



AGENDA
SPECIAL FINANCE AND AUDIT COMMITTEE MEETING

November 25, 2020

8:30 AM - 3:45 PM

SHAW AUDITORIUM, VANCOUVER ISLAND CONFERENCE CENTRE
80 COMMERCIAL STREET, NANAIMO, BC

Pages

1. CALL THE MEETING TO ORDER:

[Note: This meeting will be live streamed and video recorded for the public.]

2. INTRODUCTION OF LATE ITEMS:

3. ADOPTION OF AGENDA:

4. ADOPTION OF MINUTES:

5. PRESENTATIONS:

6. REPORTS:

a. Introduction 8:30 a.m. - 8:45 a.m.

To be introduced by Jake Rudolph, Chief Administrative Officer.

b. Budget Highlights 8:45 a.m. - 9:45 a.m.

3 - 24

To be introduced by Laura Mercer, Director, Finance.

Scheduled Recess 9:45 a.m. - 10:00 a.m.

c. 2021 Business Plan Presentations

1. Chief Administrator's Office 10:00 a.m. - 10:30 a.m.

25 - 36

2. Legislative Services and Communications 10:30 a.m. - 11:00 a.m.

37 - 54

3. Human Resources 11:00 a.m. - 11:30 a.m.

55 - 58

Lunch 11:30 p.m. - 1:00 p.m.

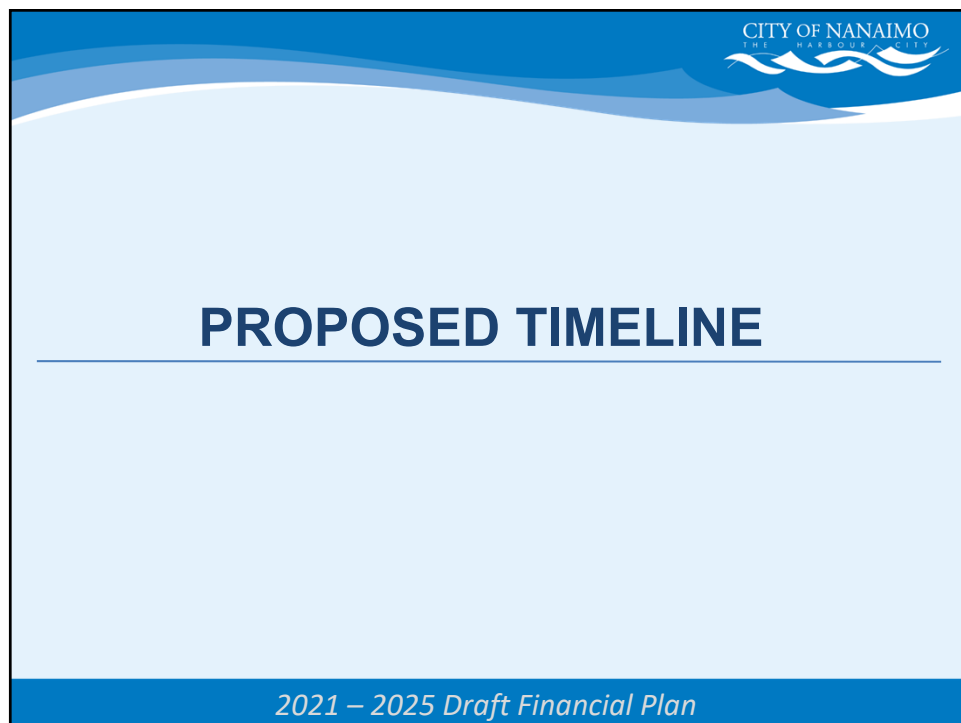
4. Finance 1:00 p.m. - 1:30 p.m.

59 - 64

5.	Information Technology 1:30 p.m. - 2:00 p.m.	65 - 69
	Scheduled Recess 2:00 p.m. - 2:15 p.m.	
6.	Emergency Management 2:15 p.m. to 2:45 p.m.	70 - 74
7.	RCMP/Police Services 2:45 p.m. - 3:45 p.m.	75 - 85

7. OTHER BUSINESS:

8. ADJOURNMENT:



CITY OF NANAIMO THE HARBOUR CITY	
November 25 & 27th	<ul style="list-style-type: none"> Budget Overview Operating Budget Review - 2021 Business Plan Presentations
November 30th	<ul style="list-style-type: none"> Project Budget Overview - Highlights of 2021 – 2025 Draft Project Plan COVID-19 Safe Restart Grant Final Framework and Discussion
December 4th	<ul style="list-style-type: none"> Budget Recap and Recommendations for 2021 – 2025 Financial Plan (Provisional Five Year Financial Plan)
December 7th	<ul style="list-style-type: none"> Budget Recap and Recommendations for 2021 – 2025 Financial Plan – if required E- Town Hall User Rate Bylaws - First Three Readings
December 9th If Required	<ul style="list-style-type: none"> Final Review and Recommendations for 2021 – 2025 Financial Plan
December 21st	<ul style="list-style-type: none"> Adoption of User Rate Bylaws 2021 – 2025 Financial Plan Bylaw – First Three Readings
January 2021	<ul style="list-style-type: none"> Adoption of 2021 – 2025 Financial Plan Bylaw (Provisional Budget)
February - April 2021	<ul style="list-style-type: none"> Review and update Financial Plan for new information, direction from Council and changes due to COVID-19
April – May 15, 2021	<ul style="list-style-type: none"> Adoption of Annual 2021 – 2025 Financial Plan Bylaw Adoption of 2021 Property Tax Rates Bylaw
<i>2021 – 2025 Draft Financial Plan</i>	

CITY OF NANAIMO THE HARBOUR CITY	
COVID-19 Financial Navigation	
<ul style="list-style-type: none"> Developed the Financial Response and Recovery Framework (April) <ul style="list-style-type: none"> Revenue Anticipation Borrowing Bylaw Adopted Extended the discount/due date for Utility billings (30 to 90 days) Provided Lease and Rental Relief for organizations who rent from the City (during closures) Extended the penalty due dates on property taxes from July 2 and Aug 12 to Oct 1 and Nov 12 Investment in capital infrastructure projects to help support accelerated economic recovery (Ongoing) Postponed tax sale to 2021 (July) Reserved \$2.8 million from the 2019 general surplus to fund Pandemic related shortfalls (March) 	
<i>2021 – 2025 Draft Financial Plan</i>	

CITY OF NANAIMO
THE HARBOR CITY

COVID-19 Financial Navigation

- Operational expense savings
 - Suspended non-essential training
 - Hiring freeze for non-essential positions
 - Minimized layoffs with redeployment of staff to other departments
 - Reduced contracted services utilizing existing staffing
 - Expense saving measures at VICC

2021 – 2025 Draft Financial Plan

CITY OF NANAIMO
THE HARBOR CITY

Key Steps Taken to Reduce Property Taxes


- Funding From General Financial Stability Reserve
- Reduced Project Funding
- Delayed Reopening of Beban Pool to January 2022
- Realign Start Date of New RCMP Members
- Delayed Start Date of 3 Previously Approved New Positions
- Reduced Operating Expenditures
- Business Case Treatment

2021 – 2025 Draft Financial Plan



FUNDING RECEIVED AFTER COMPLETION OF DRAFT FINANCIAL PLAN

2021 – 2025 Draft Financial Plan



COVID-19 Safe Restart Grant for Local Governments - Recap

November 3rd – Received notification that Nanaimo will receive \$6.693 M

- Eligible costs will include:
 - addressing revenue shortfalls;
 - facility reopening and operating costs;
 - emergency planning and response costs;
 - bylaw enforcement and protective services like fire protection and police;
 - computer and other electronic technology costs (to improve interconnectivity and virtual communications);
 - services for vulnerable persons (e.g. persons living with disabilities, mental illness or addictions, persons experiencing homelessness or other vulnerabilities); and
 - other related costs.
- To ensure full transparency regarding the use of funds, we are required to annually report on how the grant is spent until it is fully drawn down.

