partnership includes the City acquiring or providing land to BC Housing on long term leases in exchange for construction and operation of housing.



Tourism Nanaimo

With the renewal of the Municipal and Regional District Tax Program (MRDT), the City, Tourism Nanaimo and the Nanaimo Hospitality Association will work to transition the administration of the program over to Tourism Nanaimo and achieve the goals set out in the Five-Year Strategic Business Plan approved by the Province.

RCMP Detachment – Space Needs Solution

The City will continue to refine the options available for a long-term plan for future expansion of the RCMP to meet space needs out to 2046.

2025 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 #64 - Work with BC Housing to identify opportunities for additional shelters and fund additional shelter space.



IAP Priority Action #65 - Construct a new Royal Canadian Mounted Police (RCMP) detachment.



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



IAP Priority Action #85 - Continue to acquire and manage parks, public lands and water assets that have food production values, such as the Beaufort Park Food Forest.



IAP Priority Action #103 - Work collaboratively with the Economic Development and Tourism teams to develop and execute a coordinated marketing strategy for community wellbeing services in the city. Consider potential alignment / integration with a cultural services marketing strategy.



IAP Priority Action #105 - South End Community Centre | proceed with analysis, site selection, design and development of a South End Community Wellness Facility that integrates recreation, health, culture, and community service components.



IAP Priority Action #110 - Work with the Nanaimo Prosperity Corporation and the Petroglyph Development Group to create joint economic opportunities.



IAP Priority Action #114 - 100 Comox Road | Work with Snuneymuxw First Nations towards the transfer of 100 Comox Road property adjacent to Maffeo Sutton Park.



IAP Priority Action #137 - Vancouver Island Conference Centre | Provide new space for arts and culture programming, including using Shaw Auditorium.



IAP Priority Action #166 - Waterfront Walkway Development | Carry out the Waterfront Walkway Implementation Plan Sections 1-6 starting with Section 1.



IAP Priority Action #168 - Diver Lake Loop Trail | Acquire land and build a loop trail around Diver Lake, considering railing design and pullouts that support fishing and multiple uses where possible.



IAP Priority Action #170 - Port Drive Waterfront Park | Implement waterfront improvements described in the Port Drive Waterfront Master Plan including extension of the Waterfront Walkway and creation of new waterfront park.



IAP Priority Action #172 - Complete, adopt, and start implementing the City of Nanaimo Sponsorship Plan by 2023.



IAP Priority Action #173 - Include in Council orientation for the 2022/23 and establish an ad hoc Committee to develop awareness training for City staff and council on the City's Doughnut Economic Framework, to embed the concept through the organization.



IAP Priority Action #174 - Develop an awareness program on the City's Doughnut Economic Framework for City entities: Nanaimo Prosperity Corporation, Tourism Nanaimo, and the Systems Planning Organization, and engage with key stakeholders e.g., Port Theatre, Museum, etc.



IAP Priority Action #177 – Advocate for new and expanded health care services and an improved facility at Nanaimo Regional General Hospital that meet the service standards of similar communities in the province.



IAP Priority Action #178 – Commission a commercial and industrial Transportation and Logistics Strategy with a focus on Duke Point and the Nanaimo Airport.



IAP Priority Action #179 - 1 Port Drive | Continue to work on the phased development of 1 Port Drive by supporting rezoning, subdivision and disposition of the property to create a signature waterfront development. Complete an Investment Package for 1 Port drive. - Ongoing



IAP Priority Action #180 - Stewart Avenue (Newcastle Drive) | Work with the Nanaimo Port Authority in redeveloping the properties along Stewart Avenue (Newcastle Channel) to encourage the development of the Waterfront Walkway and investment in new marina, office, and tourism development. - Ongoing



IAP Priority Action #181 – Re-establish a full Business Retention and Expansion (BRE) program.



IAP Priority Action #185 - Develop an Intelligent Community Plan and Broadband Strategy that identifies how the community will use digital infrastructure, information, and communications technologies. - Not Started – keep on, Cellphone towers



IAP Priority Action #188 - Continue to market Nanaimo as a destination for Meetings and Events using a 'Team Nanaimo' approach, following the Memorandum of Understanding between the Nanaimo Hospitality Association, Tourism Nanaimo, and the Vancouver Island Conference Centre. - Ongoing

Strategic Priority: Social, Health and Public Safety Challenges

Continue to work with BC Housing and potential other partnerships to identify opportunities for affordable and supportive housing projects.

Working with telecommunication companies to identify opportunities to improve digital infrastructure, information and communications technologies.

Strategic Priority: Maintaining and Growing Current Services

Supporting the Downtown Transit Hub through lease disposition.

Strategic Priority: Capital Projects

Waterfront Walkway

1 Port Drive

Community Centre

RCMP Expansion

Downtown Capital Investments

PROPOSED OPERATING BUDGET

	2024 Approved Budget	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget	2028 Draft Budget	2029 Draft Budget
Revenues						
Corporate & Business Development Administration	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Economic Development	-	-	-	-	-	-
Nanaimo Prosperity Corporation	-	-	-	-	-	-
Port of Nanaimo Centre	3,388,390	3,787,990	3,988,268	3,596,880	3,320,032	3,465,042
Real Estate	453,300	443,000	443,120	443,241	443,363	443,487
Tourism	-	-	-	-	-	-
Annual Operating Revenues	\$ 3,841,690	\$ 4,230,990	\$ 4,431,388	\$ 4,040,121	\$ 3,763,395	\$ 3,908,529
Expenditures						
Corporate & Business Development Administration	\$ 384,352	\$ 285,652	\$ 299,004	\$ 309,633	\$ 315,237	\$ 322,874
Economic Development	172,903	188,550	180,425	184,273	187,726	192,278
Nanaimo Prosperity Corporation	515,850	515,850	515,850	515,850	515,850	515,850
Port of Nanaimo Centre	6,511,429	6,884,801	7,038,734	5,591,902	4,549,108	4,692,424
Real Estate	608,737	821,608	841,470	861,217	877,624	899,054
Tourism	752,653	752,653	752,653	752,653	752,653	752,653
Annual Operating Expenditures	\$ 8,945,924	\$ 9,449,114	\$ 9,628,136	\$ 8,215,528	\$ 7,198,198	\$ 7,375,133
Net Annual Operating Expenditures	\$ 5,104,234	\$ 5,218,124	\$ 5,196,748	\$ 4,175,407	\$ 3,434,803	\$ 3,466,604
Staffing (FTEs) - Budgeted	6.0	7.0	7.0	7.0	7.0	7.0