




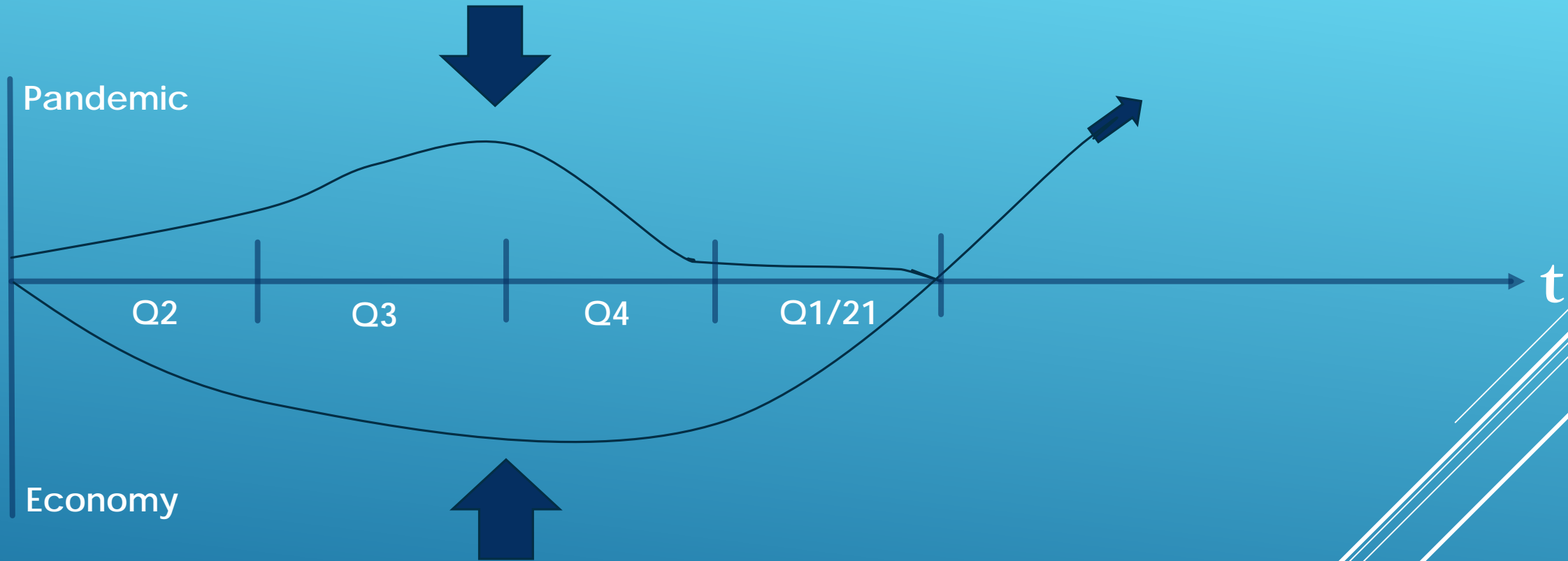
COVID-19 PANDEMIC FINANCIAL RESPONSE & RECOVERY FRAMEWORK

APRIL 9, 2020

OUTLINE

- ▶ Context
 - ▶ Guiding Principles
 - ▶ Model Components
 - ▶ Scenarios
 - ▶ Major Revenue Loss And Expenditure Reductions
 - ▶ FINANCIAL IMPACT (Assumptions As Of April 3, 2020)
 - ▶ Cash Flow Analysis
 - ▶ Information & Decision Report - Workplan
 - ▶ Revenue Anticipation Borrowing – Bylaw Decision
 - ▶ Utility Payment Due Date – Motion Decision
 - ▶ Relief Mechanisms And Policy Decisions
 - ▶ 2020 Financial Plan And Tax Bylaws
- 

CONTEXT - ERA OF UNCERTAINTY



Closed to the public
Open for business

Informed and measured
approach to response
and positioning for
recovery

Positioned for rapid
economic recovery

Services Levels a Priority – Police, Fire, Core Essential Services

Pandemic

Economic

Many factors beyond control; variable-driven model to inform measured approach during this uncertainty.

