REGIONAL DISTRICT OF NANAIMO

REQUEST FOR PROPOSALS No. 26-040

Regional Employment Lands Demand & Supply Strategy

ISSUED: October 29, 2026

CLOSING DATE AND TIME:
Submissions must be received on or before:
3:00 PM (15:00 hrs) Local Time on November 20, 2026

Submissions and Questions are to be directed to:

Angela Buick
Senior Planner, Long Range Planning
Development & Emergency Services
Telephone: 250-390-6531
Email: abuick@rdn.bc.ca

Questions are requested at least five (5) business days before the closing date.

Proposals will not be opened in public

REGIONAL DISTRICT OF NANAIMO

1. Instructions to Proponents

1.1 Closing Date/Time/Submission Method
Submissions must be received on or before 3:00 PM (15:00 hrs), Local Time, on November 20, 2026.

Submission Method:

By Email: In PDF format with "26-040 Regional Employment Lands Demand & Supply Strategy" as the subject line at this electronic address:

abuick@rdn.bc.ca

Please note: Maximum email file size limit is 20MB, or less. The RDN will not be liable for any technological delays of submissions.

Submissions received in any other manner will not be accepted.

1.2 Amendment to Proposals
Proposals may be amended in writing and sent via email to the RDN contact person identified on the cover page on or before the closing. Such amendments should be signed by the authorized signatory of the Proponent.

1.3 Addenda and Questions & Answers
If the RDN determines that an amendment or questions & answers are required for this RFP, the RDN will post the Addendum on the RDN (www.rdn.bc.ca/current-bid-opportunities) and BC Bid (www.bcbid.gov.bc.ca/) websites. Each addendum will be incorporated into and become part of the RFP. No amendment of any kind to the RFP is effective unless it is contained in a written addendum issued by the RDN. It is the sole responsibility of the Proponent to check and ensure all amendments are included prior to submitting their final Proposal submission.

1.4 Withdrawal of Proposals
The Proponent may withdraw their Proposal at any time by submitting a written withdrawal email to the RDN contact person identified on the cover page on or before the closing.

1.5 Unsuccessful Vendors
The Regional District will offer debriefings to unsuccessful Proponents, on request, at a mutually agreeable time.

2. INTRODUCTION

The purpose of this Request for Proposal is to solicit submissions from qualified firms to complete a Regional Employment Lands Demand & Supply Strategy for the Regional District of Nanaimo (RDN) Electoral Areas, excluding Electoral Area B, and the RDN's member municipalities. First Nations' lands will only be included where a Nation chooses to participate through consent-based engagement

The maximum budget for the project, including all costs, is $150,000, not including GST.



3. BACKGROUND

The RDN's 2013 Industrial Land Supply and Demand Study established a 10-year forecast and inventory of net developable industrial land. The forecast horizon has now passed, and the study no longer reflects current economic, demographic, supply-chain, infrastructure, reconciliation, climate, and investment-attraction conditions.

The 2026 Regional Employment Lands Demand & Supply Strategy will update and modernize the evidence base by expanding from industrial lands alone to the full spectrum of industrial, commercial and employment lands. This reflects investor and site-selector expectations and supports a more complete understanding of job-generating land needs across the region.

4. SCOPE OF SERVICES

The Consultant shall complete the tasks to the satisfaction of the RDN provided in the attached Schedule B.

5. DELIVERABLES AND OUTCOMES

The Consultant shall provide the following deliverables in the attached Schedule B.

6. REFERENCE/BACKGROUND INFORMATION (Not an Exhaustive List)

Staff Report to RDN Board on Proposed Study (July 28, 2026)
Industrial, Commercial and Employment Lands - Demand and Supply Strategy - Special Board - July 28, 2026

Industrial Land Supply and Demand Study (2013)
https://rdn.bc.ca/sites/default/files/inline-files/industrial_land_supply_and_demand_study_2013.pdf

RDN Regional Growth Strategy (2024)
https://rdn.bc.ca/regional-growth-strategy

RDN Official Community Plans (OCPs), Zoning Bylaws and Other Development Bylaws
https://rdn.bc.ca/planning-bylaws-and-policies

Public Engagement Strategy and Toolkit

You may also refer to the OCP and Zoning Bylaws of Other Municipal Bylaw from:

City of Nanaimo
Property & Development
City of Nanaimo Land Inventory and Capacity Analysis (2020-JUN-01)

City of Parksville
City of Parksville - Community Planning and Building

Town of Qualicum Beach
Qualicum Beach

District of Lantzville
District of Lantzville - Business
District of Lantzville - OCP & ZB Amendment Applications for Superior Road

7. PROPOSAL SUBMISSION AND EVALUATION

To assist in receiving similar and relevant information, and to ensure your Proposal receives fair evaluation, the RDN asks Proponents to provide the following information for evaluation:

Please include with your proposal:

a) Corporate background, history, and areas of expertise;
b) Curriculum vitae of key project team members, reasons why they were selected for this project and demonstrate how they will add value to the project;
c) Identify challenges, constraints and obstacles in the project and advise strategy to minimize;
d) What suggestions does your firm have to add value to the project?
e) Layout the plan to accomplish the project including timelines and key milestones;
f) Describe how your firm will monitor the project progression and provide regular status reports;
g) Describe your quality management process and any certifications;
h) A statement of your firm's approach to advancing equity and sustainability in corporate operations and service provisions, including any certifications in this regard.
i) Comprehensive proposed fee, in Canadian Dollars, in a Schedule of Effort Table, identifying all project contributors, their per hour charge out rates, individual tasks, hours and all disbursements including travel.

Proposals will be evaluated on the following basis 70% Technical, 30% Financial.