2021 – 2025 Draft Financial Plan


CITY OF NANAIMO
THE HARBOR CITY

COVID-19 Safe Restart Grant for Local Governments - Framework


Must Meet Eligibility Criteria

- Draw down \$6.693 M fully in 2020
- Budget variance to be transferred to Special Initiatives Reserve for future use

• **Eligible 2020 Costs:**

1. Revenue Shortfalls
 - a) Casino Revenues
 - b) Parking Revenues
 - c) Parks, Recreation and Culture – aquatic, arenas and program revenue
2. Expenditures
 - a) Pandemic Internal Order
 - b) Parks Ambassador Internal Order
 - c) Water Safety Team
 - d) Facility Ambassadors
 - e) Increased Custodial
 - f) Increased Operating Costs for Nanaimo Aquatic Centre
 - g) Sanitation – Increased Tipping Fees and Wages for Increased Volume

2021 – 2025 Draft Financial Plan


CITY OF NANAIMO
THE HARBOR CITY

COVID-19 Safe Restart Grant for Local Governments - Framework

Special Initiatives Reserve

- Currently \$2.8M allocated to address pandemic related issues
- Plus 2020 budget variance


• **Potential Allocation**

- \$1.4 M to reduce 2021 Property Taxation (in place of General Financial Stability Reserve)
- 2021 Pandemic Internal Order
- Reinstate 3 new positions to January 1, 2021
- Extension of Clean Team to December 31, 2021
- Downtown Public Safety
- Contingency for 2021 revenue shortfalls, unanticipated pandemic costs that exceed IO
- Reinstatement of 2021 projects delayed or cancelled

2021 – 2025 Draft Financial Plan



<h2>Projected Property Tax Increases</h2>					
	Pandemic	Recovery - New Normal			
	2021	2022	2023	2024	2025
General Asset Management Reserve	1.0%	1.0%	0.0%	0.0%	0.0%
General Property Tax Increase	2.0%	2.4%	1.6%	2.1%	1.5%
Total Municipal Taxes	3.0%	3.4%	1.6%	2.1%	1.5%
Assumptions: Pandemic Continued restrictions on group/event sizes - impacting recreation revenue, VICC revenue Beban Pool remains closed No Casino revenue - reopening date not confirmed Reduced parking revenue Global economy impact - lower return on City investments Funding from General Financial Stability Reserve used to offset significant revenue decrease Recovery Recreation and Parking revenues return to pre pandemic levels Beban Pool reopens January 1, 2022 Casino revenue recovers to ~75% in 2022 and 100% in 2023 of pre pandemic budget Investment return recovers to ~75% in 2022 and 100% in 2023 of pre pandemic budget					
<i>2021 – 2025 Draft Financial Plan</i>					



Revised Projected Property Tax Increases*

	Pandemic 2021	Recovery - New Normal 2022	2023	2024	2025
General Asset Management Reserve	1.0%	1.0%	1.0%	1.0%	1.0%
General Property Tax Increase	2.3%	2.4%	1.6%	2.0%	1.4%
Total Municipal Taxes	3.3%	3.4%	2.6%	3.0%	2.4%

Assumptions:

Pandemic


- Continued restrictions on group/event sizes - impacting recreation revenue, VICC revenue
- Beban Pool remains closed
- No Casino revenue - reopening date not confirmed
- Reduced parking revenue
- Global economy impact - lower return on City investments
- Funding from General Financial Stability Reserve used to offset significant revenue decrease

Recovery

- Recreation and Parking revenues return to pre pandemic levels
- Beban Pool reopens January 1, 2022
- Casino revenue recovers to ~75% in 2022 and 100% in 2023 of pre pandemic budget
- Investment return recovers to ~75% in 2022 and 100% in 2023 of pre pandemic budget

*Includes impact of new Worksafe BC rates and extension of 1% annual increase for General Asset Management Reserve

2021 – 2025 Draft Financial Plan



Projected User Fees Increases

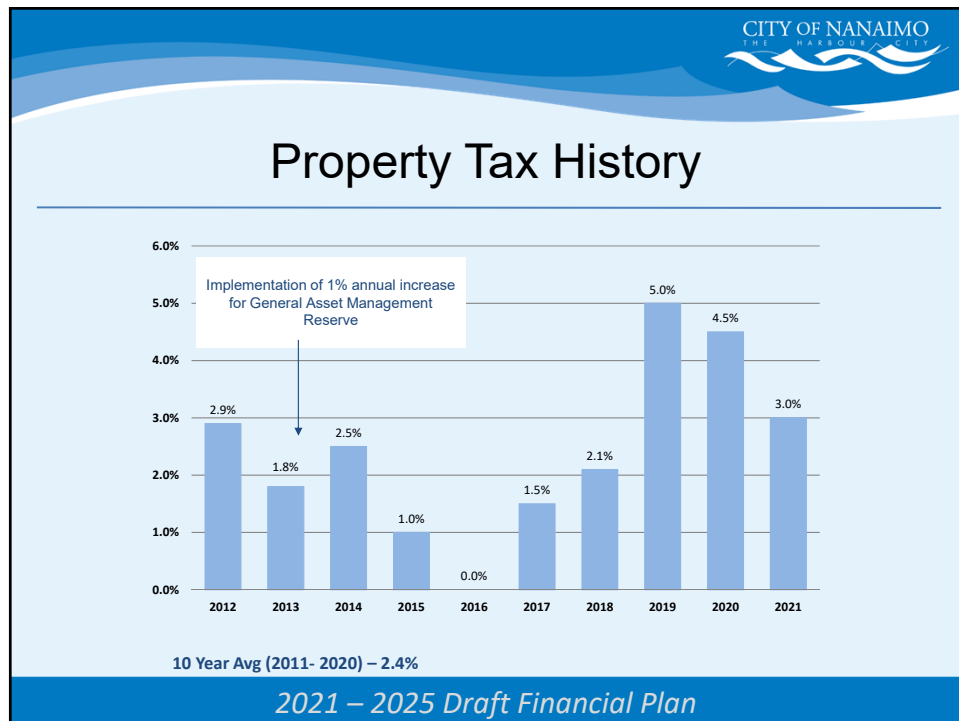
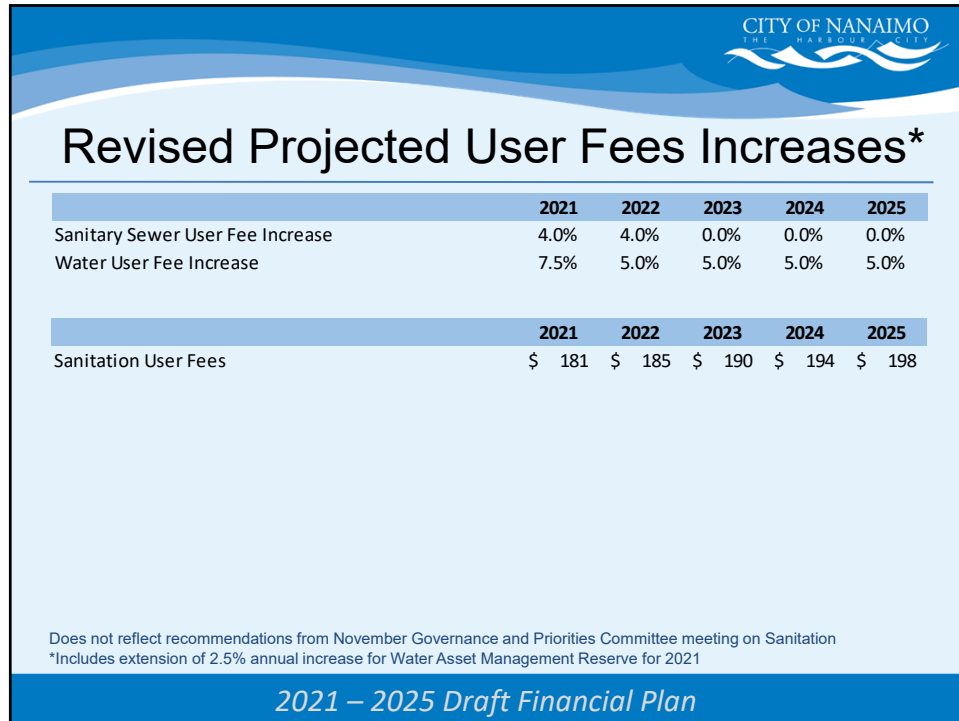
	2021	2022	2023	2024	2025
Sanitary Sewer User Fee Increase	4.0%	4.0%	0.0%	0.0%	0.0%
Water User Fee Increase	5.0%	5.0%	5.0%	5.0%	5.0%

