



AGENDA
SPECIAL FINANCE AND AUDIT COMMITTEE MEETING

November 22, 2019, 9:00 AM - 4:00 PM
SHAW AUDITORIUM, VANCOUVER ISLAND CONFERENCE CENTRE
80 COMMERCIAL STREET, NANAIMO, BC

Pages

1. CALL THE SPECIAL FINANCE AND AUDIT COMMITTEE MEETING TO ORDER:
2. INTRODUCTION OF LATE ITEMS:
3. ADOPTION OF AGENDA:
4. ADOPTION OF MINUTES:
5. PRESENTATIONS:
6. REPORTS:

a. **2020 - 2024 Financial Plan Operating Budgets**

To be introduced by Laura Mercer, Director, Finance.

1. **Development Services**

3 - 17

To be introduced by Dale Lindsay, General Manager, Development Services.

1. **Community Development 9:00 a.m. - 9:30 a.m.**
2. **Development Approvals 9:30 a.m. - 10:00 a.m.**
3. **Bylaw and Parking 10:00 a.m. - 10:30 a.m.**
4. **Break 10:30 a.m. - 10:45 a.m.**

2. **Parks, Recreation and Culture**

18 - 29

To be introduced by Richard Harding, General Manager, Parks, Recreation and Culture.

1. **Facilities and Parks Operations 10:45 a.m. - 11:30 a.m.**

2. Recreation and Culture 11:30 a.m. - 12:15 p.m.

3. Lunch Break 12:15 p.m. - 1:15 p.m.

3. Engineering and Public Works

30 - 43

To be introduced by Bill Sims, General Manager, Engineering and Public Works.

1. Engineering 1:15 p.m. - 2:00 p.m.

2. Public Works 2:00 p.m. - 2:45 p.m.

3. Break 2:45 p.m. - 3:00 p.m.

4. RCMP / Police Services 3:00 p.m. - 4:00 p.m.

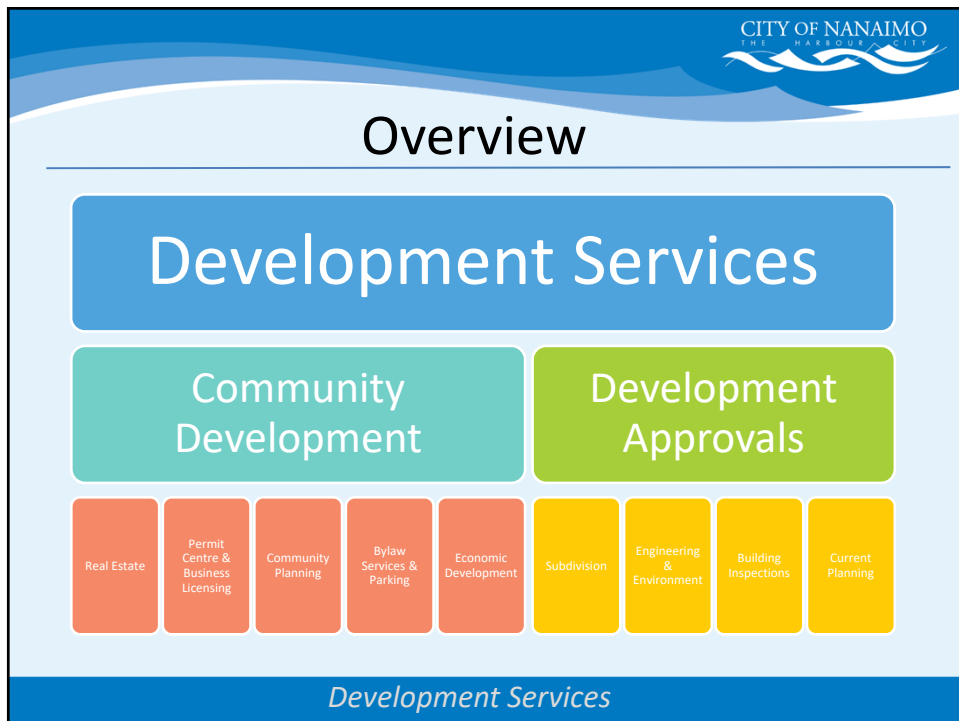
44 - 50

To be introduced by Supt. Cameron Miller, OIC, Nanaimo Detachment RCMP.

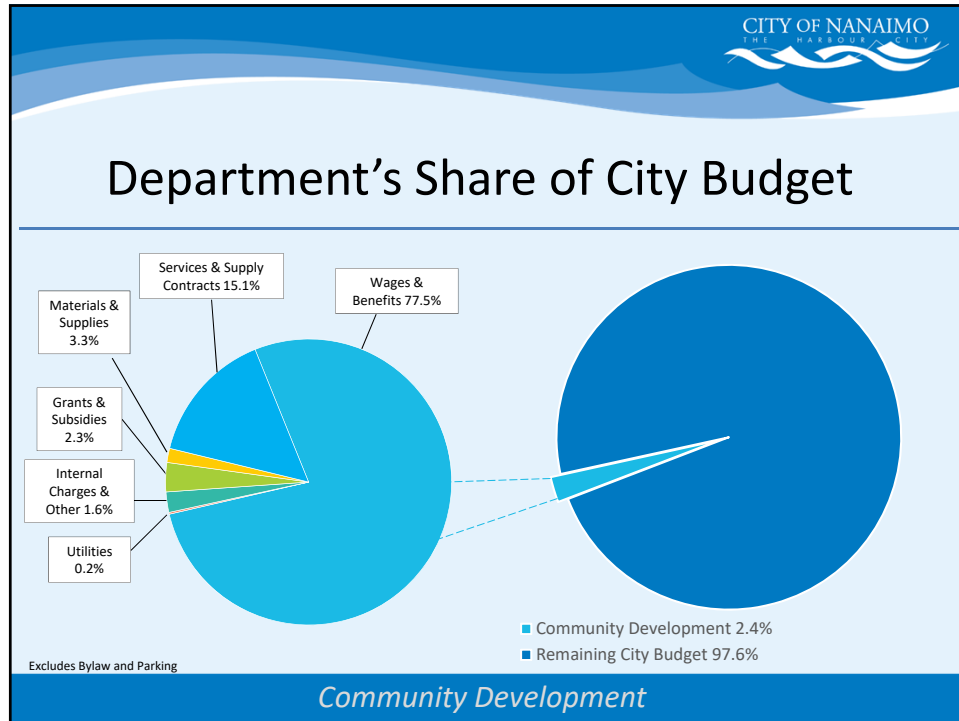
7. OTHER BUSINESS:

8. QUESTION PERIOD:

9. ADJOURNMENT:







CITY OF NANAIMO
THE HARBOUR CITY

2019 Achievements

- Health and Housing Task Force
- Community Advisory Committees
- Affordable Housing Opportunities
- Bylaws:
 - Smoking Regulation
 - Home-based Business Regulation
 - Inter-Community Business Licenses
- Age-Friendly BC Community Recognition
- Truth and Reconciliation Call to Action #57
- Telus Pure Fibre Agreement
- Review of Economic Development Function
- Redevelopment of 1 Port Drive
- Departure Bay Walkway Feasibility Study
- Archaeological Overview Assessment

Community Development

2020 Key Challenges

- Social Issues
- Land Acquisition Budget
- Implementing New Economic Development Function
- Official Community Plan Update
- Downtown Nanaimo

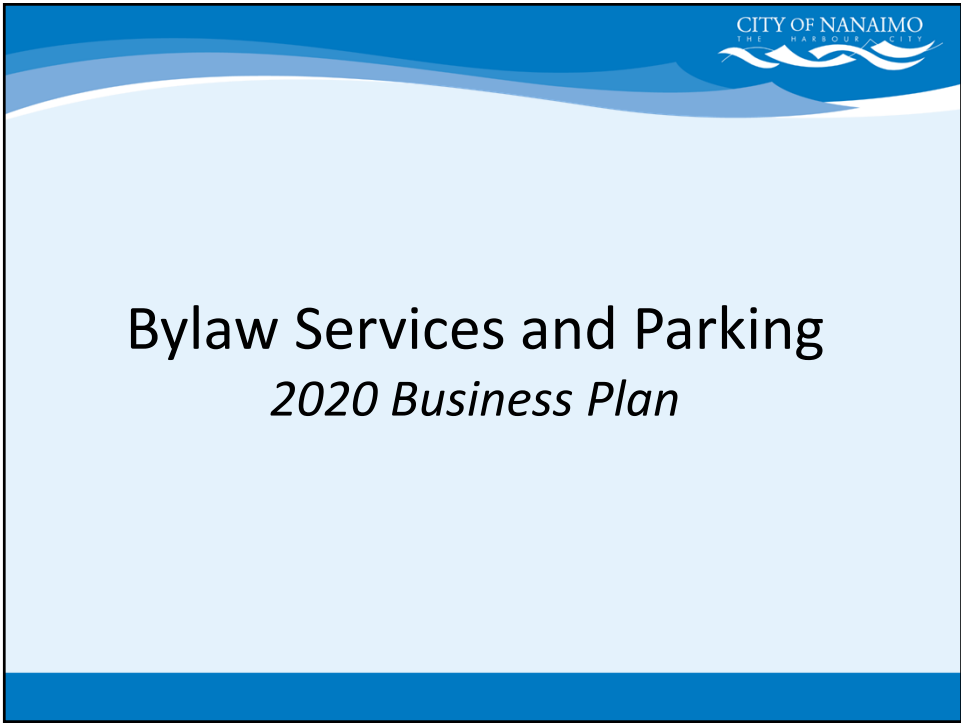
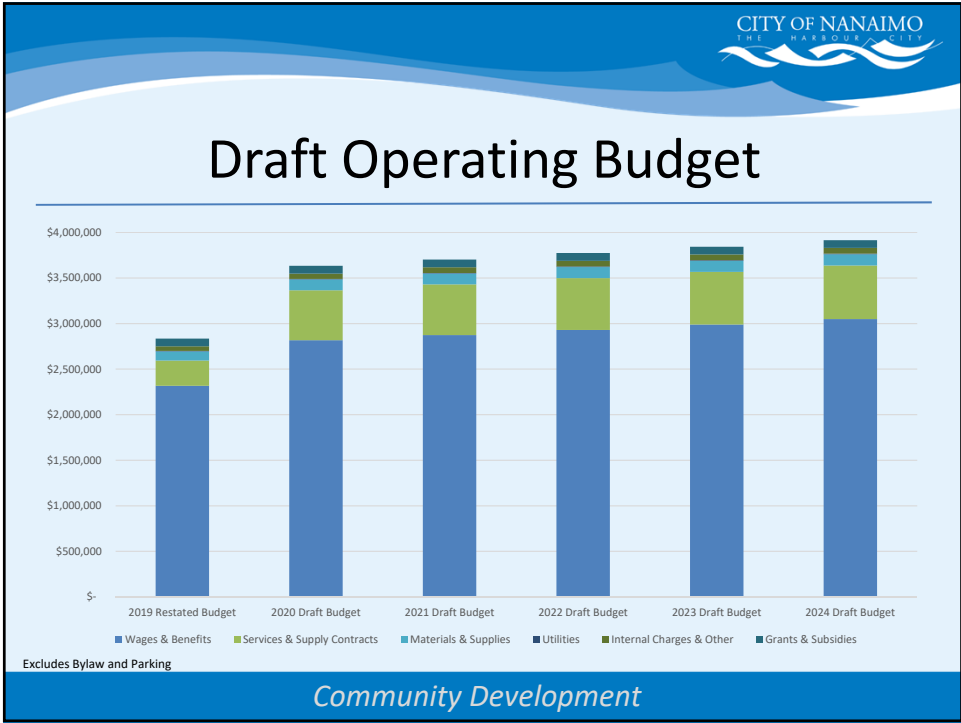