Closed to the public
Open for business

Adapted and measured approach to response and positioning for recovery

Positioned for rapid economic recovery

Services Levels a Priority – Police, Fire, Core Essential Services



RESPONSE & RECOVERY GUIDING PRINCIPLES

1. Closed to the Public; Open for Business

- Following Health Authority Orders and Guidelines
- Maintaining service levels the priority
- Capacity for responsiveness; focus on monitoring critical staff levels for business continuity

2. Informed and Measured Approach

- Fiscal resilience vital – impacts will likely persist for years
- Duration uncertainty
- Productivity important; redeployment options

3. City, Business Community and Community Positioned for Rapid Economic Recovery

- Progress critical and important capital projects (asset maintenance and stewardship)
- Possibly reschedule strategic capital projects to Q3/4 or later

Council's Strategic Plan

A MODEL TO INFORM IN UNCERTAIN TIMES

FINANCIAL MODEL INCLUDES:

- Revenue loss forecast
- Expense reduction / cost avoidance forecast
- Capital projects – ability to shift timing?
- Contract review to determine non-essentials and collective agreement alignment
- Grant distribution forecast
- Core essential staffing levels; redeployment planning
- Impact of financial relief policy decisions
- Impacts of multi-level government relief directives and impacts

CASH FLOW COMPONENT

- Cash flow analysis

OTHER CONSIDERATIONS:

- Limited details to date:

FEDERAL POLICY and RELIEF



PROVINCIAL POLICY and RELIEF
(informed by UBCM and MFA)



MUNICIPAL IMPACTS

- Duration uncertain
- Facility (opening) resumption likely incremental
- Fiscal resilience & enduring capacity
- Future tax implications

MODEL of THREE SCENARIOS - FACILITIES REOPEN:

1. July 1, 2020
2. September 1, 2020
3. January 1, 2021; monthly average Sept to Dec

NOTE: Point-in-time model limitation as services and facilities (opening) resumption likely incremental.

MAJOR REVENUE LOSS AND EXPENSE REDUCTIONS

▶ Revenue Loss

- ▶ Casino, investment income and VICC
- ▶ Building permits & fees
- ▶ Recreation, aquatics and arenas
- ▶ Assumes tax revenue unchanged