The lowest price proposal will receive full marks. Other proposals will receive reduced scores based on the proportion higher than the lowest price. i.e. Score = Min Cost/Cost x Fee Points.

Proposals submitted should be in enough detail to allow the RDN to determine the Proponent's qualifications and capabilities from the documents received. The selection committee, formed at the RDN's sole discretion, will score the Proposals in accordance with the criteria provided.

The RDN may evaluate proposals on a comparative basis by comparing one proponent's proposal to another proponent's proposal. The RDN reserves the right to not complete a detailed evaluation if the RDN concludes the proposal is materially incomplete or, irregular or contain any financial or commercial terms that are unacceptable to the RDN.

The selection committee may proceed with an award recommendation or the RDN may proceed to negotiate with the highest evaluated proponent with the intent of developing an agreement. If the parties after having bargained in good faith are unable to conclude a formal agreement, the RDN and the Proponent will be released without penalty or further obligations other than any surviving obligations regarding confidentiality and the RDN may, at its discretion, contact the Proponent of the

next best rated Proposal and attempt to conclude a formal agreement with it, and so on until a contract is concluded or the proposal process is cancelled.

The RDN reserves the right to award the assignment in whole or in part or to add or delete any portion of the work. Throughout the evaluation process, the evaluation committee may seek additional clarification on any aspect of the Proposal to verify or clarify the information provided and conduct any background investigation and/or seek any additional information it considers necessary.

8. *PROPOSED PURCHASE CONTRACT*

The RDN's preferred form of Contract is attached herein as Schedule A. Proponents should carefully review this form of Contract. Should any vendors request that RDN consider revisions to the form of Contract, Proponents should include any clauses of concern in their proposal submission and suggest replacement language.

9. GENERAL CONDITIONS

9.1 No Contract

By submitting a Request for Proposal and participating in the process as outlined in this RFP, proponents expressly agree that no contract of any kind, Including any "Contract A" obligations, is formed until a fully executed contract is in place.

9.2 Privilege Clause

The lowest or any proposal may not necessarily be accepted.

9.3 Acceptance and Rejection of Submissions

This RFP does not commit the RDN, in any way to select a preferred Proponent, or to proceed to negotiate a contract, or to award any contract. The RDN reserves the right in its sole discretion cancel this RFP, up until award, for any reason whatsoever

The RDN may accept or waive a minor and inconsequential irregularity, or where applicable to do so, the RDN may, as a condition of acceptance of the Submission, request a Proponent to correct a minor or inconsequential irregularity with no change in the Submission.

9.4 Conflict of Interest

Proponents shall disclose in their Proposals any actual or potential Conflict of Interest and existing business relationships it may have with the RDN, its elected officials, appointed officials or employees.

9.5 Solicitation of Board Members and RDN Staff

Proponents and their agents will not contact any member of the RDN Board or RDN Staff with respect to this RFP, other than the RDN Contact named in this document.

9.6 Litigation Clause

The RDN may, in its absolute discretion, reject a Proposal submitted by Proponent, if the Proponent, or any officer or director of the Proponent is or has been engaged either directly or indirectly through

another corporation in legal action against the RDN, its elected or appointed officers and employees in relation to:

(a) any other contract for works or services; or
(b) any matter arising from the RDN's exercise of its powers, duties, or functions under the Local Government Act, Community Charter or another enactment within five years of the date of this Call for Proposals.

In determining whether to reject a Proposal under this clause, the RDN will consider whether the litigation is likely to affect the Proponent's ability to work with the RDN, its consultants and representatives and whether the RDN's experience with the Proponent indicates that the RDN is likely to incur increased staff and legal costs in the administration of this Contract if it is awarded to the Proponent.

9.7 Exclusion of Liability

Proponents are solely responsible for their own expenses in preparing and submitting a Proposal and for any meetings, negotiations, or discussions with the RDN. The RDN will not be liable to any Proponent for any claims, whether for costs, expense, losses or damages, or loss of anticipated profits, or for any other matter whatsoever, incurred by the Proponent in preparing and submitting a Proposal, or participating in negotiations for a Contract, or other activity related to or arising out of this RFP. Except as expressly and specifically permitted in these Instructions to Proponents, no Proponent shall have any claim for compensation of any kind whatsoever, as a result of participating in this RFP, and by submitting a Proposal each Proponent shall be deemed to have agreed that it has no claim.

9.8 Ownership of Proposals

All Proposals, including attachments and any documentation, submitted to and accepted by the RDN in response to this RFP become the property of the RDN.

9.9 Freedom of Information

All submissions will be held in confidence by the RDN. The RDN is bound by the Freedom of Information and Protection of Privacy Act (British Columbia) and all documents submitted to the RDN will be subject to provisions of this legislation. The successful vendor and value of the award is routinely released.

REGIONAL DISTRICT OF NANAIMO

Attachment A
Draft Consulting Services Agreement

REGIONAL DISTRICT OF NANAIMO

CONSULTING SERVICES AGREEMENT

THIS AGREEMENT made the <Day> day of <Month>, 20<XX>.

BETWEEN:

REGIONAL DISTRICT OF NANAIMO
6300 Hammond Bay Road
Nanaimo, BC
V9T 6N2

(hereinafter called the "Regional District" or "Client")

AND:

<VENDOR NAME>
<Street Address>
<City, Province>
<Postal Code>

(hereinafter called the "Consultant")

NOW THIS AGREEMENT WITNESSETH:

THAT in consideration of the terms, conditions and covenants hereinafter set forth, the Regional District and the Consultant covenant and agree each with the other as follows:

1 Appointment

The Regional District retains the Consultant to provide the Services (herein called the "Services") described in Schedule 'B' which is attached hereto and forms part of this Agreement.