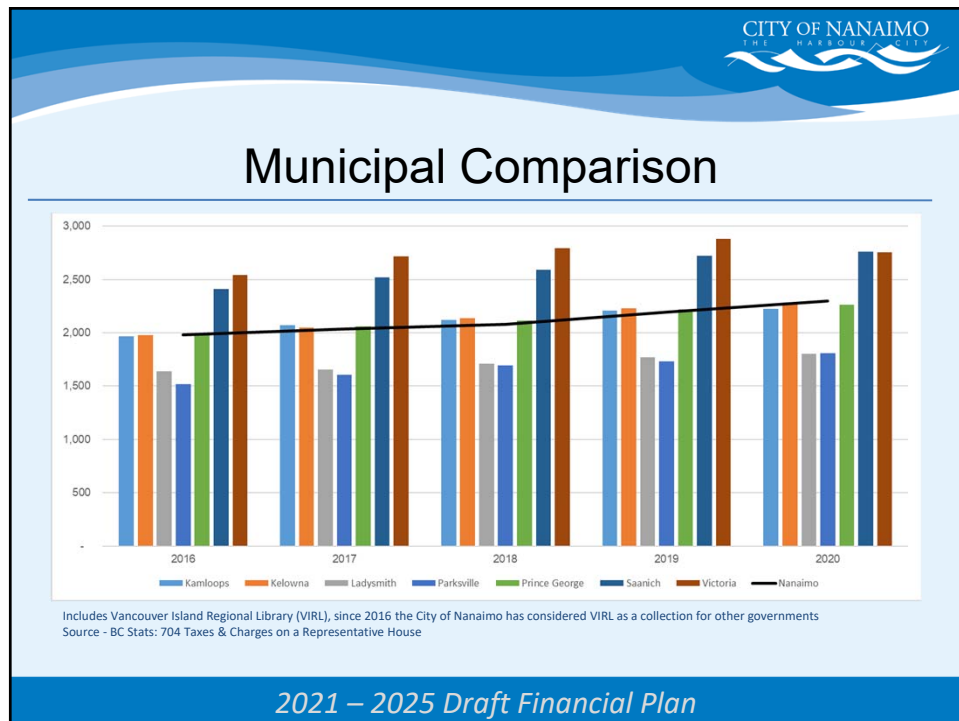
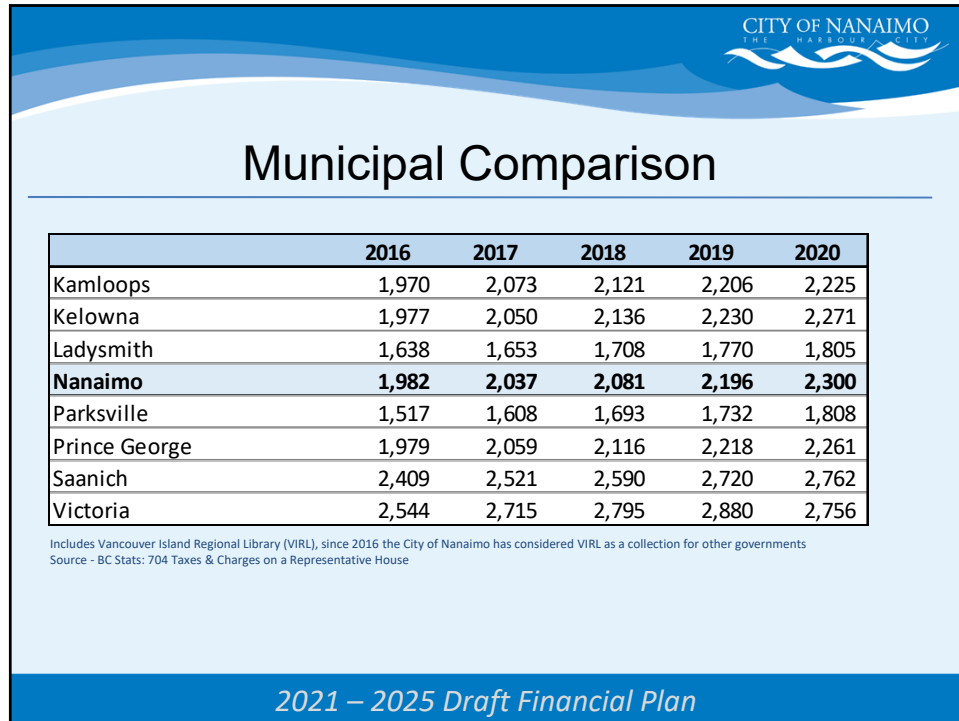
2.5% annual increase for asset management for Water ended in 2020 and the 4% annual increase for asset management for Sewer currently ends in 2022.


	2021	2022	2023	2024	2025
Sanitation User Fees	\$ 181	\$ 185	\$ 190	\$ 194	\$ 198

Does not reflect recommendations from November Governance and Priorities Committee meeting on Sanitation

2021 – 2025 Draft Financial Plan








TYPICAL HOME

EXCLUDES PROPERTY TAXES COLLECTED FOR THE
RDN, SCHOOL DISTRICT, HOSPITAL AND VANCOUVER
ISLAND REGIONAL LIBRARY

2021 – 2025 Draft Financial Plan



Impact on a Typical Home

	2020	2021	\$ Change	% Change
Property Taxes	\$2,204	\$2,271	\$67	3.0%
Municipal User Fees				
Water Fees	594	623	29	5.0%
Sewer Fees	141	146	5	4.0%
Sanitation Fees	171	181	10	5.8%
Total Municipal Taxes & User Fees	\$3,110	\$3,221	\$111	3.6%

Based on \$527,145 assessed value (average for Nanaimo per BC Assessment)

Rounded to nearest dollar
Assumes a typical single family house with average assessment change