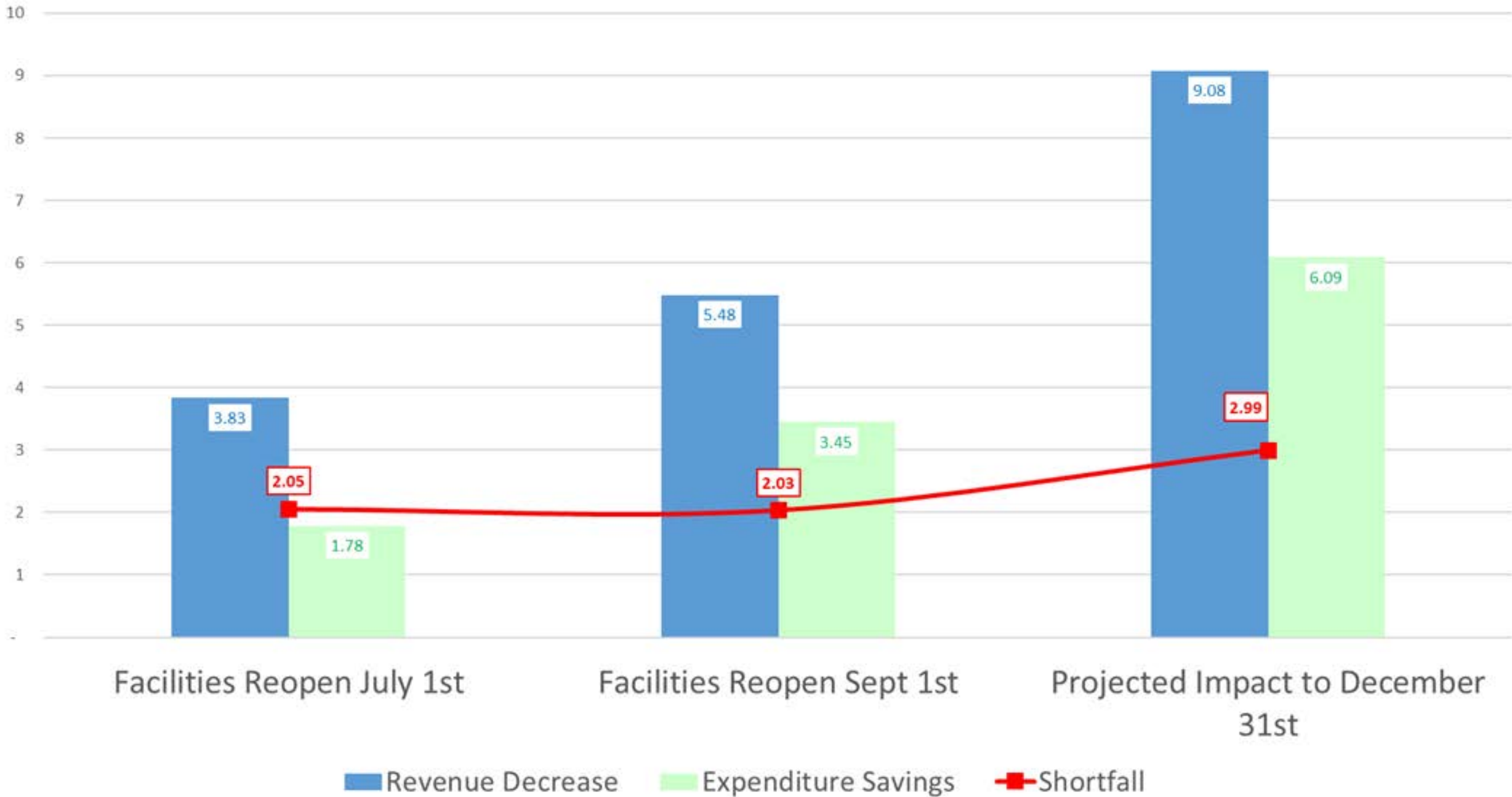
▶ Expense Reductions

- ▶ VICC (nets to near zero)
- ▶ Temp, casual and PA labour (non-core essential)
- ▶ Closed facilities consumables and utilities

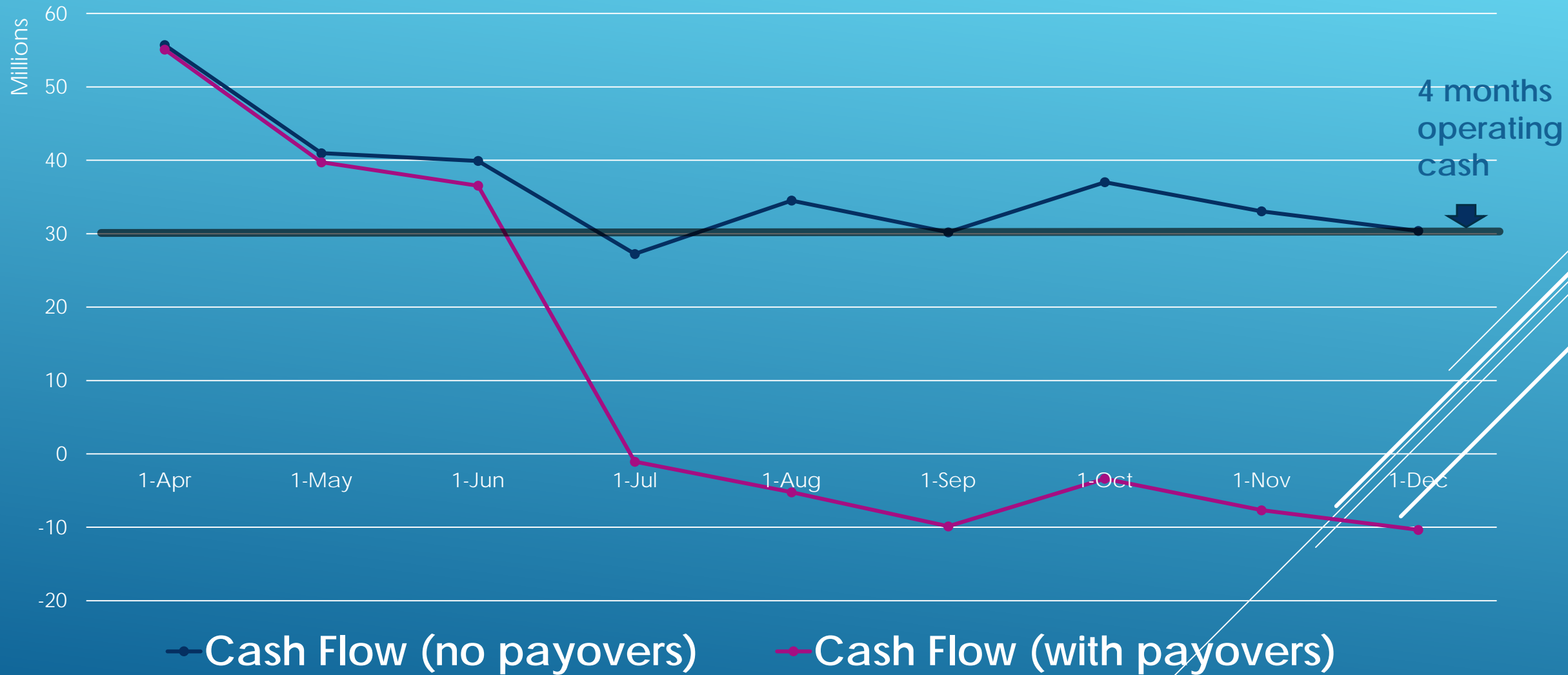
Projected Impact to Annual Operations - General Fund