2 Term

The Consultant will provide the Services during the period (hereinafter called the "Term") commencing on <Enter Start Date> and ending on <Enter End Date>, unless sooner terminated as hereinafter provided.

3 Payment

The Regional District will pay to the Consultant, for the Services, the amount, in the manner and at the times set out in Schedule 'A' attached hereto. The Consultant agrees to accept the amount as full payment and reimbursement. No additional amounts may be charged by the Consultant unless pre-approved by the Regional District in writing.

SAMPLE

4 Independent Consultant

The Consultant will be an independent Consultant and not the servant, employee, or agent of the Regional District. The Consultant is not, and must not claim to be the Regional District's agent for any purpose unless the Regional District gives the Consultant authorization in writing to act as the Regional District's agent for specific purposes that are reasonably necessary to the Consultant's rendering of the Services pursuant to this Agreement.

5 Assignment and Sub-Consultants

The Consultant will not, without the prior written consent of the Regional District, assign or subcontract this Agreement or any portion thereof. The Consultant may retain subconsultants to assist in the performance of the Services provided that the terms of this Agreement shall apply to the subconsultants and provided that the Consultant shall be wholly responsible for the professional standards, performance and all actions of the subconsultants. The Consultant shall only employ subconsultants having the appropriate standards, qualifications, and experience in their respective areas of expertise. Notwithstanding the foregoing, Consultant may, where appropriate, subcontract any portion of the Services its affiliates without the Regional District's prior written consent and Consultant shall remain liable for the performance of such affiliates.

6 Intellectual Property

If any Intellectual Property is developed by the Consultant in the course of or in connection with the performance of the Services, the Consultant retains ownership of such Intellectual Property. Provided the Regional District has paid the Consultant for the Services, the Regional District will have a non-exclusive license to use any proprietary concept, product or process of the Consultant which relates to or results from the Services for the life of the Project and solely for purposes of its own internal use and for updating the original work, with respect to that part of the Project to which the Services relate.

7 Conflict

The Consultant shall not, during the term, perform a service for or provide advice to any person, firm or corporation where the performance of the service or the provision of the advice may or does, in the reasonable opinion of the Regional District, give rise to a conflict of interest between the obligations of the consultant to the Regional District under this Agreement, and the obligations of the Consultant to such other person, firm or corporation.

8 Limits of Liability and Consequential Damages Waiver

In consideration of the provision of the Services by the Consultant to the Client under this Agreement, the Client agrees that any and all claims which the Client may have against the Consultant, its employees, officers, agents, representatives and Sub-Consultants in respect of the Services, howsoever arising, whether in contract or in tort, save and except for claims arising out of or in connection with any malicious act or malicious omission under paragraph 9, shall be absolutely limited to $1,000,000 or the insurance limits as set out in Clause 10, whichever is lower.

No action or proceedings for any breach of this Agreement shall be commenced by either party after the expiry of 6 years after the completion of the Services.

The Consultant's liability to the Client is limited to that proportion of the Client's losses for which the Consultant is responsible under this contract and for which the Consultant has a legal liability. For the avoidance of doubt, the Consultant shall not be held liable for special, indirect, economic or consequential damages, including for loss of profit.

9 Indemnity

Notwithstanding the provision of any insurance coverage by the Client, and subject to paragraph 8, the Consultant shall indemnify and save harmless the Client, its officers, employees, agents, successors, assigns, representatives, Consultants and Other Consultants from and against any losses, claims, damages, actions and causes of action, costs, expenses, judgments and proceedings arising out of or in connection with any error, or negligent or malicious act or omission, by the Consultant or any of its officers, agents, representatives, employees or Sub-Consultants, except to the proportionate extent of any contributing negligent or wrongful act or omission of the Client, or any of its officers, agents, representatives, employees, Consultants or Other Consultants. The terms and conditions, of this indemnity provision shall survive the completion of all Services and the termination of this Agreement for any reason.

10 Insurance

At the Consultant's expense, provide and maintain any insurance that the Consultant is required to provide by law. The Consultant must provide satisfactory proof of insurance coverage to the Regional District upon request.

Comprehensive General Liability Insurance in an amount not less than two million dollars ($2,000,000.00) inclusive per occurrence against bodily injury and property damage. The Regional District is to be added as an additional insured under this policy, is to be endorsed to provide the Regional District with 30 days advance written notice of cancellation or material change and include a cross liability clause.

Professional liability (errors and omissions) insurance coverage shall be maintained to a limit of not less than $1,000,000 per claim, $2,000,000 aggregate within any policy year.

Automobile third party liability insurance in an amount not less than $2,000,000 inclusive per occurrence for bodily injury, death, and damage to property, covering all vehicles owned or leased by the Consultant.

The Consultant will be responsible for paying any insurance deductibles.

11 Termination

Notwithstanding any other provision of this Agreement:

a) If the Consultant fails to comply with any provision of this Agreement, then, and in addition to any other remedy or remedies available to the Regional District, the Regional District may, at its

option, terminate this Agreement immediately by giving written notice of termination to the Consultant.

b) Either Party may terminate this Agreement at any time upon giving the other Party seven (7) days' notice of such termination.

If either such option is exercised by the Regional District, the Regional District will be under no further obligation to the Consultant except to pay the Consultant such amount as the Consultant may be entitled to receive, pursuant to Schedule 'A', for services provided and expenses incurred to the date the said notice is given or delivered to the Consultant. The Consultant will refund to the Regional District any payment already made to the Consultant not yet earned.

12 Prior Dealings

All prior negotiations and agreements between the parties relating to the subject matter of this Agreement are superseded by this Agreement. There are no representations, warranties, understandings, or agreements other than those expressly set forth in the Agreement or subsequently agreed to in writing, which writing shall be executed by a duly authorized officer of the party to be bound thereby prior to the commencement of the work.