Community Development

2020 Key Initiatives

- | | |
|--|---|
| • Review OCP | • 1 Port Drive Redevelopment |
| • Economic Development Strategy | • BC Ferries Departure Bay to Battersea Walkway |
| • External Economic Development Agency | • Health and Housing Task Force |
| • Update Business License Bylaw | • Support the Age-Friendly City Plan |
| • Affordable Housing Strategy | • Child Care Needs Study |

Community Development

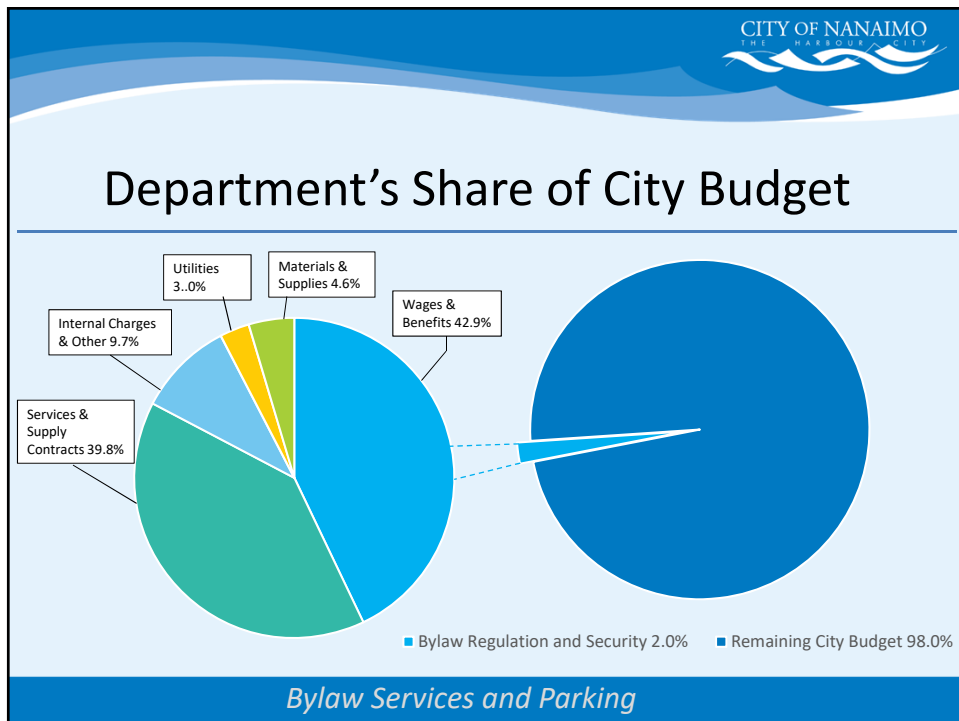


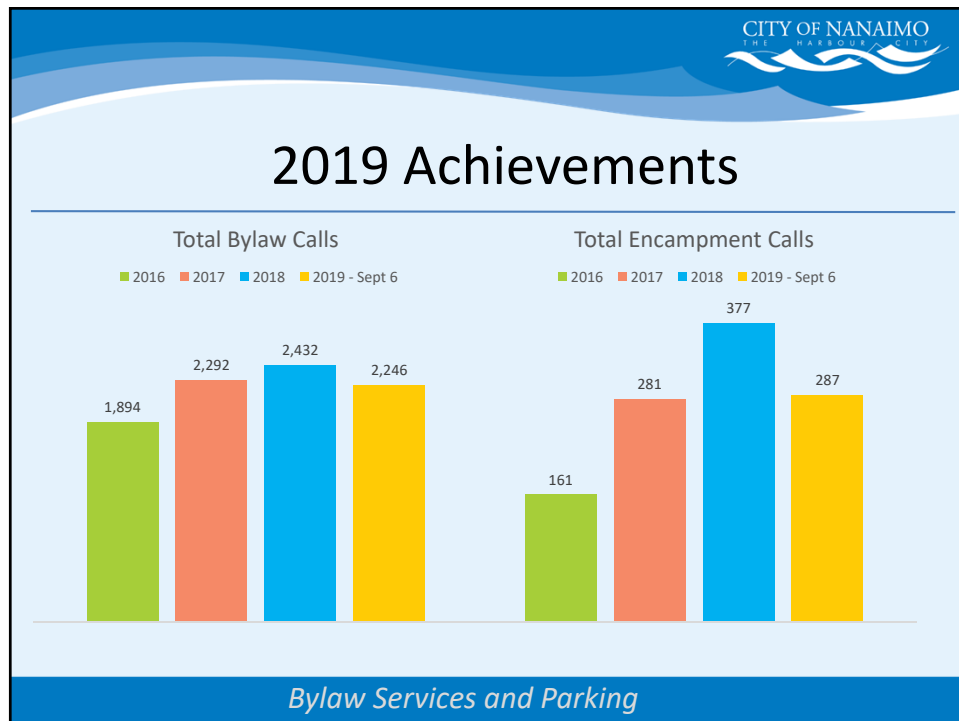
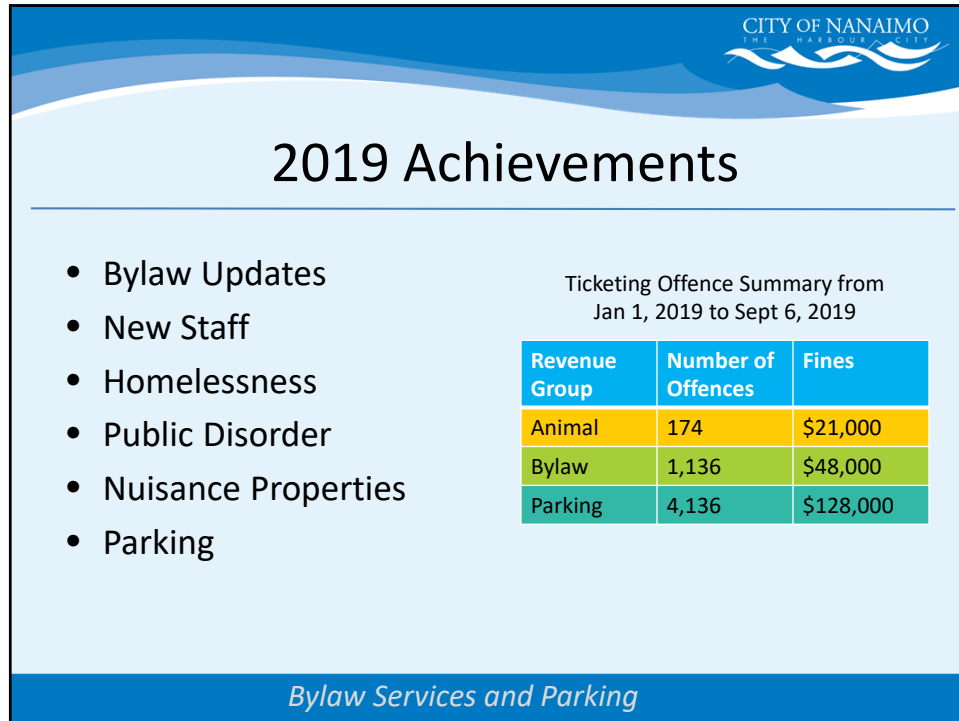
CITY OF NANAIMO
THE HARBOUR CITY

Overview

- Bylaw Services
- Parking Services
- Animal Control

Bylaw Services and Parking





2020 Key Challenges

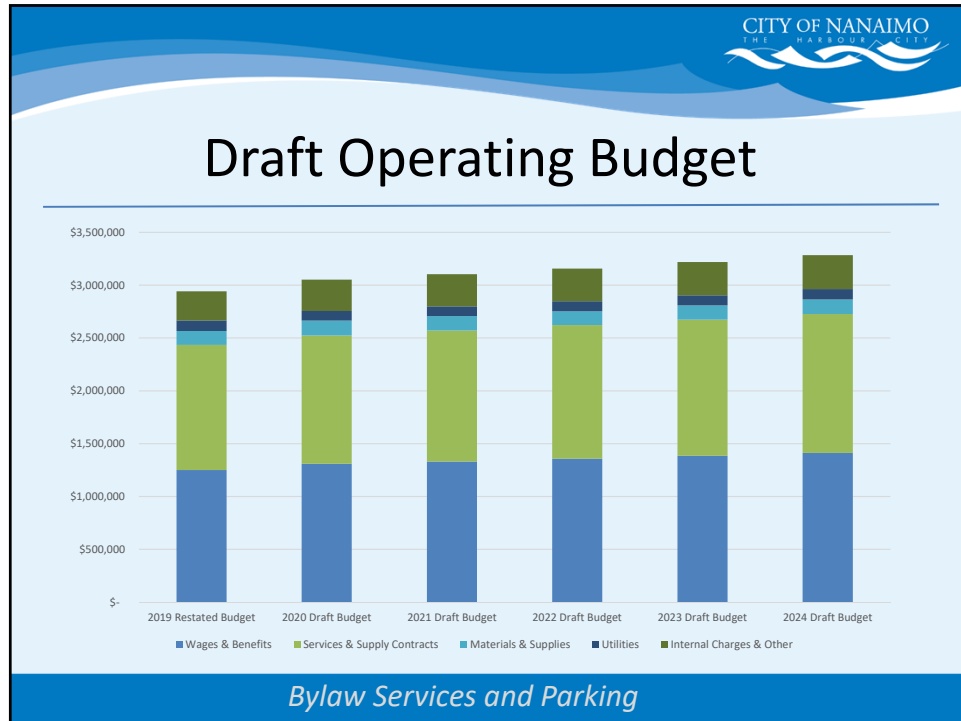
- Bylaws
 - Homelessness and encampments
 - Public disorder
- Parking
 - Downtown parking plan
 - Parkade security
 - Meter vandalism and theft
- Animal Control
 - Contract expires
 - Animal shelter requires replacement or renovation
 - Increased service level required for population increase