2021 – 2025 Draft Financial Plan

CITY OF NANAIMO
THE HARBOUR CITY

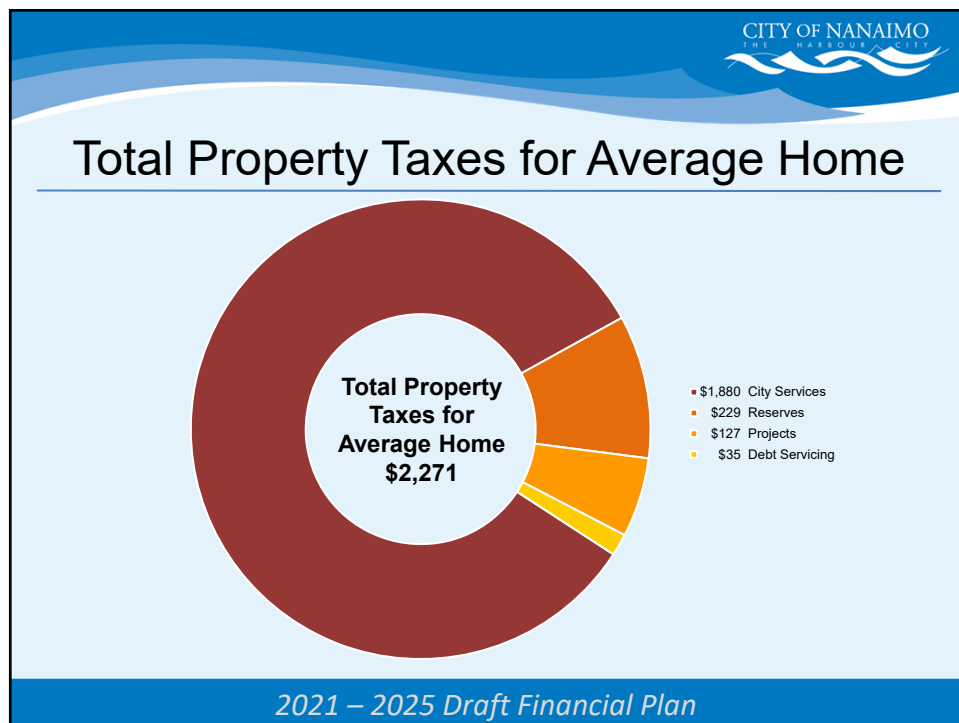
Revised Impact on a Typical Home*

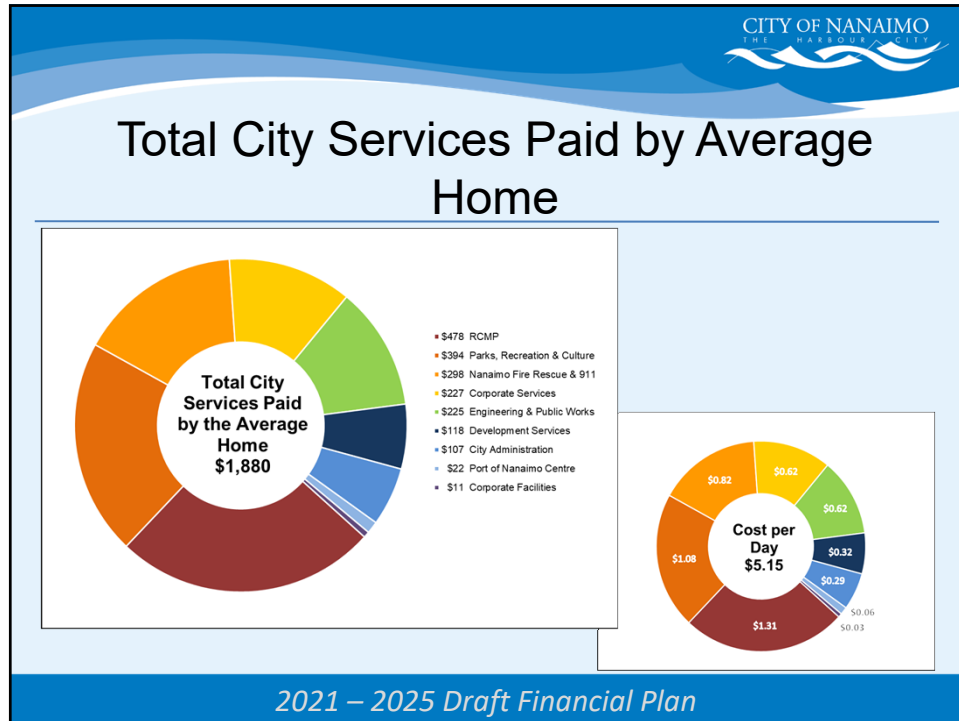
	2020	2021	\$ Change	% Change
Property Taxes	\$2,204	\$2,277	\$73	3.3%
Municipal User Fees				
Water Fees	594	638	44	7.5%
Sewer Fees	141	146	5	4.0%
Sanitation Fees	171	181	10	5.8%
Total Municipal Taxes & User Fees	\$3,110	\$3,242	\$132	4.2%

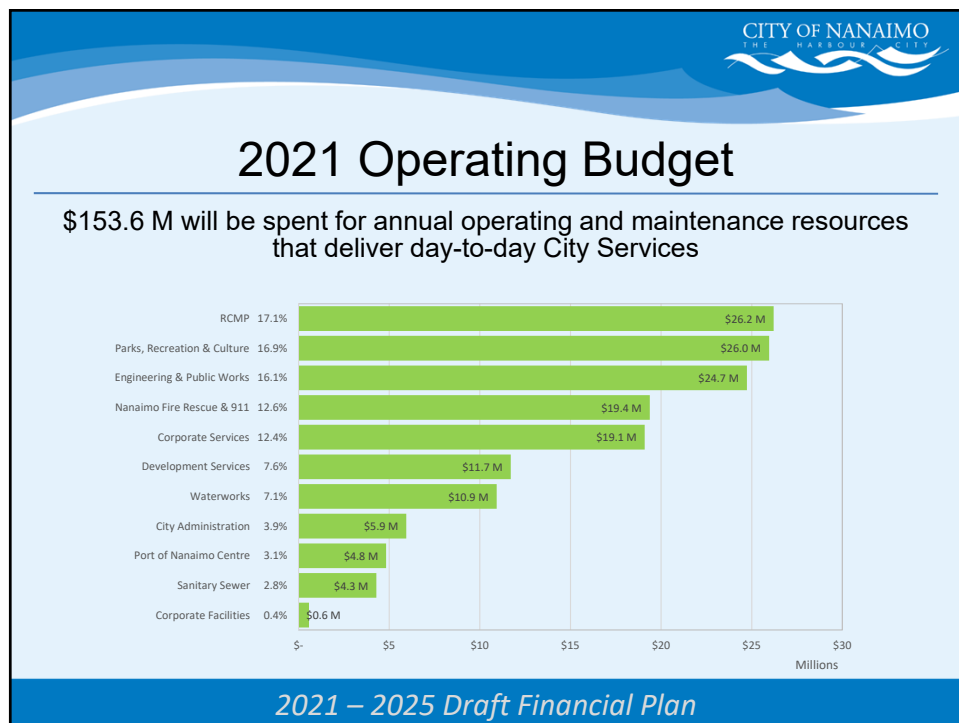
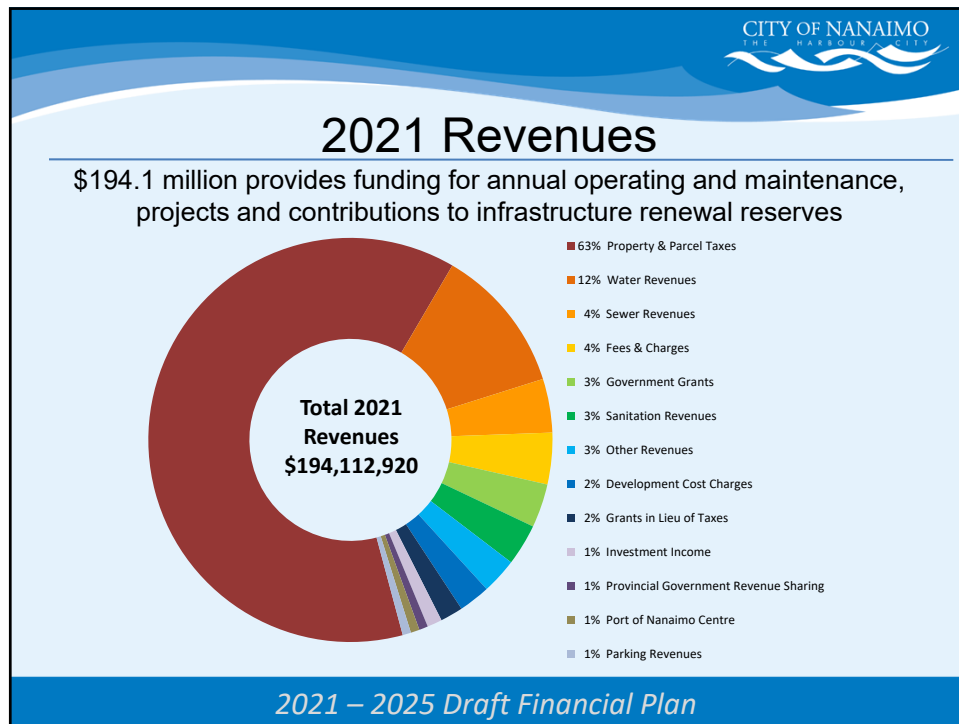
Based on \$527,145 assessed value (average for Nanaimo per BC Assessment)

Rounded to nearest dollar
Assumes a typical single family house with average assessment change
*Includes extension of 2.5% annual increase for Water Asset Management Reserve for 2021, and new WorkSafe BC rates

2021 – 2025 Draft Financial Plan







CITY OF NANAIMO THE HARBOUR CITY			
2021 Key Budget Drivers – General			
Expenditure Increases/(Decreases)			
Asset Management		\$	1,168,000
Animal Control Contract			100,000
Art Gallery			
	Phase 3 Increase	50,000	
	Capital Funding	10,000	
	Feasibility Study - One Time	25,000	
			85,000
Beban Park Complex - Physical Plant			(273,000)
Beban Pool ¹			(214,000)
EMR Training			60,000
Insurance - Corporate			149,000
NAC Debt			(390,000)
Parking - Net			77,000
Project Expenditures			
Annual general revenue funding			(988,000)
RCMP Contract (budgeted at 95%) ²			1,066,000
Recreation Programs ³			(90,000)
Security Services			116,000
Transfer to Facility Development Reserve			(572,000)
VICC Operations - Net			103,000
Wages and Benefits ²			470,000
Subtotal Expenditure Increases		\$	867,000
2021 – 2025 Draft Financial Plan			