13 Waiver

The failure of either party at any time to require the other party's performance of any obligation under this Agreement shall not affect the right to require performance of that obligation in the future. Any waiver by either party of any such breach or any such provision hereof shall not be construed as a waiver or modification of this provision itself, or a waiver or modification of any other right under this Agreement.

14 Counterparts

This Agreement may be executed in counterparts with the same effect as if both parties had signed the same document. Each counterpart shall be deemed to be an original. All counterparts shall be construed together and shall constitute one and the same Agreement.

15 Dispute Resolution

If the parties to this Agreement are unable to agree on the interpretation or application of any provision in the Agreement, or are unable to resolve any other issue relating to this Agreement, the parties agree to the following process in the order it is set out:

a) the party initiating the process will send written notice to the other party (the "Dispute Notice"); and;
b) the parties will promptly, diligently and in good faith, including the senior management of both parties, take all reasonable measures to negotiate an acceptable resolution to the disagreement or dispute.

c) if the dispute is not resolved through collaborative negotiation within 30 Business Days of the dispute arising, the parties should then attempt to resolve the dispute through mediation under the rules of the Mediate BC Society and will be held in Nanaimo, BC. unless otherwise agreed.

16 Governing Law

This Agreement is governed by and is to be interpreted and construed in accordance with, the laws applicable in British Columbia.

17 Worksafe BC Coverage

Prior to the commencement of the work, all employers with employees must be registered with WorkSafe BC and remittance up to date. Self-employed proprietors or partners in a partnership, must have Personal Optional Protection coverage.

18 Delay in Performance

Neither the RDN nor the Consultant shall be deemed to be in default of this Agreement for delays in performance caused by circumstances beyond the reasonable control of the non-performing party. For purposes of this Agreement, such circumstances include, but are not limited to abnormal weather conditions, flood, earthquake, fire, epidemic, pandemic, war, riot and other civil disturbance, strike, lockout, work slowdown and other labour disturbances, sabotage, judicial restraint and inability to procure permits, licenses or authorizations from any local, provincial or federal agency for any of the supplies, materials, accesses or services required to be provided by either the RDN or the Consultant under this Agreement. If any such circumstances occur, the non-performing party shall, as soon as possible after being prevented from performing, give written notice to the other party describing the circumstances preventing continued performance and the efforts being made to resume performance of this Agreement.

19 Confidentiality and Privacy

Confidentiality

The Consultant will keep strictly confidential any information supplied to, obtained by, or which comes to the knowledge of the Consultant as a result of, relating to or arising out of the performance of the Services and this Contract (the "Confidential Information") and will not disclose such Confidential Information.

Notwithstanding the preceding sentence, the Consultant may disclose the Confidential Information:

(a) with the prior written consent of RDN;

(b) in strict confidence to the Consultant's professional advisors;

(c) to Subconsultants who, in each case, need to know the applicable Confidential Information for the purposes of performing the Services; and

(d) as otherwise required by law or permitted by this Contract.

The Consultant will require all Personnel and SubConsultants to enter into an agreement with the Consultant containing provisions in the same form as those found herein.

Exceptions to Confidentiality Obligations

The obligations of confidentiality will not apply to:

(a) information that is, or subsequently becomes, publicly available other than through a breach of this Contract or through a breach of a confidentiality agreement which another person has entered into concerning the Confidential Information;

(b) information that the Consultant already possessed independently before commencing the Services;

(c) information that is rightfully received from a third party without breach of any obligation of confidentiality by such third party; or

(d) information which is independently developed without the use of the Confidential Information.

Collection or Use of Confidential Information

Except with the prior written consent of the RDN, the Consultant will not collect or use, and will ensure that its professional advisors and Subconsultants do not collect or use, the Confidential Information for any purpose other than complying with the terms of this Contract or performing the Services. Without limiting the generality of the foregoing, except with the prior written consent of RDN, the Consultant will not collect or use, and will ensure that its professional advisors and Subconsultants do not collect or use, the Confidential Information to advance the commercial or other interests of the Consultant or any Subconsultant or any entity affiliated with the Consultant or any Subconsultant.

Privacy

The Consultant acknowledges that the RDN is subject to the Freedom of Information and Protection of Privacy Act, R.S.B.C. 1996, c. 165, as amended ("FOIPPA"), and accordingly, any documents, information and data submitted to RDN by the Consultant under this Contract, as well as any consultant studies, documents, information, and data received by the RDN may be disclosed under FOIPPA. The Consultant will not do or omit to do anything that causes the RDN to be not in compliance with FOIPPA.

The Consultant furthermore acknowledges that as a service provider they have specific obligations under FOIPPA, including but not limited to Part 3, Protection of Privacy. The Consultant has reviewed and understood and will comply with these obligations.

The Consultant will ensure that all personnel with access to RDN Confidential Information, including those of any subconsultants, have completed FOIPPA privacy awareness training such as the Province of British Columbia's FOIPPA Foundations training course (https://mytrainingbc.ca/FOIPPA/) or equivalent, with certificates of completion being retained by the consultant.

Information Storage

The Consultant and any subconsultants must only store RDN Confidential Information disclosed to them within Canada, ensure that it is only accessible to personnel requiring access, and that it is secured with safeguards appropriate to the sensitivity of the information. Confidential Information stored on portable devices such as laptops or memory sticks, where necessary, must be protected with strong encryption (AES128 or stronger).

Publicity

The Consultant will not issue any press release or speak to the media about this Contract or the subject matter of this Contract without the prior written consent of the RDN, which consent may be unreasonably withheld. The Consultant will refer all media inquiries relating to the Services or the Contract to the RDN.