Bylaw Services and Parking

2020 Key Initiatives

- Hospital area parking enforcement plan
- Animal control contract
- Address graffiti clean up
- Capital projects – Bastion, Harbour Front Parkades
- Update Traffic and Highways Bylaw
- Downtown transportation plans

Bylaw Services and Parking



CITY OF NANAIMO
THE HARBOUR CITY

Proposed Changes to Budget

- Manager, Economic Development
- Economic Development Function

Community Development

Changes Not Included in Draft Budget

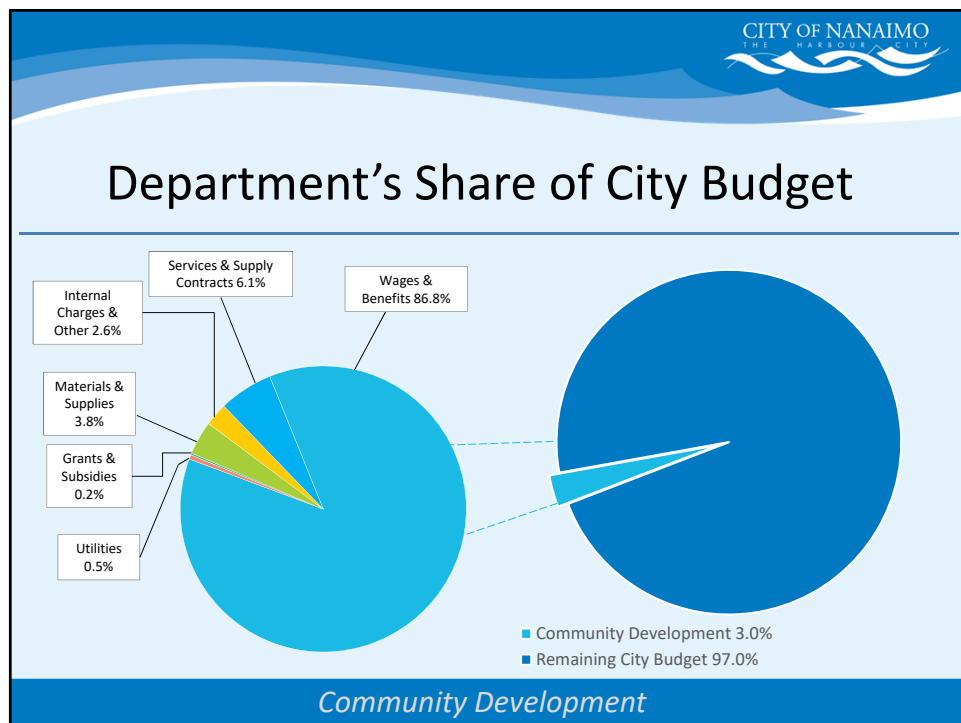
- Animal Shelter Improvements
 - Renovations and upgrades to existing animal shelter facility
- Bylaw Enforcement Officers Schedule
 - Move from 35 to 40 hour work week

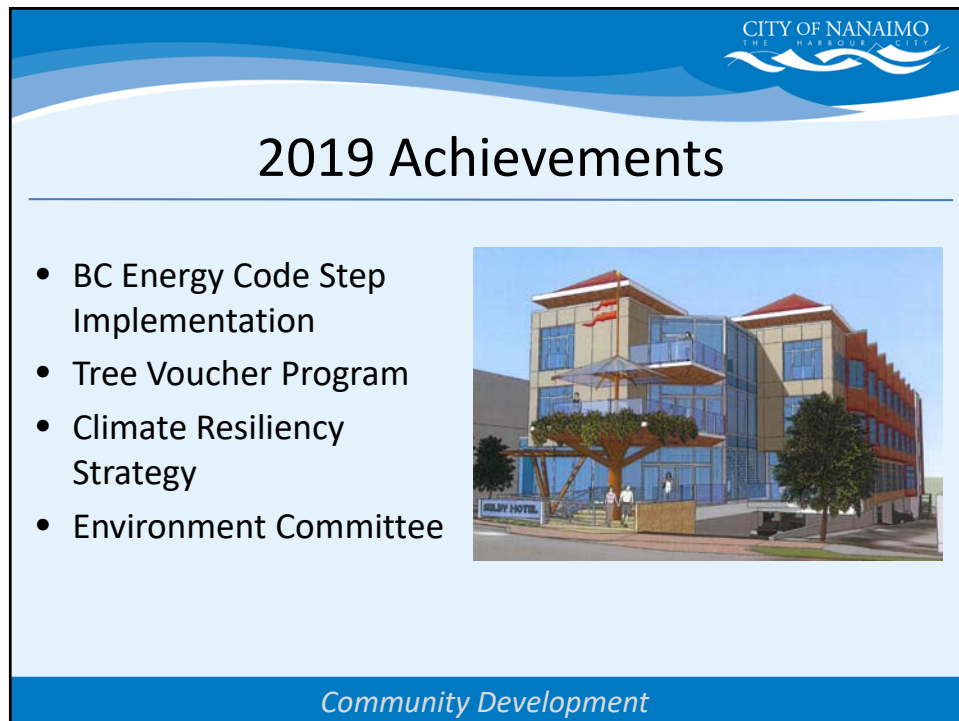
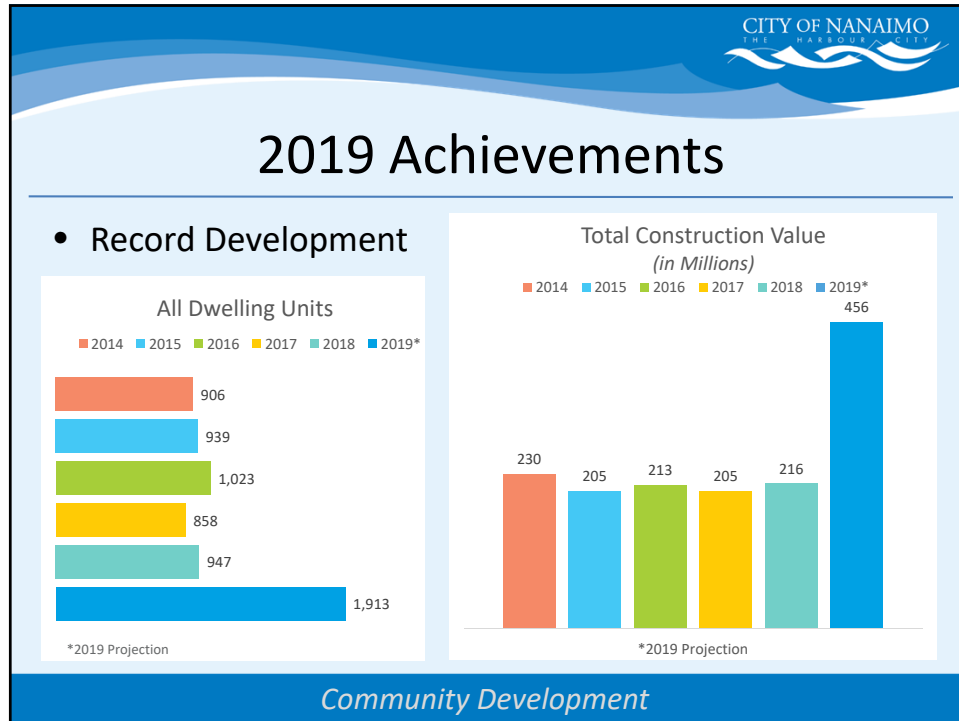
Community Development

Development Approvals

2020 Business Plan







CITY OF NANAIMO
THE HARBOUR CITY

2020 Key Challenges

- Staffing
- Committee Support



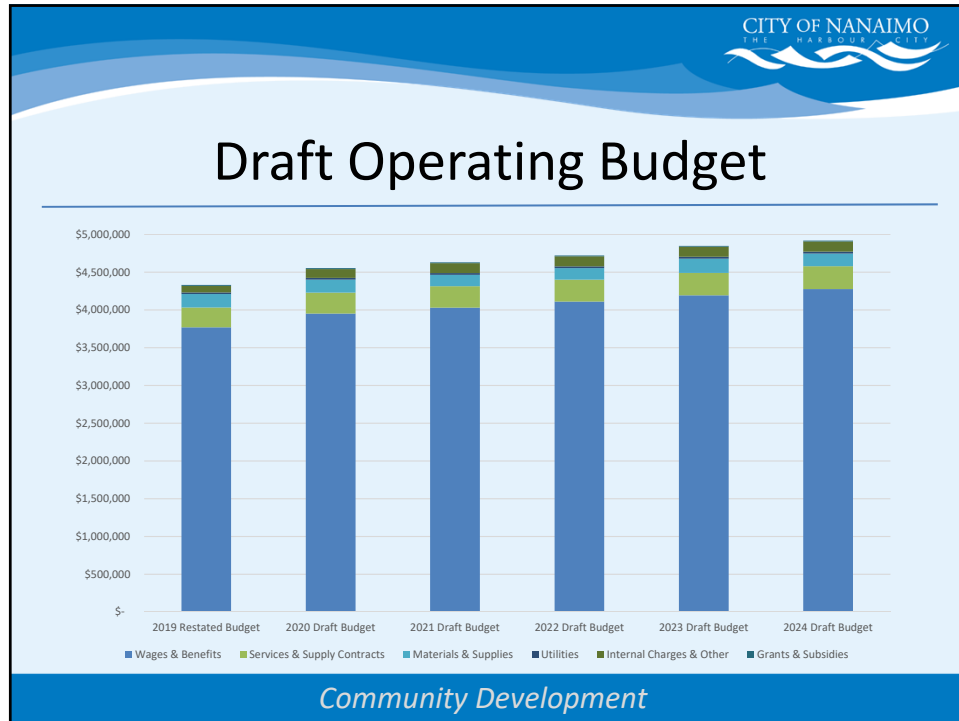
Community Development

CITY OF NANAIMO
THE HARBOUR CITY

2020 Key Initiatives

- Community Amenity Contribution Policy Review
- Community Sustainability Action Plan Update
- Bylaw Updates:
 - Development Approval Procedures and Notification Bylaw
 - General Zoning Bylaw
 - Subdivision Control Bylaw

Community Development



CITY OF NANAIMO
THE HARBOUR CITY

Proposed Changes to Budget

- Four New Building Inspection Vehicles
- New Position - Urban Forestry Technician
- Watercourse Restoration and Enhancement Program