CITY OF NANAIMO THE HARBOUR CITY			
2021 Key Budget Drivers – General			
Revenue (Increases)/Decreases			
Aquatic Revenue			2,097,000
Arenas Revenue			234,000
Casino Revenue			825,000
Facility Rental Revenue - Playfields, Recreation Centres			314,000
Investment Income			900,000
Recreation Program Revenue			301,000
Subtotal Revenue Decreases		\$	4,671,000
Funding (Increase)/Decrease from Reserves			
Transfer from General Financial Stability Reserve			(1,409,000)
Transfer from RCMP Contract Reserve			170,000
Subtotal Funding Increase		\$	(1,239,000)
Other Changes		\$	299,000
Net Expenditure Increases		\$	4,598,000
Less Increased Property Tax Revenues due to Growth			1,200,000
Net Impact		\$	3,398,000
Dollars are rounded to nearest \$1,000			
¹ Excludes impact of wages and benefits and transfer to Facility Development Reserve			
² Includes 3 new positions - Manager, Facility Assets, Assistant Accountant, Junior Financial Analyst effective late summer 2021			
³ Includes 3 new members effective Sept 1, 2021			
2021 – 2025 Draft Financial Plan			

CITY OF NANAIMO THE HARBOUR CITY	
Business Cases Not Included in Draft Plan	
Business Case	Projected Impact to 2021 Property Taxes
Corporate Services	
Corporate Asset Management System – Implementation Phase \$787,400 (2021), \$773,100 (2022), \$648,800 (2023), \$600,600 (2024) Ongoing \$450,900 (2025)	0.04% - majority of implementation phase to be funded from Community Works Fund
Buyer	0.06% - July 1 st Implementation
Digital Forensic Technician	0.09%
Major Case File Specialist	0.09%
Council Request - Police Mental Health Outreach Team Feasibility Study (2021)	0.09% - once fully implemented annual cost would be approx. \$0.61 to \$1.35 million, ~0.54% to 1.19%
Development Services	
Council Request – Annual Community Watercourse Restoration Grant	0.02%
Council Request – Manager, Social Planning	0.15%
Council Request – Manager, Sustainability	0.05% - July 1 st Implementation and confirmation of BC Hydro grant
Council Request - Indigenous Engagement Specialist	TBD
Municipal Enforcement Officers Change in Schedule	0.02%
2021 – 2025 Draft Financial Plan	

CITY OF NANAIMO THE HARBOUR CITY	
Business Cases Not Included in Draft Plan	
Business Case	Projected Impact to 2021 Property Taxes
Engineering and Public Works	
Council Request – Ebikes Rebate	Fund from Emission Reduction Reserve
Community Clean Team (formerly the Social Disorder Response Team) – Extend pilot to December 31, 2021	Fund from Special Initiatives Reserve
Municipal Services Inspector – includes vehicle purchase	0.11% - partially funded by sewer and water
Project Engineer	0.11% - partially funded by sewer and water
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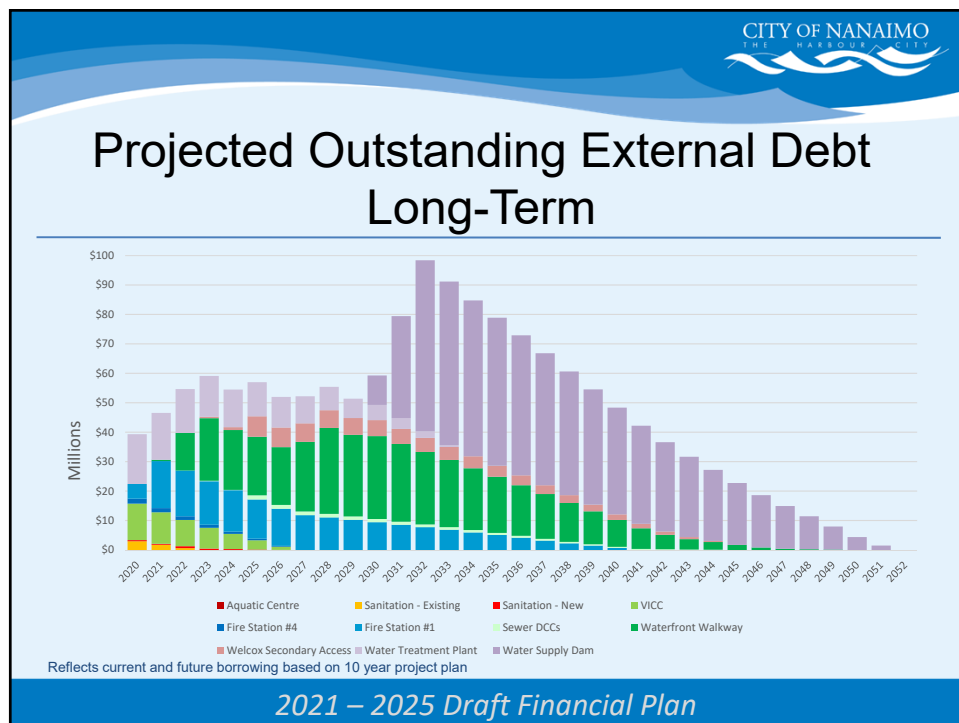
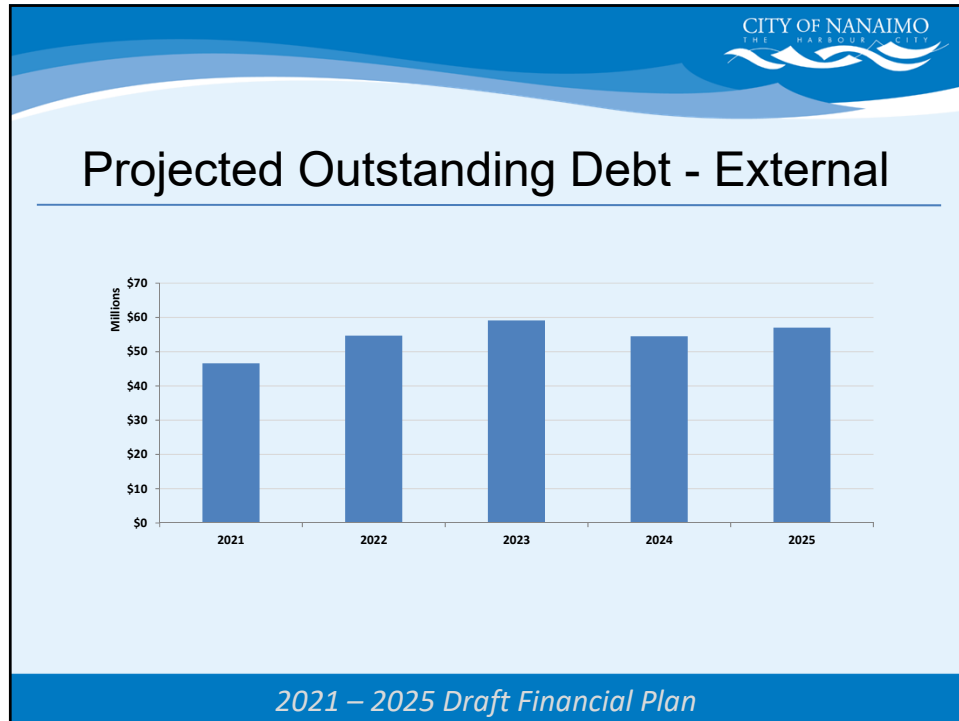
Outstanding Debt at Dec 31, 2019