REGIONAL DISTRICT OF NANAIMO

SIGNATORIES

IN WITNESS WHEREOF the parties hereto have executed this Agreement the day and year first above written.

For the Regional District of Nanaimo:

_____
Signature

_____
Printed Name, Title

For the Consultant:

_____
Signature

_____
Printed Name, Title

SCHEDULE 'A'
FEES & EXPENSES

Total compensation to be paid to the Consultant by the Regional District of Nanaimo shall not exceed a maximum of **$<Enter Amount>** in Canadian Dollars. This compensation includes all fees and expenses excluding GST. If the services are completed by the consultant at less cost than maximum amount, the Regional District shall be billed only for actual hours worked and actual expenses incurred. If the Consultant receives the Maximum Fee, but has yet to complete the Services, it shall continue to provide the Services until it has provided all the Services.

The Consultant shall submit invoices to the Regional District for Services performed monthly (the "billing period") during which the Services are performed under this Agreement; such invoices to be submitted as soon as practicable after each billing period. The invoice submitted for each billing period shall be clearly itemized to show the amount of work performed, the billing rates, the reimbursable expenses and the costs incurred to employ any subconsultants. Except for the amounts which the Regional District in good faith is disputing and except for invoices (or portions of invoices) in respect of which the Regional District has requested and not received supporting evidence, the Regional District shall pay invoices submitted to it for the Services within 30 days' receipt thereof.

REGIONAL DISTRICT OF NANAIMO

SCHEDULE 'B'
SCOPE OF WORK

Attachment B
Regional Employment Lands Demand & Supply Strategy
Scope of Work

Attachment B
Regional Employment Lands Demand & Supply Strategy
Scope of Work

Item	Description
Study Horizon	2026–2046
Budget	$150,000, excluding GST
Project Lead & Co-Lead	Regional District of Nanaimo (RDN) and Nanaimo Prosperity Corporation (NPC)
Jurisdiction	The geographic scope includes the Regional District of Nanaimo (RDN) Electoral Areas, excluding Electoral Area B, and the RDN's member municipalities. First Nations' lands will only be included where a Nation chooses to participate through consent-based engagement

1. Background

The RDN's 2013 Industrial Land Supply and Demand Study established a 10-year forecast and inventory of net developable industrial land. The forecast horizon has now passed, and the study no longer reflects current economic, demographic, supply-chain, infrastructure, reconciliation, climate, and investment-attraction conditions.

The 2026 update will modernize the evidence base by expanding from industrial lands alone to the full spectrum of industrial, commercial and other job-generating land categories. This reflects investor and site-selector expectations and supports a more complete understanding of Employment Land needs across the region.

Key gaps to close

The 2013 study did not fully assess parcel-level site readiness including environmental and topographic constraints and servicing capacity, nor did it assess ownership intentions, utilization barriers, First Nations lands, or economic impact. The 2026 update is intended to close these gaps through a GIS-based supply inventory, readiness assessment of individual parcels, and demand forecasting by land use type and key employment areas throughout the RDN, recognizing differences in market conditions between areas such as the Nanaimo Airport, Nanaimo Harbour, Duke Point Industrial lands. It is also intended to expand the economic analysis that considers employment growth, business retention and expansion, investment readiness, assessment and taxation implications, infrastructure needs and the cost of constrained industrial and commercial land supply.

2. Project Purpose

The purpose of this project is to prepare a comprehensive Regional Employment Lands Demand & Supply Strategy for the RDN to 2046. The Strategy will update and expand the RDN's 2013 Industrial Land Supply and Demand Study by examining industrial lands, commercial lands and other job-generating land categories across the region. It will provide a current, parcel-level inventory; assess servicing, ownership, constraints, utilization, readiness, and intensification potential; forecast demand by land use category and sub-market area; and recommend actions to protect, service, activate, and promote Employment Lands. The project will replace the static 2013 snapshot with a updated GIS-based Employment Lands inventory, allowing RDN, member municipalities and First Nations, NPC, local businesses, landowners, and investors to make informed decisions about infrastructure, land use, economic development, and investment attraction.

Intended outcome

A single, comprehensive, investment-ready strategy supported by interactive GIS mapping that supports regional planning, infrastructure prioritization, economic development, environmental policy aligned investment, reconciliation, and local business expansion through 2046. The strategy will identify where future industrial and commercial growth can be accommodated, what servicing and policy actions may be required and how land supply can support long-term economic resilience, investment attraction and employment opportunities across the region.

3. Scope & Project Objectives

#	Objective
O1	Establish a current parcel-level inventory of Employment Lands, as defined in Section 3.1, including industrial, commercial and other job-generating lands within the geographic scope of the Strategy.
O2	Quantify site readiness, servicing constraints, development barriers, and intensification potential.
O3	Forecast demand to 2046 across low, medium-trendline, and high scenarios by sub-market areas and in scope of the land use types throughout the RDN.
O4	Model economic and fiscal impacts, including GDP, employment, labour income, business investment, assessment and taxation implications, and the potential economic cost of constrained industrial and commercial land supply. The analysis should assess how different land supply scenarios may affect business retention, expansion, investment attraction and long-term regional economic competitiveness.
O5	Identify areas of large land holdings, underutilized parcels, vacant parcels, and bring-to-market barriers.
O6	Integrate First Nations interests identified through engagement, servicing, environmental, climate and natural hazard considerations and constraints, and local government planning considerations.
O7	Identify and recommend high-level planning, servicing, policy and development intensification approaches that could support the protection, servicing, activation and more efficient use of identified Employment lands. Identify, at a high level, financing, development cost charge, incentive and other implementation mechanisms that warrant more detailed analysis through a future follow-up assignment.
O8	Develop an investment attraction framework that translates the Strategy's land supply, demand, site-readiness and economic findings into practical sub-regional profiles, target-sector information and investment-ready site or area information.