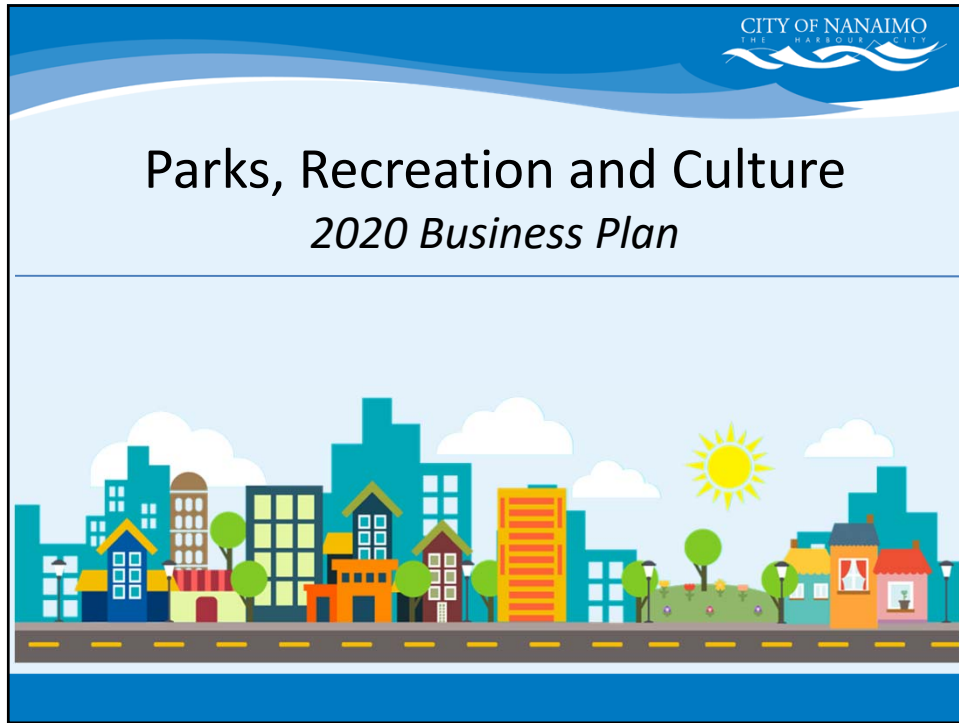
All supported by Business Cases

Community Development

Changes Not Included in Draft Budget

- Urban Forestry Management Strategy Update
 - Update of the City Urban Forest Management Strategy adopted by Council in 2010
- Manager of Sustainability
 - Overseeing the City's current climate action, mitigation and environmental protection initiatives

Community Development



Overview

The Parks, Recreation and Culture department is divided into:

- **Recreation Services Section** – made up of Aquatics, Arenas, Recreation and Culture Services (programs, special events and community development)
- **Parks Operations Section** – Operations and projects related to parkland, trails, parks buildings, and amenities
- **Facilities Section** – Planning, Operations, Asset Management, Energy Management, Infrastructure Renewal. Responsible for 5 major recreation facilities, 4 minor facilities, and other co-managed facilities with community organizations (The Port Theatre, Art Gallery, Nanaimo Museum, Vancouver Island Military Museum)



Recreation and Culture *2020 Business Plan*





CITY OF NANAIMO
THE HARBOUR CITY

Recreation Services Section

Aquatics / Arenas / Recreation


Operations of **Beban Park, Bowen Park, Nanaimo Aquatic Centre, Nanaimo Ice Centre** and **Oliver Woods Community Centre**. Amenities include:

- 2 indoor pools
- 2 fitness centres
- 4 ice surfaces
- 2 gymnasiums
- Conference/multi-purpose rooms
- 4 external facilities

Operations includes community programming, staffing, rentals, and ongoing facility maintenance.




Recreation and Culture

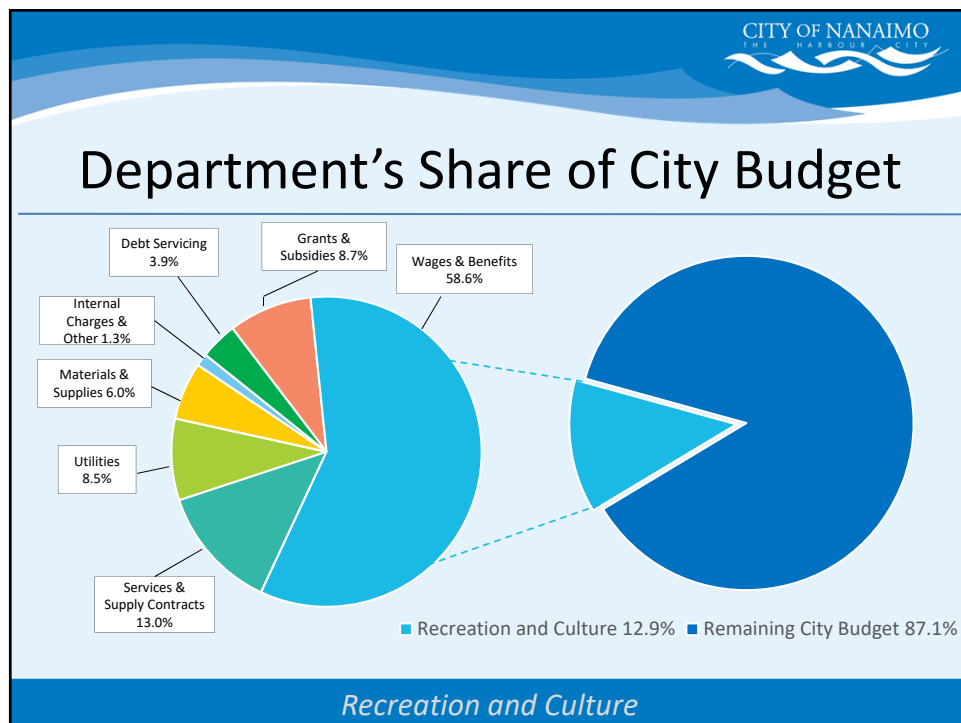


Culture Section

- Culture Plan for a Creative Nanaimo
- Cultural diversity
- Support and information for cultural organizations
- Grant programs:
 - Cultural facilities
 - Culture and Heritage
 - Downtown Events
- Temporary Public Art program
- Poet and Youth Poet Laureate program
- Street banners



Recreation and Culture



CITY OF NANAIMO
THE HARBOUR CITY

2019 Achievements – Recreation

- Redesigned summer hiring and training program
- Increased demand for 60+ Active Aging Programs
- Coordinated a variety of community events including:
 - Healthamongus, Earth Day, Family Fun Nights, Canada Day, Concerts in the Parks, Rivers Day, Snowbirds, Terry Fox Run, Finale
- Approx. 40 work parties in the parks
- Aquatics hosted 11 Regional/Provincial swim tournaments/meets
- Arenas hosted 14 tournaments including:
 - Training camp for two World Jr. Hockey teams – Czech Republic and Slovakia
 - Sold out World Jr. Exhibition game between Team Czech Republic and Team Slovakia
- President's Cup Senior B National Lacrosse Championship
- Hosting training camp for World Junior Hockey Championship and exhibition game Czech Republic and Slovakia

Recreation and Culture

CITY OF NANAIMO
THE HARBOUR CITY

2019 Achievements – Culture

- Departure Bay House Posts installed
- The Raven installed at Water Treatment Plant
- Completion of Culture 2019 programming:
 - Culture and Heritage Grants
 - Downtown Event Grants
 - Temporary Public Art
 - Poetry in Transit
 - New Youth Poet Laureate – Valina Zanetti
 - Youth Poetry Video Anthology – Beyond this City's Streets
 - Culture and Heritage Awards
 - Street Banner Design Competition
- Maintenance and repair of Spindle Whorl



Recreation and Culture

Key Challenges for 2020

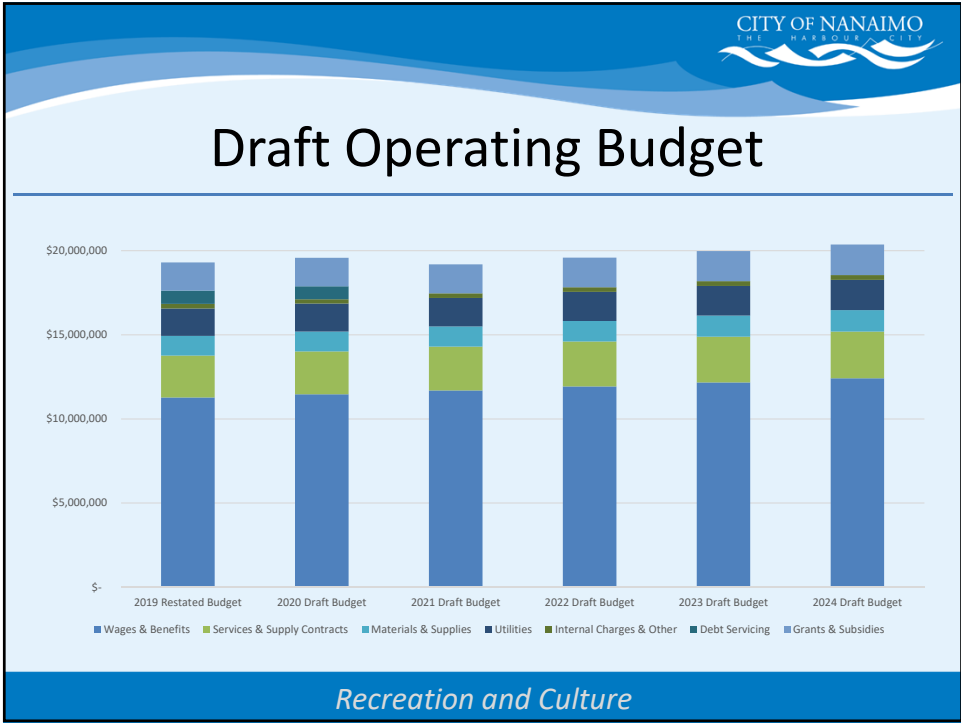
- City re-organization
- Growing demand for pool, gymnasium and ice time
- Increase in competition between public and private recreation
- Recruitment training and staff retention
- Continued maintenance and improvements to service levels
- Removing barriers to entry into facilities and recreation programs (language, socioeconomic)
- Social issues
- Balance the cultural need of the community with available resources

Recreation and Culture

Key Initiatives for 2020

- Establish new Recreation and Culture section
- Parks, Recreation and Facilities Master Plan
- Fees and charges implementation
- Shift in custodial scheduling
- Re-organize Recreation Coordinator portfolios
- Policy and Procedure manual for Recreation Services
- Evaluate current pre-school program
- Expand LIT/Quest Leadership Training into environmental stream
- Update 2014-2020 Culture Plan for a Creative Nanaimo

Recreation and Culture







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Parks Operations Section

- Maintains over **1,018 hectares** of city-owned parkland. This space is divided in over **180 km** of trail, over **70** playgrounds, **29** sports fields, **3** artificial turf fields, **12** dog off-leash parks, **5** Community Gardens, and other amenities.
- Sport venues available in parks include tennis, pickleball, lacrosse, sand volleyball courts, disc golf course, bike parks, skate parks, & mountain bike trails.
- Work is divided in different levels of service across Destination Parks, Downtown Parks, Natural Area Parks, Neighbourhood Parks, Sports Fields, Trails, and Utilities. Also includes environmentally sensitive areas and undeveloped parkland.