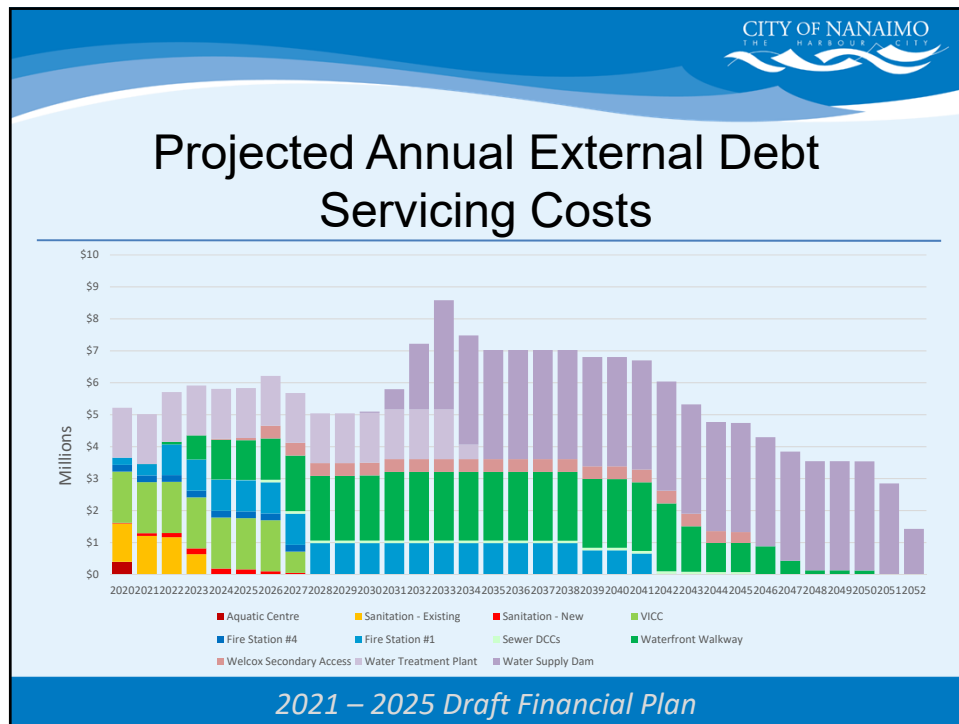
	Amount	Year Borrowing Repaid
External Borrowing (MFA)		
Fire Station #1	\$ 3,114,948	2038
Fire Station #4	\$ 1,857,777	2027
Nanaimo Aquatic Centre	\$ 643,142	2020
Sanitation	\$ 4,081,272	2023
Vancouver Island Conference Centre	\$14,055,732	2027
Water Treatment Plant	\$17,864,082	2034
Total External Borrowing	\$41,616,953	
Internal Borrowing		
DCC SS45: Chase River Pump Station & Forcemain	\$ 2,857,969	2039
Total Internal Borrowing	\$ 2,857,969	

2021 – 2025 Draft Financial Plan

CITY OF NANAIMO THE HARBOUR CITY		
2020 New Debt		
	Amount	Term
External Borrowing (MFA)		
Fire Station #1	\$2,000,000	20 Years
Sanitation – Truck	\$ 406,585	5 Years
Total External Borrowing	\$2,406,585	
Internal Borrowing		
DCC SS45: Chase River Pump Station & Forcemain	\$ 388,048	20 Years
DCC SS19: Millstone Trunk South	\$1,837,865	20 Years
Total Internal Borrowing	\$2,225,913	
2021 – 2025 Draft Financial Plan		

CITY OF NANAIMO THE HARBOUR CITY						
New Debt: 2021 – 2025 Financial Plan						
	2021	2022	2023	2024	2025	Total
External Borrowing (MFA)						
Fire Station #1	\$11,160,000	\$ 280,269				\$11,440,269
Waterfront Walkway	\$ 450,000	\$12,350,000	\$9,000,000		\$ 530,000	\$22,330,000
Wellcox Secondary Access			\$ 500,000	\$500,000	\$6,000,000	\$ 7,000,000
Sanitation (5 Year Term) ¹	\$ 459,600					\$ 459,600
Sewer DCC Projects			\$ 128,700		\$1,275,648	\$ 1,404,348
Total External Borrowing	\$12,069,600	\$12,630,269	\$9,628,700	\$500,000	\$7,805,648	\$42,634,217
Internal Borrowing						
Sewer DCC Projects	\$ 2,088,600	\$ 171,500	\$ 44,550	\$1,724,800	\$ 445,500	\$ 4,474,950
Total Borrowing	\$14,158,200	\$12,801,769	\$9,673,250	\$2,224,800	\$8,251,148	\$47,109,167
¹ New automated unit will be ordered in 2021 but is anticipated to arrive in 2022. Borrowing will occur when unit arrives.						
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CITY OF NANAIMO
THE HARBOR CITY

Debt Servicing Limit

- The Liability Servicing Limit is defined as 25% of municipality's controllable and sustainable revenues for the year
- City of Nanaimo current limit at October 16, 2020 is \$45.1 M for annual principle and interest payments
- At December 31st the City was at 12.06% of current limit

2021 – 2025 Draft Financial Plan



Municipal Comparison

Debt Servicing Limits					
	2014	2015	2016	2017	2018
Kamloops	39,782,700	40,479,526	42,257,694	44,590,765	45,613,405
Kelowna	59,528,563	62,523,323	65,056,358	70,309,126	79,457,574
Ladysmith	2,973,984	3,186,999	3,375,160	3,588,988	3,865,710
Nanaimo	35,461,057	37,733,162	38,379,597	40,133,329	43,120,716
Parksville	4,586,314	4,719,654	5,074,924	5,306,651	5,646,788
Prince George	38,012,435	40,204,075	41,228,230	41,257,408	43,189,822
Saanich	42,379,316	44,752,096	46,593,964	48,279,619	50,681,673
Victoria	50,940,849	52,598,039	54,727,929	57,248,034	62,102,416

Debt Servicing Cost % of limit					
	2014	2015	2016	2017	2018
Kamloops	30.9%	31.8%	29.6%	30.4%	27.9%
Kelowna	63.0%	45.1%	51.1%	46.4%	45.7%
Ladysmith	47.0%	33.4%	20.1%	59.9%	37.9%
Nanaimo	16.1%	14.2%	15.8%	12.1%	11.0%
Parksville	9.6%	9.4%	8.7%	8.1%	7.8%
Prince George	43.2%	38.1%	45.6%	45.5%	41.8%
Saanich	8.7%	7.4%	6.6%	7.6%	10.1%
Victoria	13.6%	13.9%	11.1%	9.5%	9.6%

Source - BC Stats: 602.1 – Liability Servicing Limits Data only available to 2018