Scope definition

For the purposes of this Terms of Reference, "Employment Lands" refers to lands that support job-generating economic activities and is used as a collective planning and economic development term; it does not represent specific RDN and municipal land use planning designations. “Employment Lands” include lands designated, zoned or otherwise planned by a local government for heavy or light industrial uses, harbour and marine employment, logistics, business parks, office employment, mixed-use employment districts, data infrastructure, commercial and retail uses and agri-food or value-added processing activities.

Note: Incidental or small-scale neighbourhood-serving retail and commercial uses, stand-alone residential uses, parks, conservation lands, agricultural production, and resource-extraction lands outside employment-generating land use designations or zones are excluded unless otherwise directed by RDN.

4. Scope & Recommended Actions

The work program is organized into nine recommended actions. Actions 1–9 establish the evidence base, engagement program, forecasting, policy tools, and investment framework.

#	Action	Core Output
1	Project Initiation, Policy Review & First Nation Partnership Framing	Confirm scope, methodology, work plan, SWOT (Strengths, Weaknesses, Opportunities and Threats) assessment, comparator regions review and First Nations Engagement Protocol.

2	Employment Lands Inventory	Build a parcel-level inventory with Official Community Plans (OCPs), zoning, ownership, area, use, floor area ratio (FAR) utilization with category and development readiness tiers undertaken with GIS analysis.
3	Servicing & Site-Readiness Audit	Assess opportunities and constraints with regards to water, sewer, stormwater, roads, power, broadband, power grid constraints, fire protection, environmental, climate change and natural hazards and related land use policies.
4	Ownership, Utilization & Bring-to-Market Analysis	Identify vacant and underutilized parcels, ownership patterns, major landowner intentions, utilization constraints and practical activation tools.
5	Demand Forecast 2026–2046	Prepare three scenarios (low, medium-trendline and high scenarios) using employment projections, population, and demographic trends, historical absorption, sectoral growth expectations and observed development activity to identify demand for additional employment lands for sub-market areas throughout the RDN.
6	Economic Impact & Fiscal Modelling	Quantify GDP, employment, labour income, business investment, assessment and taxation implications and the economic cost of constrained industrial and commercial land supply under the low, medium-trendline and high demand scenarios, to the extent supported by available data.
7	Integration of First Nations Interests and Environmental, Climate and Natural Hazard Considerations.	Integrate First Nations interests in accordance with the agreed engagement protocols. Identify employment-land opportunities in relation to environmental, climate change and natural hazard constraints and applicable local government policies.
8	Policy and Implementation Recommendations, Including Scope for Optional Follow-Up Analysis Report of Financing & Incentives	Develop practical recommendations arising from the inventory, site-readiness, demand, economic and engagement findings, including planning, servicing and development-intensification approaches. Identify potential financing, development-cost-charge, incentive and related implementation mechanisms requiring further feasibility, financial or legal analysis and define recommended areas for future study.
9	Investment Attraction & Marketing Framework	Prepare sub-regional area profiles, priority target sectors, investment-ready site or area profile content, marketing materials and GIS mapping outputs suitable for RDN and municipal planning use and NPC-led investment attraction.

5. Project Deliverables

The Consultant shall prepare the following technical and project deliverables. Deliverables 1–11 will form the technical foundation for the Final Integrated Report and associated final outputs. The Final Integrated Report shall synthesize the relevant findings, analysis and recommendations from these deliverables rather than simply compile the individual work products.

Deliverable	Content / Purpose
1. Inception Report & Engagement Support Plan	Confirms scope, methodology, work plan, SWOT assessment, and the First Nations Engagement Protocol. Includes a brief Engagement Support Plan outlining the Consultant's role in supporting RDN-led engagement activities, including interviews, technical materials and meeting participation.
2. Benchmark Memo	Comparator review of peer regions' employment lands strategies, policy tools, and best practices.
3. GIS-Developed Employment Lands Inventory, GIS database & Map Atlas	Parcel-level inventory (zoning, major parcel ownership, land uses, FAR and area utilization, readiness tiers) and static map atlas and ESRI-compatible GIS files. The consultant will propose how inventory effort is allocated across employment-land categories, including a recommended minimum allocation for industrial

Deliverable	Content / Purpose
	and logistics lands, with a rationale based on the 2013 baseline, data availability and expected demand. The proposed allocation will be confirmed with the RDN through the Inception Report.
4. Servicing, Environment & Readiness Audit	High-level assessment of water, sewer, stormwater, roads, fire protection areas, power, broadband services, and environmental/climate/natural-hazard constraints by parcel.
5. Ownership & Utilization Report	Identifies vacant/underutilized parcels, ownership patterns, major landowner intentions, and bring-to-market barriers and tools.
6. Demand Forecast (2026–2046)	Low / medium-trendline / high demand scenarios by land-use type and sub-market area, based on employment, demographic, and absorption trends with a higher-confidence than the 2013 baseline.
7. Economic Impact Report	GDP, employment, labour income, taxation, and business-investment impacts; cost of constrained land supply under each of the three scenarios.
8. Engagement Summary	Summarizes relevant findings and themes arising from First Nations, industry, landowner, TAC and public engagement and identifies how relevant engagement input was considered in the analysis and recommendations. First Nations interests and engagement outcomes will be documented in accordance with agreed engagement protocols and each Nation's preferred level of participation
9. Climate & Environment Memo	Identifies employment-land opportunities and constraints relative to environmental, climate, and natural-hazard considerations and policy alignment.
10. Implementation Toolkit	Identifies practical planning, servicing, policy and development-intensification actions, along with potential financing, development cost charge, incentives and other possible implementation mechanisms for consideration through a subsequent report.
11. Investment Attraction Framework	Sub-regional area profiles, priority target sectors, investment-ready site profiles, marketing materials, and GIS mapping outputs. Weighed by demand and economic-impact findings rather than equal emphasis per category.
12. Final Integrated Report & Executive Summary	A comprehensive Regional Employment Lands Demand & Supply Strategy that integrates and synthesizes the findings of the preceding technical work into a coherent regional strategy. The report shall clearly present the Employment Lands inventory and supply assessment, servicing and site-readiness findings, demand forecast, economic and fiscal analysis, ownership and utilization findings, relevant First Nations engagement outcomes, environmental, climate and natural-hazard considerations, implementation recommendations and investment-readiness findings. The report shall include a standalone industrial lands chapter that clearly presents industrial land supply, demand, constraints, findings and recommendations. A concise Executive Summary shall identify the principal findings, conclusions, priorities and recommended actions for decision-makers.