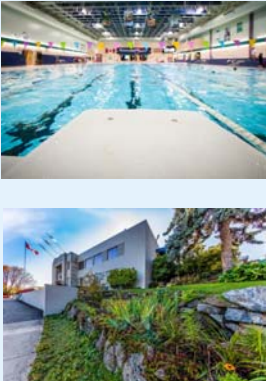



Facility and Parks Operations

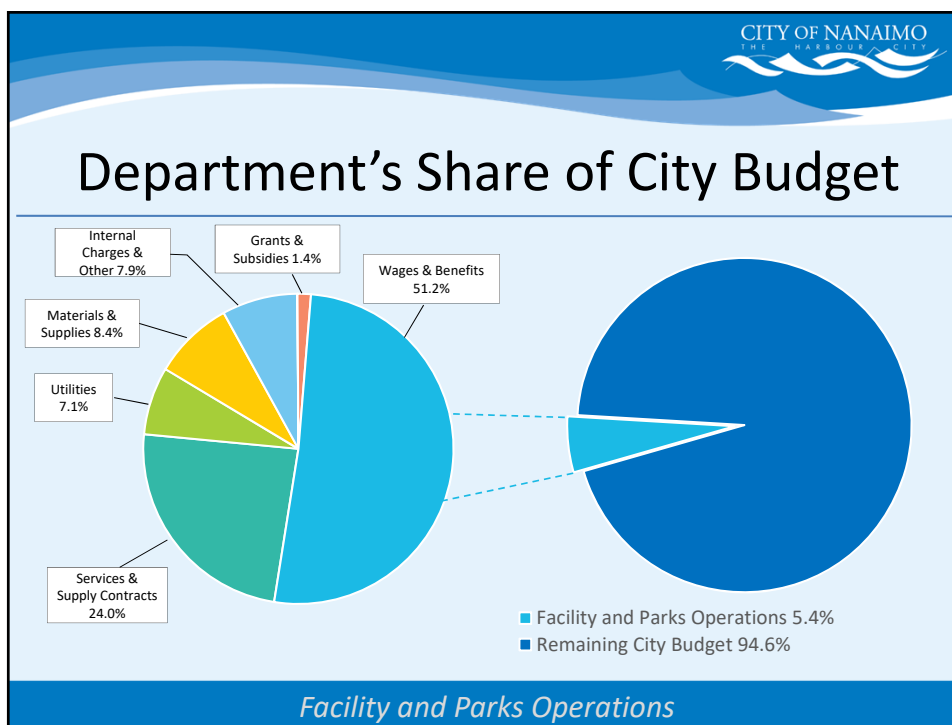
CITY OF NANAIMO
THE HARBOUR CITY

Facilities Section

- Main focus of section is for Parks, Recreation and Culture facilities, including operation, maintenance, repairs and upgrades.
- Also responsible for Energy Management across the organization and Asset Management Plan for facilities.
- Provides project management and project support for Parks and Recreation, Bylaw, Nanaimo Fire Rescue, Public Works, Police Services and civic facilities.
- Provides support and maintenance for cultural, community and other civic facilities (including leased).
- Assists with both short-term and long-term capital planning across the organization.



Facility and Parks Operations





2019 Achievements - Parks

- Tree planting in Merle Logan bank – partnership with Rotary and TD Bank
- Raised walkway in Colliery Dam Park
- Annual bleacher replacement program
- Backstops and dugouts replaced in May Richards Bennet Pioneer Park and Sid Clark Gyro Park
- Parks, Recreation, Culture and Facilities Plan
- Master Plans:
 - East Wellington Park, Maffeo Sutton Park, Linley Valley
- Parks GIS Asset Inventory

Facility and Parks Operations



2019 Achievements – Facilities

- Annual maintenance, cleaning and repairs for Nanaimo Aquatic Centre and Beban Pool
- Ammonia plant upgrade in Frank Crane Arena
- Harbourfront Parkade sprinkler system upgrade
- Replaced Northfield School roof
- Bowen Park Complex and Oliver Woods Community Centre renovations
- LED lighting upgrades for:
 - Beban Pool,
 - NIC exterior and parking areas,
 - Nanaimo Aquatic Centre exterior and select interior areas
- Energy studies at Cliff McNabb and NIC for conversion of ammonia plants to low charge plants

Facility and Parks Operations

Key Challenges for 2020

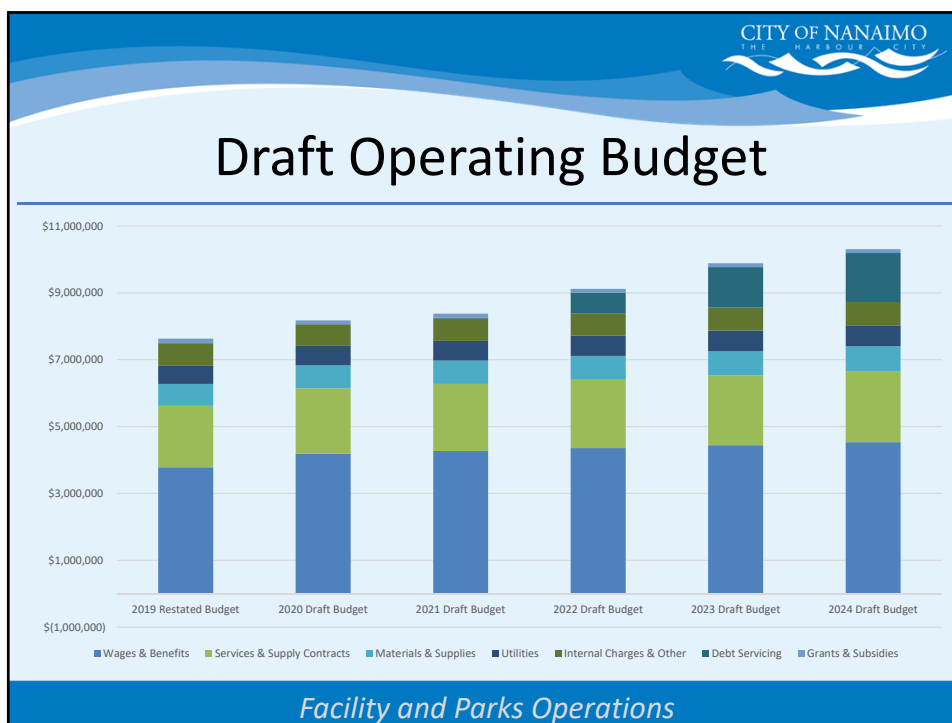
- Changes to organizational structure from re-organization
- Increased graffiti, vandalism and garbage pick up
- Parks, Recreation, Culture and Facilities Master Plan completion
- Maintain and improve service levels with limited resources and staff capacity
- Climate change and resiliency
- Invasive species

Facility and Parks Operations

Key Initiatives for 2020

- Harewood Centennial Park Youth Park Phase 1 & 2
- Integrate Harewood Centennial Park's trail system
- Irrigation system maintenance and improvements
- Way finding and sign improvements
- Facilities and Park Amenities Condition Assessment Program
- Asset Management Plan updates
- Lighting studies

Facility and Parks Operations



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THE HARBOUR CITY

Proposed Changes to Budget

- New Positions
 - Allocations Clerk
 - Co-op Student
- Loudon Boathouse (Design)

Supported by Business Cases

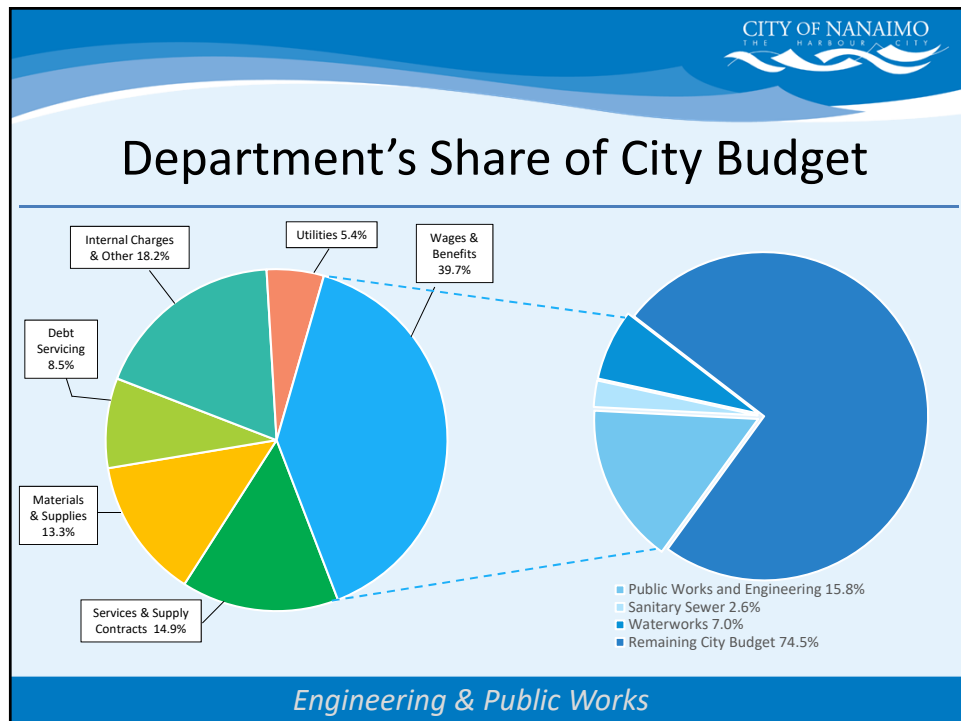
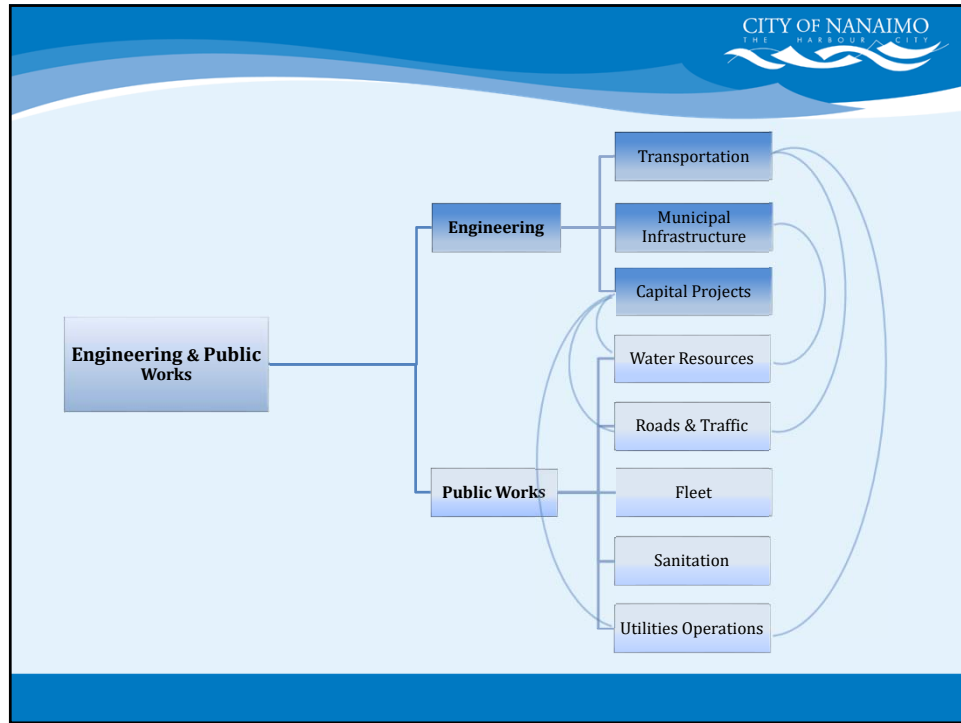
Parks, Recreation and Culture