2021 – 2025 Draft Financial Plan



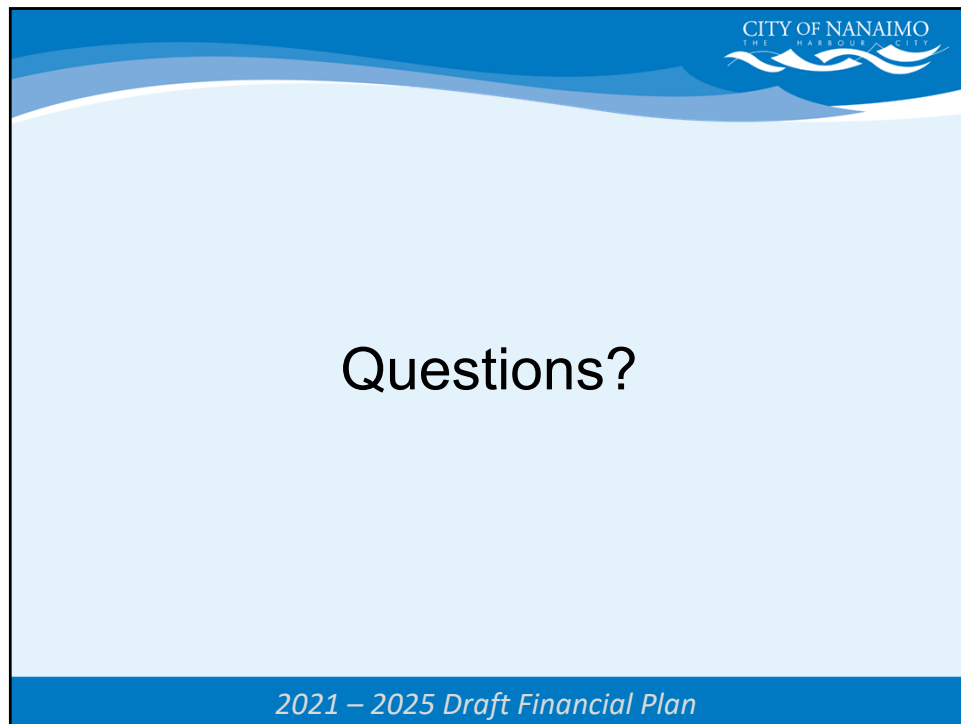
CITY OF NANAIMO
THE HARBOUR CITY

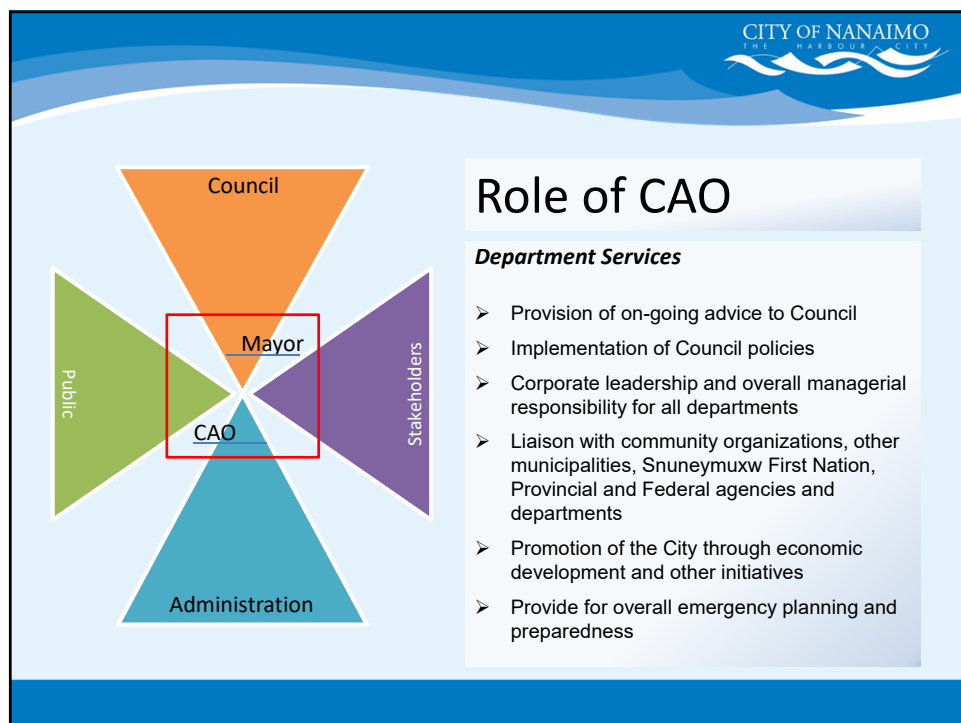
Reserves

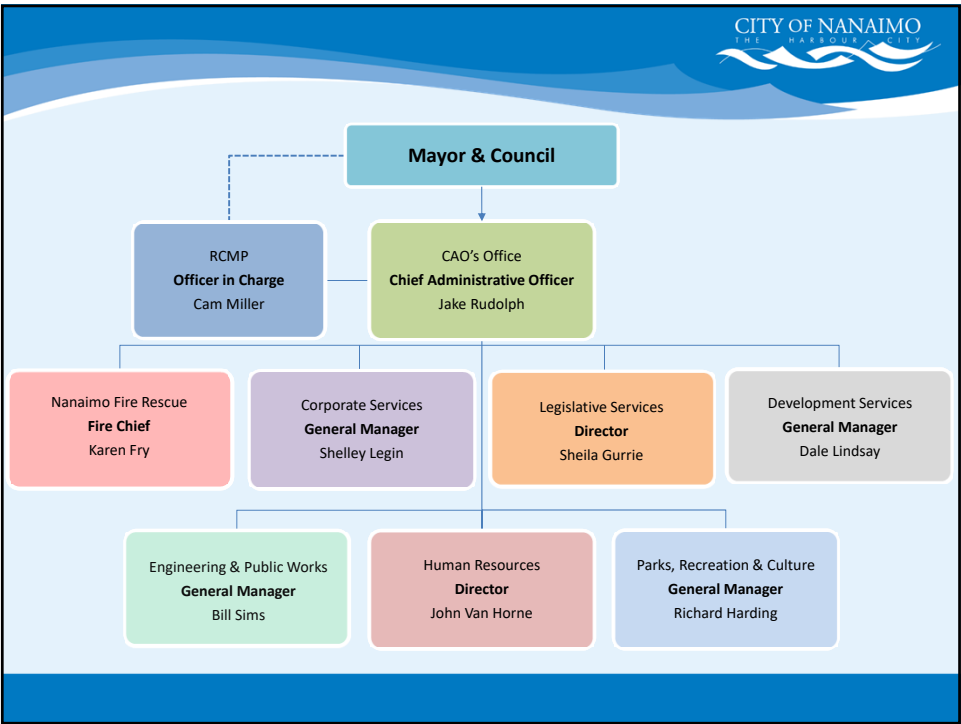
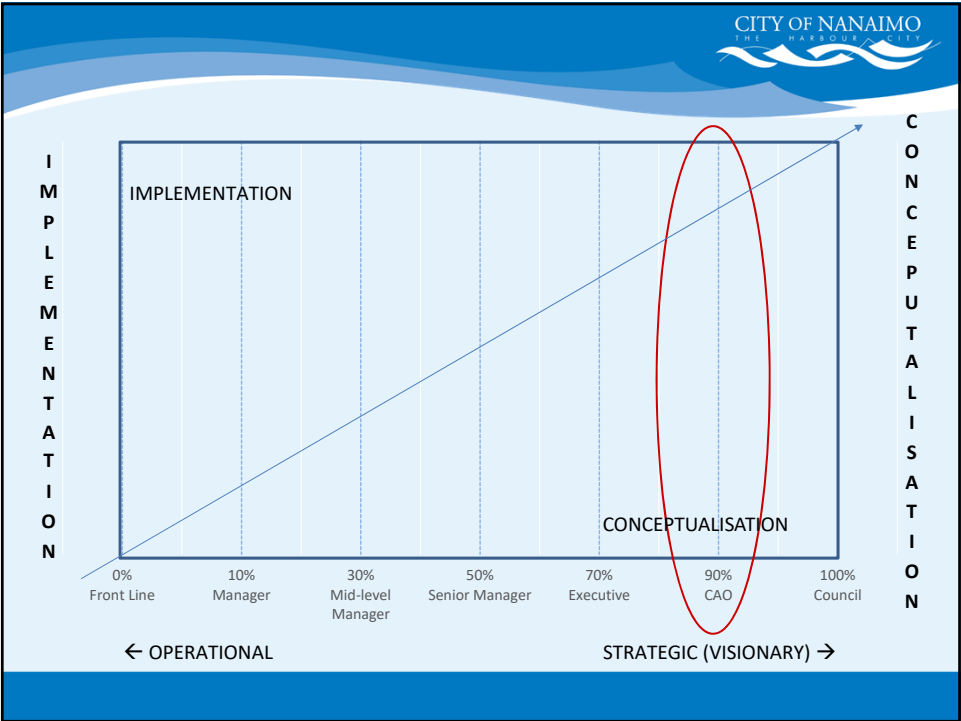
- Operating Reserves
- Statutory Reserves
 - Authorized by the Community Charter and/or City Bylaws
 - Can only be used as authorized by the Community Charter and the related Council bylaw.
- Reserve Framework
 - Financial Stability Reserves
 - Equipment Reserves
 - Infrastructure Reserves
 - Parking Reserves
 - Property Acquisition Reserves
 - Strategic Reserves
 - Other Reserves
 - DCC Reserves