April 3, 2020

Millions



CASH FLOW ANALYSIS (assumes no tax revenue)



INFORMATION AND DECISION REPORTS - WORKPLAN

Utilities
Due Date
Extension
Motion

City
Parking
Relief
Information
Report

City
Parking
Relief
Decision
Report

Revenue
Anticipated
Borrowing
Bylaw

City Facility
Leasing
and Rental
Relief
Information
Report

City Facility
Leasing and
Rental
Relief
Decision
Report

2020-2024
Financial
Plan &
Property Tax
Options
Decision
Report

COVID-19 &
Capital
Project
Information
Report

2020-2024
Financial
Plan &
Property Tax
Options
Information
Report

Grant
Distribution
&
Additional
Grant Pool
Information
Report

Grant
Distribution
&
Additional
Grant Pool
Decision
Report

2020-2024
Financial
Plan Bylaw &
Property Tax
Bylaw



April 9

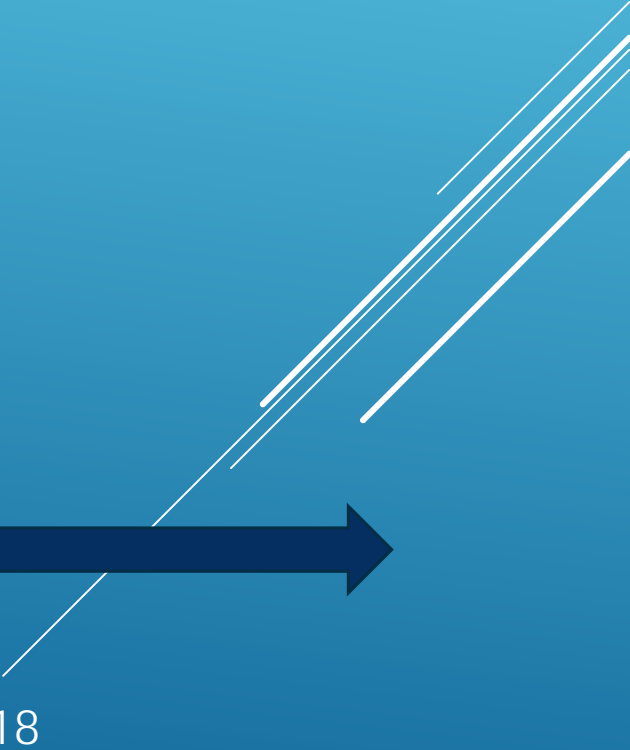
April 20

April 27

May 4

May 11

w/o
May 18



APPENDIX SLIDES



CITY OF NANAIMO CORE ESSENTIAL SERVICES

Governance (Mayor and Council) / CAO Office / SLT

PUBLIC SAFETY

- ▶ Policing
- ▶ Police Support
- ▶ Fire

PUBLIC WORKS & ENGINEERING

- ▶ Water Resources (Water Treatment Plant)
- ▶ Water Supply & Distribution
- ▶ Waste Water Management
- ▶ Sanitation
- ▶ Roads and Traffic
- ▶ Traffic
- ▶ Fleet
- ▶ Public Works Administration
- ▶ Engineering – administration, infrastructure planning, transportation & projects

DEVELOPMENT SERVICES

- ▶ Development Services Administration and Switchboard
- ▶ Bylaw
- ▶ Economic Development - focus on status and recovery
- ▶ Building – clear backlog
- ▶ Subdivision Approval
- ▶ Current Planning – clear backlog
- ▶ Real Estate – leasing, etc.
- ▶ Community & Social Planning - focus on social
- ▶ 1st Floor SARC – permits and licencing
- ▶ Engineering and Environment – support backlog clearing

CORPORATE SERVICES

- ▶ Information Technology – support work from home technology, critical applications and strategic projects
- ▶ Finance – purchasing, accounting services & financial planning / reporting
- ▶ Payroll

LEGISLATIVE SERVICES & COMMUNICATIONS

- ▶ Communications
- ▶ Legislative Services

PARKS, RECREATION & CULTURE

- ▶ Parks Maintenance
- ▶ Civic Facility Management
- ▶ Facility Maintenance and Construction (partial)
- ▶ Recreation Services Section
- ▶ Support Services Section (partial)
- ▶ Culture and Events Section (partial)
- ▶ Infrastructure Planning & Energy

HUMAN RESOURCES

- ▶ Human Resources