Overview

- Engineering & Public Works
- Integrated between Engineering and Public Works:
 - Administration
 - Transportation
 - Water Supply/Distribution
 - Sanitary Sewer
 - Drainage
- Provided by Public Works
 - Solid Waste Management
 - Fleet
 - Cemeteries
- Provided by Engineering
 - Infrastructure Planning
 - Capital Projects

Engineering & Public Works



Administration

Key Challenges

- Call volumes
- Level of service
- Security concerns at Public Works Yard

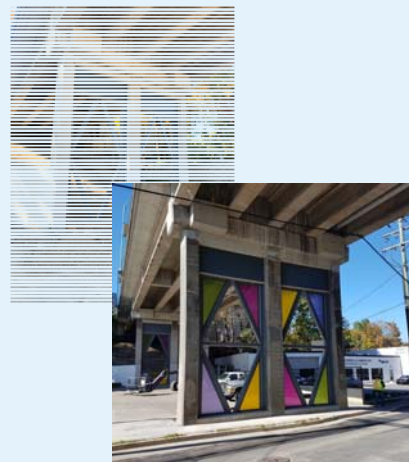


Engineering & Public Works

Transportation

Notable Achievements

- Road clearing for prolonged snowfall
- Road Standards/Complete Streets
- Downtown Mobility Study engagement
- Major projects:
 - Jingle Pot and Westwood Roads, Bruce Avenue, Georgia Greenway, Hammond Bay Road widening, access to the Port lands and the Bastion Street Bridge
 - Asphalt rehab, new sidewalks, cycle lanes and mulituse pathways.
- Phase 2 LED Street Light Conversion



Engineering & Public Works

CITY OF NANAIMO
THE HARBOR CITY

Transportation

Key Challenges

- Increasing demand for higher service levels
- Increasing transit ridership
- Road rehabilitation asset management
- Signal operations and maintenance
- Traffic medians and boulevard maintenance
- Keeping roads and sidewalks clean
- Rail crossings and cost
- Growth in infrastructure and workload




Engineering & Public Works

CITY OF NANAIMO
THE HARBOR CITY

2020 Key Initiatives

- Active and Sustainable Transportation Masterplan
- Centralized traffic signal management system
- South Nanaimo Mobility Study (Cranberry Connector)
- Rapid Bus Corridor and Frequent Transit Network systems
- Review and update inventory of traffic medians, islands and roundabouts

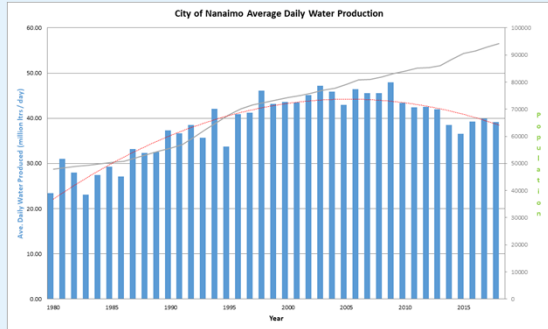
Engineering & Public Works




Water Supply and Distribution

Notable Achievements

- Declining per capita consumption
- Emergency Water Pump Station
- Emergency Plans and Wildfire Protection updated
- Water Rates Bylaw updated
- Upgraded/Replaced/Installed Jump Creek Spillway, South Fork Dam Log Booms
- Towers Pump Station upgrades




Engineering & Public Works



Water Supply and Distribution

Key Challenges

- Water Supply Strategic Plan
- Growth in Infrastructure and Workload
- Aging watermains and service pipes
- Revenue



Engineering & Public Works

2020 Key Initiatives

- Update Water Supply Strategic Plan
- Update Nanaimo River Flood Inundation Plan
- Update to South Fork Seismic review & conceptual design
- Rebuild of City Wide Water Model

Engineering & Public Works

Sanitary Sewer

Notable Achievements

- Cleaning and inspection of up to 125km of sewer pipe.
- Protection Island Odor and Gas Control project

Key Challenges

- Capacity, growth, and condition
- Climate Change




Engineering & Public Works



2020 Key Initiatives

- Sanitary Sewer Catchment Master Plan
- New flow monitoring stations for Cilaire and Northfield catchments
- Update video equipment and software

Engineering & Public Works



Rainwater (Drainage)

Notable Achievements	Key Challenges
<ul style="list-style-type: none">• Video inspection and condition assessment of 13.5 km of drainage pipe• 10,257 catchbasins cleaned	<ul style="list-style-type: none">• Infrastructure condition, lifespan, funding• Climate Change• Educating residents on their role


Engineering & Public Works



2020 Key Initiatives

- Hazard assessment, adjustments to storm system design
- Funding model
- Continue to work closely with RDN on source control issues and monitoring
- Upgrade CCTV mobile equipment

Engineering & Public Works



Fleet

<p>Notable Achievements</p> <ul style="list-style-type: none"> • New CNG garbage truck and spares • Green Fleet Strategy • Joined E3 Fleet (Energy, Environment, Excellence) Program. • commercial vehicle inspections • 15 vehicle and mobile equipment ordered 	<p>Key Challenges</p> <ul style="list-style-type: none"> • Technological advancements • GHG reductions • Fleet Services facility • Climate change • Sourcing alternative fuel vehicles/equipment solutions • Vehicle accidents and incidents • Insurance premiums increase
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Engineering & Public Works

2020 Key Initiatives

- E3 (Energy, Environment, Excellence) Green Fleet review
- Corporate Green Fleet strategy
- Explore alternative fuels to reduce costs and GHGs
- Share specifications and procurement solutions with other municipalities

Engineering & Public Works

Solid Waste Management

Notable Achievements

- Over 90% reduction in worker injuries
- Approx. 50% reduction in work orders
- Diversion rate 65% (up 1%)
- Overall landfill down 3%

Key Challenges

- Acquiring new equipment
- Population growth
- Landfill tipping fees
- Illegally dumped waste




Engineering & Public Works



2020 Key Initiatives

- Improve inventory management
- Improve routing efficiencies
- Waste diversion initiatives
- Reduce recycling contamination
- Accelerate Zero Waste initiatives

Engineering & Public Works




Infrastructure Group

Notable Achievements

- Watermain condition pilot program
- Annual monitoring program
 - Sewer flow
 - Storm drainage flow
 - Rainfall

Key Challenges

- Workload



Engineering & Public Works

CITY OF NANAIMO
THE HARBOUR CITY

Capital Projects

Notable Achievements

- 54 projects with a value of \$50.6 million
- Capital Project Framework and Capital Projects Policy

Key Challenges

- Workload/staff resources
- Public consultation and communication
- Equipment limitations



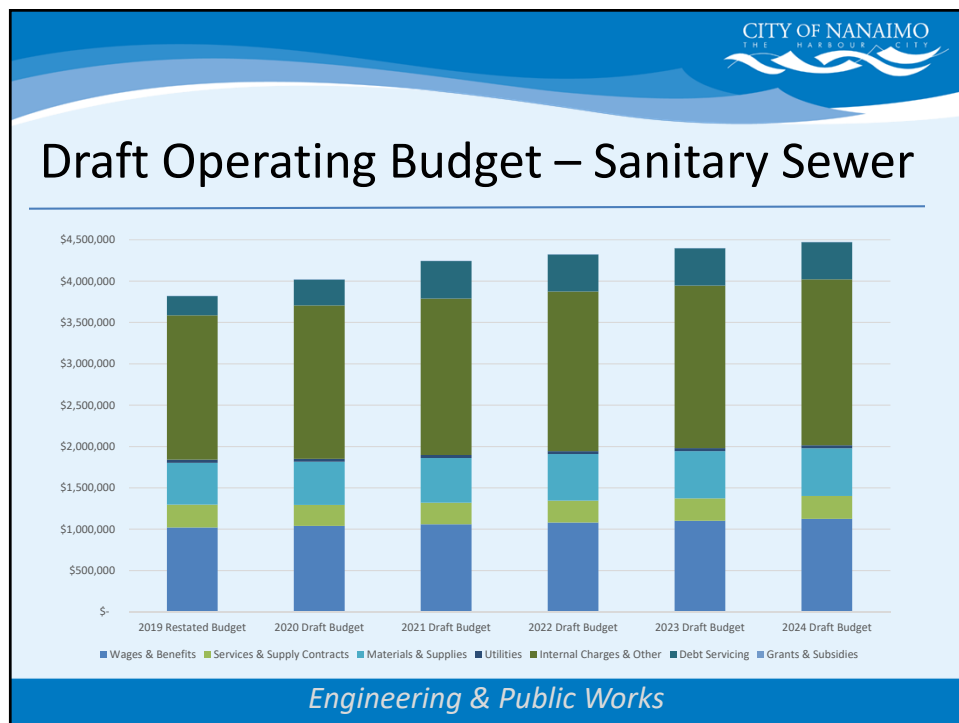
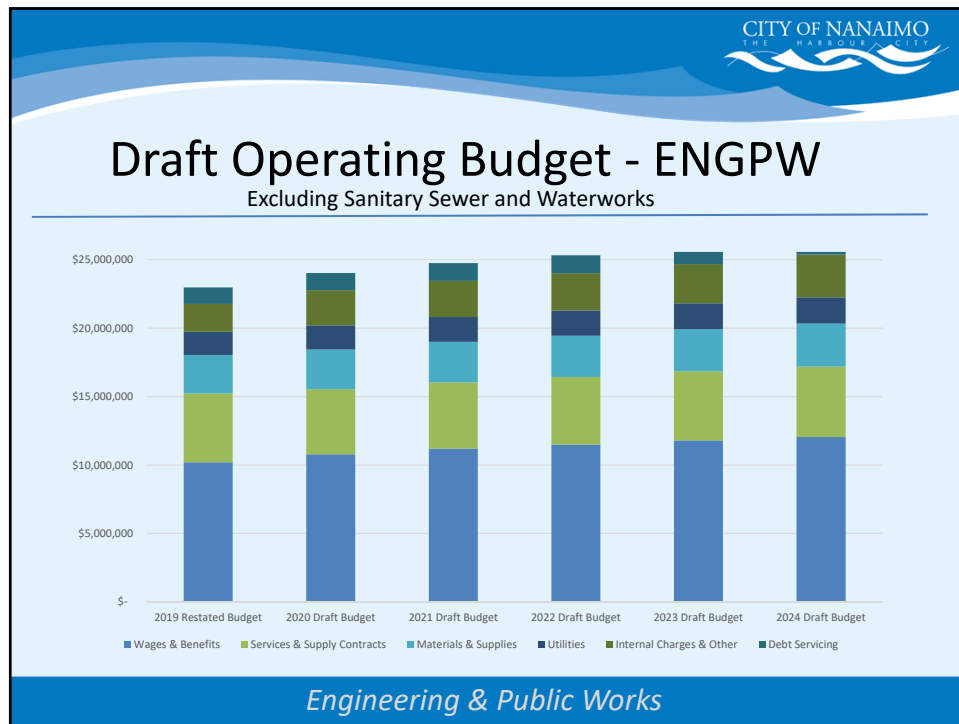
Engineering & Public Works