Deliverable	Content / Purpose
Ongoing Requirements: Engagement Support	The Project Lead and Co-Lead will finalize an RDN Engagement Plan for the public and interested parties in accordance with the **RDN Engagement Strategy** with input from the Consultant. The Consultant shall provide a summary of key engagement findings and themes relevant to the strategy and identify how engagement input and First Nations partnership/engagement was considered in the analysis and recommendations.
Ongoing Requirements: Project Management	The consultant co-ordinates a monthly resource call / virtual meeting with the Project Lead and Co-Lead to advise on materials, data, interviews or any other additional resources required for project milestone completion. In addition, the consultant will follow the Schedule in Section 7 for submission of deliverables and review of project milestones.

6. Interested Parties and Community Engagement

The Lead and Co-lead will lead development and administration of the project Engagement Plan in accordance with the RDN Public Engagement Strategy and Toolkit and the (IAP2) Spectrum of Public Participation (see **RDN Engagement Strategy**). The consultant's role is to provide technical and professional support, including recommended engagement methods and questions, technical materials, interested parties interviews, participation in specified engagement activities, presentation of findings and integration of relevant engagement input into the Strategy.

Party	Participants	Purpose / Format
A. First Nations	Snuneymuxw, Snaw-naw-as, Qualicum, Stz'uminus and other Nations with title, treaty, reserve, or economic interests.	Co-developed, protocol-based engagement respecting each Nation's interests and preferred level of participation, where engagement is desired. Engagement will be scoped to the project budget and schedule and may include data sharing, meetings, review opportunities and identification of economic development interests where a Nation chooses to participate, the Consultant will participate directly in at least four of these engagements.
B. Industry, investors, owners	Major business operators, property owners and industry associations technology innovators, brokers, Chambers of Commerce, developers, Port Authority, Airport Commission, BC Ferries, Ministry of Transportation and Transit.	The Consultant shall conduct workshops and confidential interviews, including at least 25 owners/operators/associations, and support one RDN-led workshop. The Consultant shall help develop technical questions for engagement, present findings, respond to technical questions from different parties and use the input to understand utilization, barriers, and market readiness, investment needs and expansion constraints.
C. Local government And public / landowners	RDN, member municipalities, Electoral Areas, engineering staff, RDN Board, Councils, community members, and NPC.	The RDN will lead public communications and engagement. The Consultant shall prepare technical content, maps and presentation materials, attend up to two RDN-led public engagement sessions and one targeted validation session, respond to technical questions and identify how relevant input affected the analysis or recommendations. The Consultant shall also participate in Technical Advisory Committee (TAC) meetings (see below), Board/Council briefings, regional-municipal planner meetings identified elsewhere in this Schedule. The RDN may use open houses (in person or virtual), and online mapping tools, surveys, or other mapping tools identified in the RDN Engagement Plan to be prepared once a consultant is chosen.

7. Schedule

The consultant shall attend a minimum of five milestone review meetings, monthly progress meetings and engagements with the Governance Elements (Section 8) as outlined below.

Phase	Timing	Key Activities (Milestone)	Deliverables	Review Points
1	Months 1–2	Project kickoff, initiation, policy review, benchmarking, SWOT assessment, engagement protocol. (1 Lead / Co-Lead Meeting)	1. Inception Report & Engagement Support Plan 2. Benchmark Memo	Kickoff meeting (Month 1) Milestone review of Deliverables 1–2 (Month 2)
2	Months 2–6	GIS map inventory, high-level servicing audit, ownership/utilization analysis, landowner and industry interviews and meeting with TAC. (Min. 1 TAC meeting and 25 owner/industry/association interviews)	3. Employment Lands Inventory, GIS Database & Static Map Atlas4. High-level Servicing, Environment & Readiness Audit 5. Ownership & Utilization Report	Interim inventory check (Month 4) Milestone review of Deliverables 3–5 (Month 6)
3	Months 6–9	Demand forecast, economic and fiscal modelling, TAC meetings and First Nations' engagement, environmental and natural hazard work. (Min. 4 joint First Nations & 1 TAC meeting)	6. Demand Forecast (2026–2046) 7. Economic Impact Report 8. Engagement Findings Summary (interim) 9. Climate & Environment Memo	Milestone review of Deliverables 6–9 (Month 9)
4	Months 9–12	Implementation tools, investment framework, GIS mapping outputs, Reference Group / public engagement and meetings with TAC. (Min. 3 Public / Reference Group & 1 TAC meetings)	10. Implementation Toolkit 11. Investment Attraction Framework	Milestone review of Deliverables 10–11 (Month 12)
5	Months 12–15	Final report and briefings for RDN & TAC staff, Board, and partner audiences. (Min. 1 TAC and 2 Board meetings)	12. Final Integrated Report & Executive Summary (draft Month 14; final Month 15) 8. Engagement Findings Summary (final Update))	Milestone review of draft Deliverable 12 (Month 14) Board and municipal/First Nations partner briefings (Month 15)
All	Months 1–15	Project management. (15 monthly Lead / Co-Lead meetings)	Ongoing Project Management	Monthly resource calls / virtual meetings

8. Project Management and Governance

The project will be jointly governed by RDN and NPC. The RDN will act as the planning authority and lead policy integration from the RDN and from member municipalities, while NPC will support investment attraction, business outreach, investor communications, employment-land market intelligence, and regional economic development alignment.