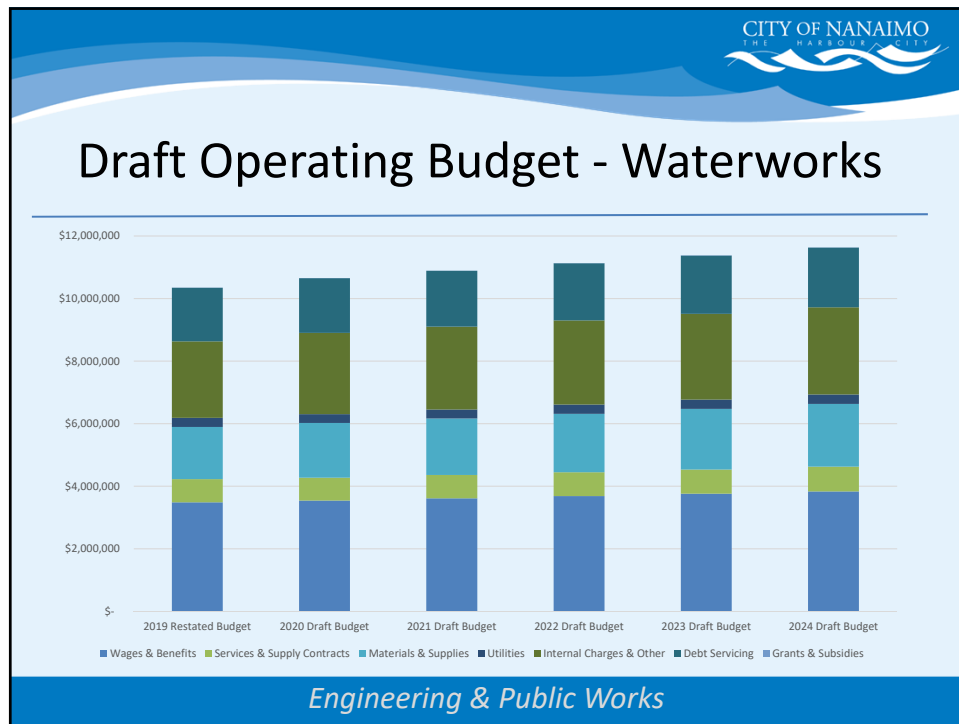
CITY OF NANAIMO
THE HARBOUR CITY

2020 Key Initiatives

- Review and update the City's standard construction contract
- Capital Project Management Framework
- Capital project communications!

Engineering & Public Works





CITY OF NANAIMO
THE HARBOR CITY

Proposed Changes to Budget

- Business Case
 - Traffic Signal Technician
- As part of July 2019 Organizational Structure:
 - Manager, Facility Assets – 2021

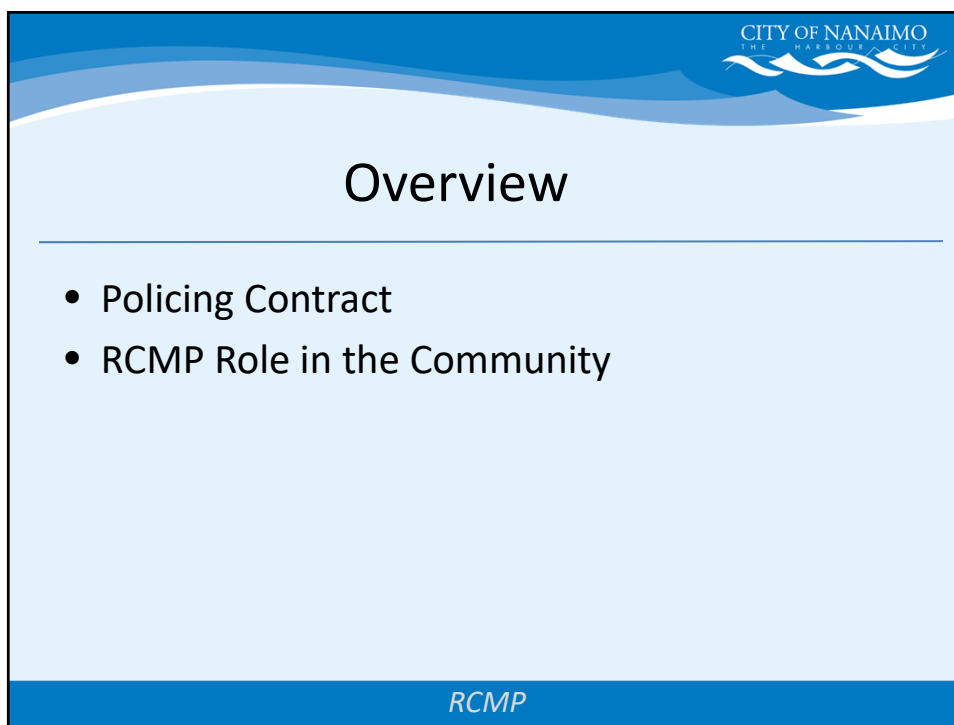
Engineering & Public Works

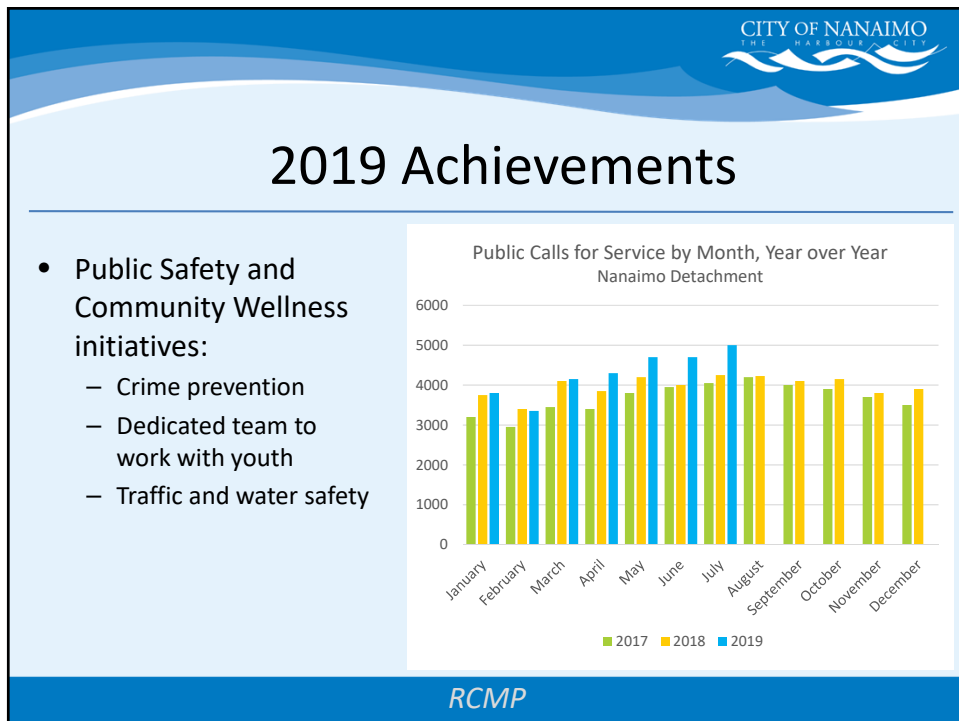
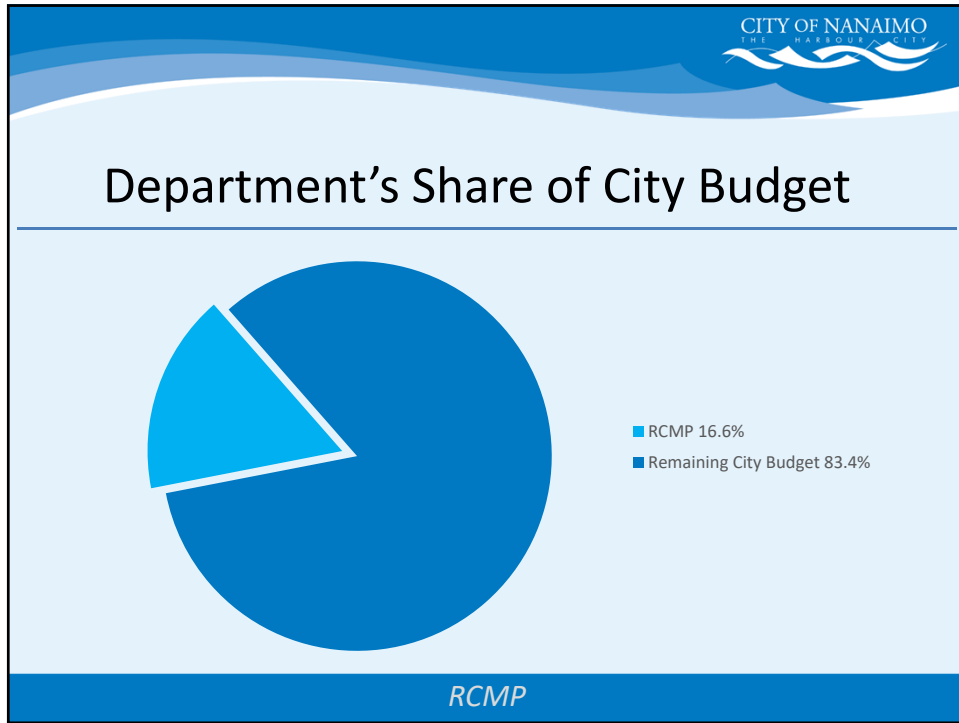



Changes Not Included in Draft Budget

- Municipal Services Inspector
 - To keep up with increasing developer and capital projects and to reduce cost of external consultants
- Project Engineer
 - To keep up with increasing level of renewal projects and to reduce cost of external consultants

Engineering & Public Works







2020 Key Challenges

- Ongoing Operational Pressures
- Space Review
- Staffing of Regular Member Positions
- Reducing Fatal Motor Vehicle Accidents

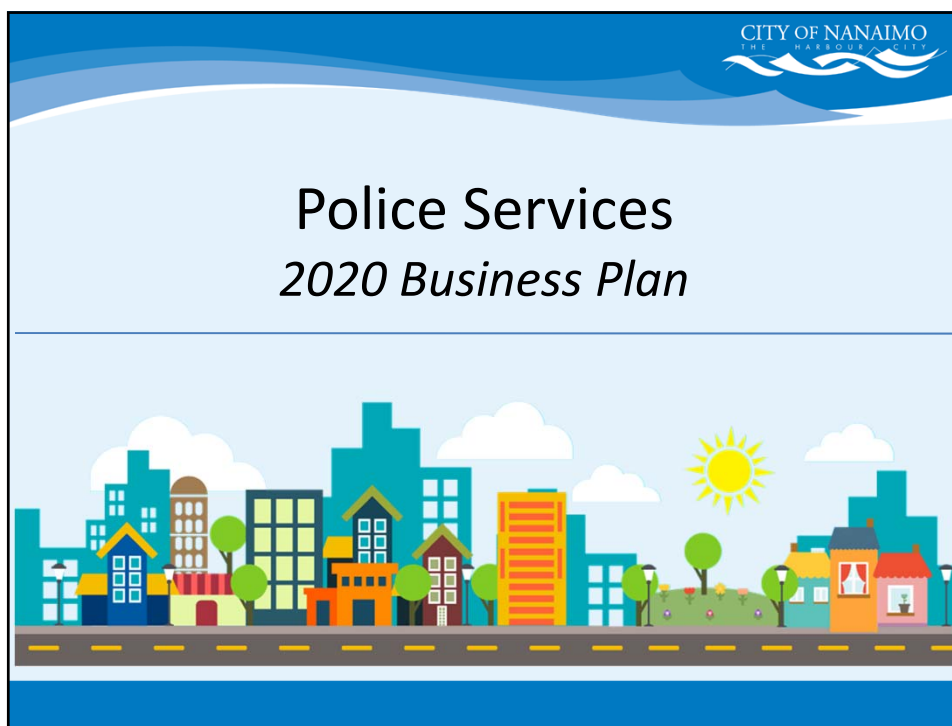
RCMP



2020 Key Initiatives

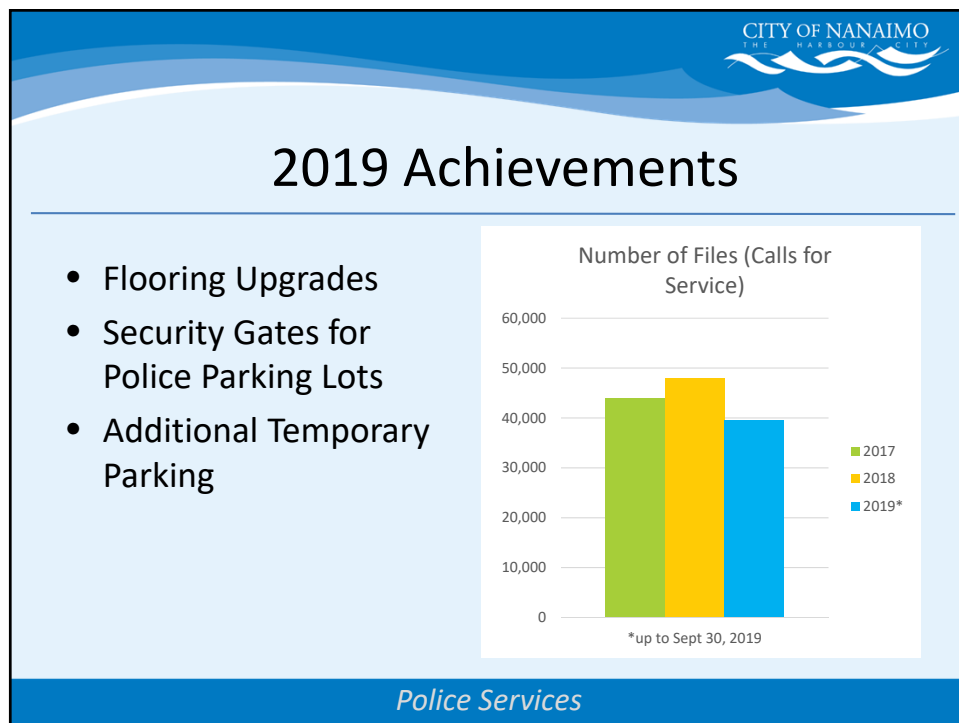
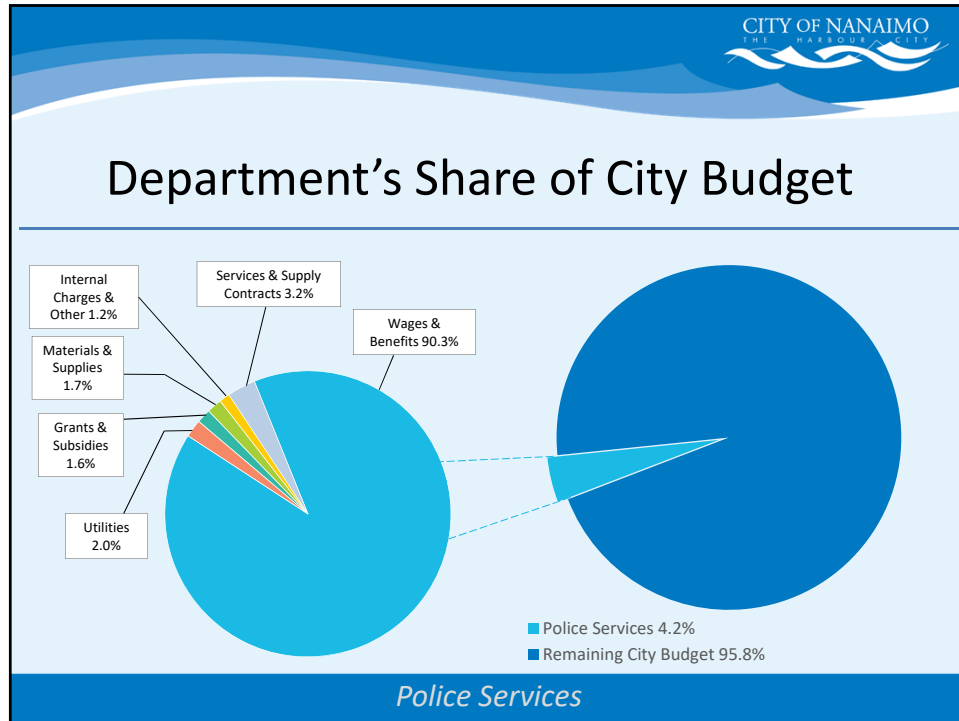
- Homelessness
- Cannabis Regulations Implementation
- Public Safety and Community Wellness Initiatives


RCMP

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- Support staff for RCMP
 - Administrative
 - Financial
 - Reception
 - Clerical
 - Custodial
 - Guarding

Police Services

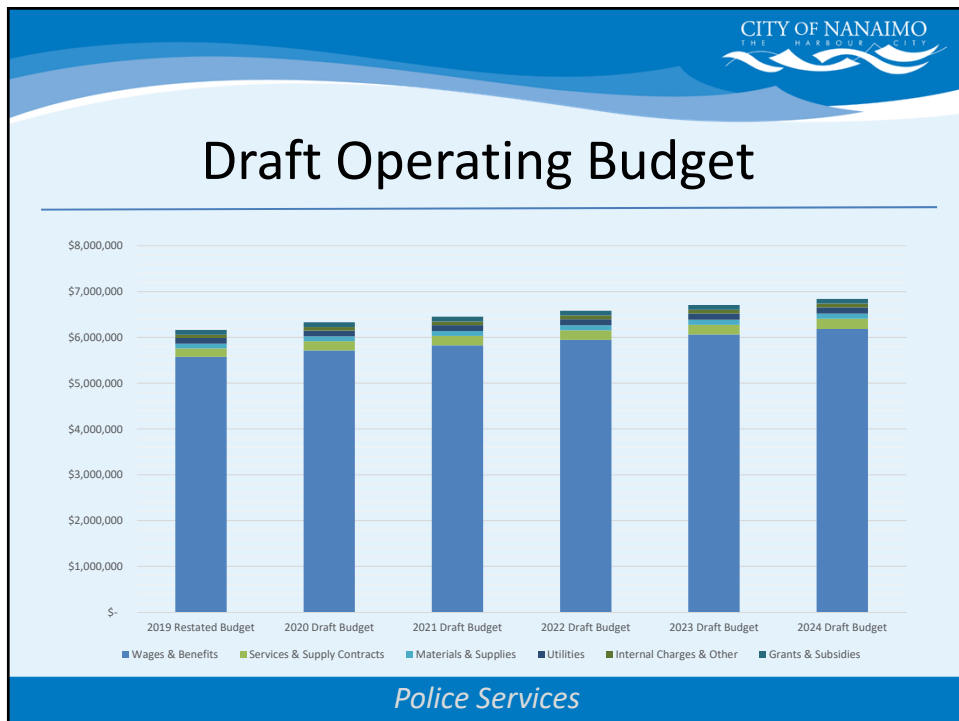




2020 Key Challenges

- Space Review
- Staffing of Municipal Support Positions

Police Services



Proposed Changes to Budget

- New personnel:
 - Prison Guards (2 FTEs)
 - Records Clerk (0.40 FTE) – conversion of 2 permanent part-time positions to 2 permanent full-time positions

Police Services