Governance Element	Role
Project Lead & Co-Lead	RDN Long Range Planning Energy, Sustainability (Planning) Lead and NPC Investment Attraction Co-Lead; jointly oversee scope, schedule, deliverables, risks, and consultant performance.
TAC	Municipalities may determine whether planning staff, engineering staff or both participate directly or provide input through municipal planning staff. The TAC provides data, review and implementation advice.

External Reference Group	Port Authority, Airport Commission, Vancouver Island Economic Alliance (VIEA), Chambers of Commerce, brokers, developers, and industry representatives; supports market intelligence and investment readiness.
Decision Bodies	RDN Board retains primary authority for the strategy; NPC confirms contribution, partnership terms, and investor-facing outputs.
Communications & Engagement	Joint engagement communications plan; RDN leads planning and policy communications and Engagement Plan process implementation; NPC leads investor-facing communications, investment profiles and marketing materials.

9. Budget

The total project budget envelope is $150,000, excluding GST. The budget includes professional fees, sub-consultants, travel, expenses, engagement materials, analysis and reporting within the defined scope.

Budget assumptions and exclusions

- RDN and member municipalities will provide reasonable access to available GIS, parcel, zoning, servicing, OCP, building-permit, and engineering data at no cost to the consultant.
- First Nations capacity funding beyond the engagement support included within the defined project scope is excluded and may be supported though external funding sources, where available. Internal resources will be leveraged to support the engagement.
- For pricing purposes, the Consultant shall include the engagement outlined above in Sections 5, 6 and 7.

10. Final Outputs

At the completion of the workplan, the Consultant shall provide the RDN with the following final outputs.

10.1 Final Integrated Report

The Final Integrated Report will constitute the completed Regional Employment Lands Demand & Supply Strategy and will synthesize the analysis, findings and recommendations arising from the project deliverables described in Section 5.

The Final Integrated Report shall include:

- Executive Summary
- regional Employment Lands context and methodology
- Employment Lands inventory and supply assessment
- servicing and site-readiness findings
- ownership, utilization and bring-to-market findings
- demand forecast to 2046
- economic and fiscal impact analysis
- First Nations interests identified through engagement, where appropriate for inclusion
- environmental, climate and natural-hazard considerations
- policy and implementation recommendations
- investment-readiness and attraction findings
- a standalone industrial lands chapter with industrial-specific findings and recommendations
- implementation priorities and recommended next steps.

10.2 GIS and Spatial Data Outputs

Separate from the Final Integrated Report, the Consultant shall provide:

- Static Map Atlas: A set of finalized maps presenting the key spatial findings of the Employment Lands inventory and analysis, suitable for use with the Final Integrated Report, RDN planning purposes, presentations and decision-maker materials.
- Interactive GIS-Based Employment Lands Mapping Tool: A user-friendly interactive mapping tool presenting the parcel-level Employment Lands inventory and key spatial findings of the Strategy. The interactive tool shall complement, rather than replace, the static map atlas and underlying GIS data.
- GIS Data and Spatial Files: ESRI-compatible GIS data, spatial layers, associated attribute information, mapping files and supporting metadata in a format suitable for ongoing RDN use, review and updating.

The Proponent shall describe the proposed platform and functionality for the interactive mapping tool. The final approach will be confirmed with the RDN during project initiation.

10.3 Implementation Outputs

The Consultant shall provide an Implementation Toolkit identifying practical planning, servicing, policy and development-intensification actions arising from the Strategy. The Toolkit shall also identify potential financing, development-cost-charge, incentive and other mechanisms recommended for more detailed consideration through subsequent work.

10.4 Investment Attraction Outputs

The Consultant shall provide investment-attraction materials arising from the Strategy, including:

- sub-regional Employment Lands profiles
- priority target-sector information
- investment-ready site or area profile content
- supporting maps
- marketing-ready information suitable for NPC-led investment-attraction activities.

10.5 Presentation and Decision-Maker Materials

The Consultant shall provide presentation and briefing materials suitable for RDN Board, municipal, First Nations and partner discussions, including concise materials communicating the Strategy's principal findings, recommendations and implementation priorities.

Reference Information (not an exhaustive list)

Staff Report to RDN Board on Proposed Study (July 28, 2026)

Industrial, Commercial and Employment Lands - Demand and Supply Strategy - Special Board - July 28, 2026

Industrial Land Supply and Demand Study (2013)

https://rdn.bc.ca/sites/default/files/inline-files/industrial_land_supply_and_demand_study_2013.pdf

RDN Regional Growth Strategy (2024)

https://rdn.bc.ca/regional-growth-strategy

RDN Official Community Plans (OCPs), Zoning Bylaws and Other Development Bylaws

https://rdn.bc.ca/planning-bylaws-and-policies

You may also refer to the OCP and Zoning Bylaws of Other Municipal Bylaws from:

City of Nanaimo

Property & Development

City of Nanaimo Land Inventory and Capacity Analysis (2020-JUN-01)

City of Parksville

City of Parksville - Community Planning and Building

Town of Qualicum Beach

Qualicum Beach

District of Lantzville

District of Lantzville - Business

District of Lantzville - OCP & ZB Amendment Applications for Superior Road