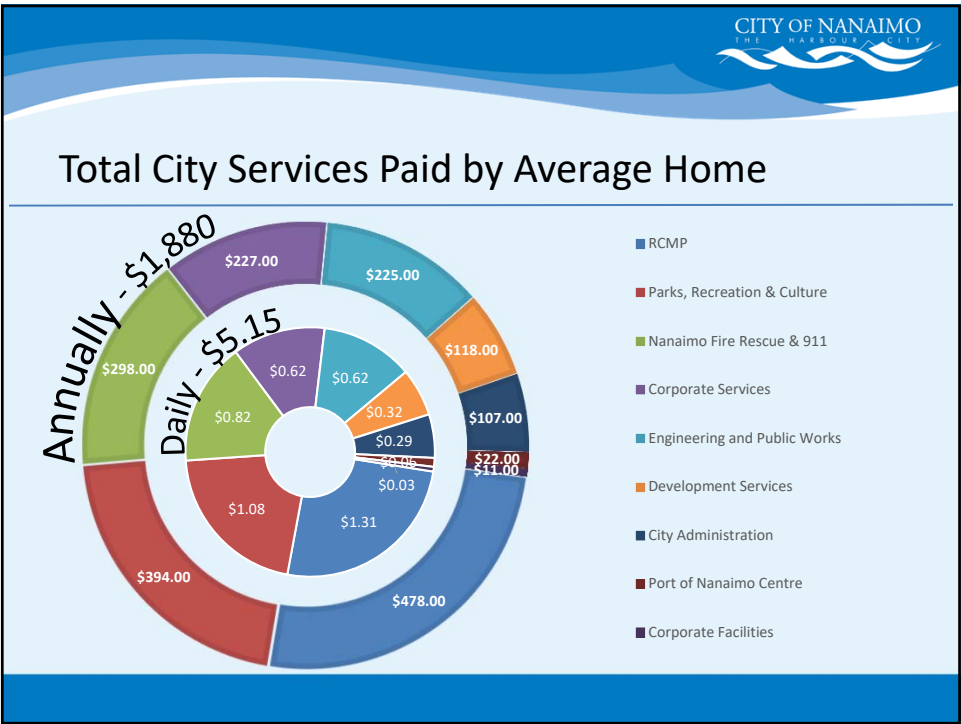
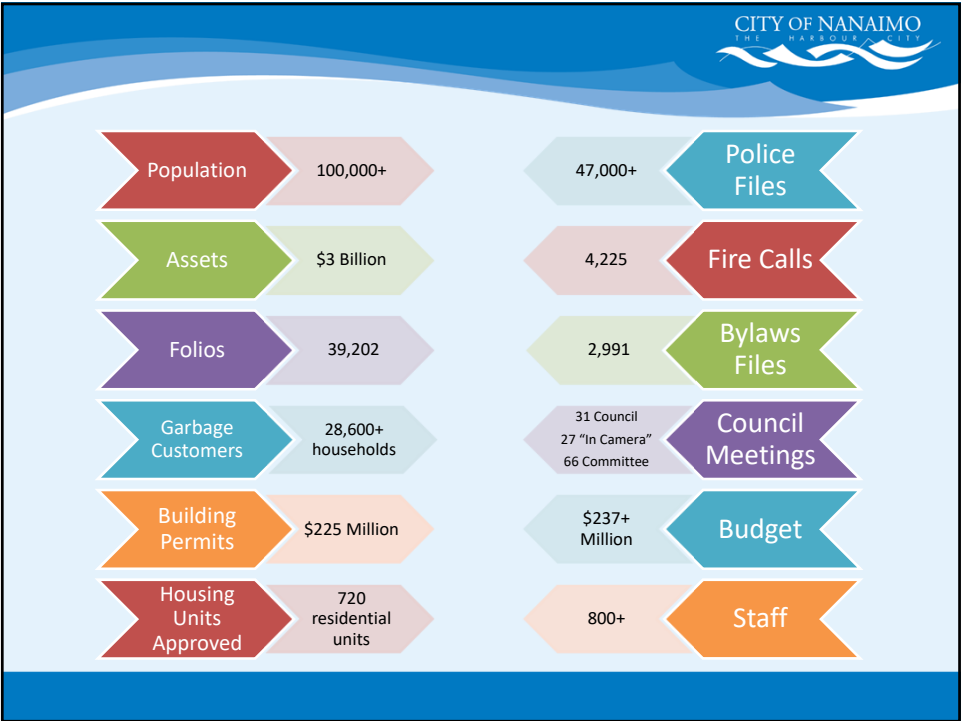
2021 – 2025 Draft Financial Plan















2020 Year in Review

- COVID-19 Response
 - Emergency Coordination Centre (ECC)





2020 Year in Review

COVID-19 Response

- Stabilize Operations

- Maintain Essential Services

Police

Fire

Water/Sewer

Sanitation

Information Technology

Human Resources

Website

Legislative Services (Council)

Work from Home

CITY OF NANAIMO
THE HARBOUR CITY

2020 Year in Review

Business Model Changes


Online Services and Payments


BizPal
Provide some generic information about your business to generate a custom 9 permits and license needed for local, provincial and federal requirements.
9


Business Licence Application
Apply for new licenses online with the Business Licence Application.
9

Business Licence Payments
Pay online for your business license through our secure payment system.
9

Change of Address Online
9







Virtual City Hall

Parks Ambassadors

Tax Payments at Frank Crane

Pools, Rinks, & Fields

CITY OF NANAIMO
THE HARBOUR CITY

2020 Achievements

Governance Excellence

Economic Health

Strategic Plan

Environmental Responsibility

Livability



Governance Excellence



- Changes to Policies/Bylaws
 - Livestreaming of Council/Council-related committee meetings
 - Electronic Conferencing Software
 - Registered Delegations
 - Question Period



Governance Excellence




- Task Forces and Committees
 - Mayor's Task Force on Recovery and Resilience
 - Health and Housing Task Force
 - Economic Development Task Force
- New Committees
 - Advisory Committee on Accessibility and Inclusiveness
 - District 68 Sports Field and Recreation Committee
- Protocol Agreement Working Group

Governance Excellence

- Service Delivery Reviews
 - Animal Control
 - Sanitation Services
 - Building Permit Process
 - Tourism Function
 - Fire Services



Economic Health

- Economic Development Task Force
- Sustainable Procurement
- Building Permits
- Patio Program



Environmental Responsibility

- Climate Change – Guiding Principle for REIMAGINE Nanaimo
- Review of Community Sustainability Action Plan
- Climate Resiliency Strategy
- MOESS Update → Complete Streets
- Green Fleet Strategy
- Checkout Bag Policy
- Step Code



Liveability

- REIMAGINE Nanaimo
- Manual of Engineering Standards and Specifications (MOESS)
- Health & Housing
 - MOU with BC Housing
 - Social Disorder Response Team
 - Minister and VIHA Advocacy
- Downtown Initiatives
- Waterfront Walkway



2021

CITY OF NANAIMO
THE HARBOUR CITY

A photograph showing a clear plastic spray bottle with a black nozzle and a white surgical mask lying on a rustic wooden plank surface.

- COVID-19

STEPS

1

MARCH TO MAY

Focus on closure of facilities and park amenities (playgrounds, sport courts, gated off-leash dog areas), cancellation of in-person recreation programming and providing services online.

2

LATE MAY TO SEPTEMBER

Focus on reopening park amenities and some indoor facilities, offering limited outdoor recreation programming and modified summer camps as well as opening up a pop-up tax payment office that accommodates physical distancing.

3

APPROXIMATELY SEPTEMBER AND BEYOND

Focus on further expanding public access to programs and services.

4

DEPENDENT UPON RELEASE OF A VACCINE

Focus on resumption of normal operations and service and program delivery.

[illegible]

CITY OF NANAIMO
THE HARBOUR CITY

2021 Key Opportunities

RESILIENCE

(Image credit: NanaimoNewsNOW.com)



CITY OF NANAIMO
THE HARBOUR CITY

2021 Key Opportunities

PRIORITIES

- Social Issues
 - BC Housing Projects
 - Government Advocacy
 - Social Disorder
- Major Capital Projects
 - RCMP
 - Public Works
 - Waterfront Walkway
 - Fire Hall #1
- Local Economy
 - Economic Strategy
 - Economic Function
 - Sustainable Procurement




CITY OF NANAIMO
THE HARBOUR CITY

2021 Key Opportunities

PRIORITIES CONT'D

- Organizational Resiliency
 - Redeployment
 - Work from Home
- Strategic Focus Areas
 - Task Forces – Implementation
 - REIMAGINE Nanaimo
 - Official Community Plan
 - Parks, Recreation, and Culture Plan
 - Active Transportation Plan
 - Organizational Leadership




CITY OF NANAIMO
THE HARBOUR CITY

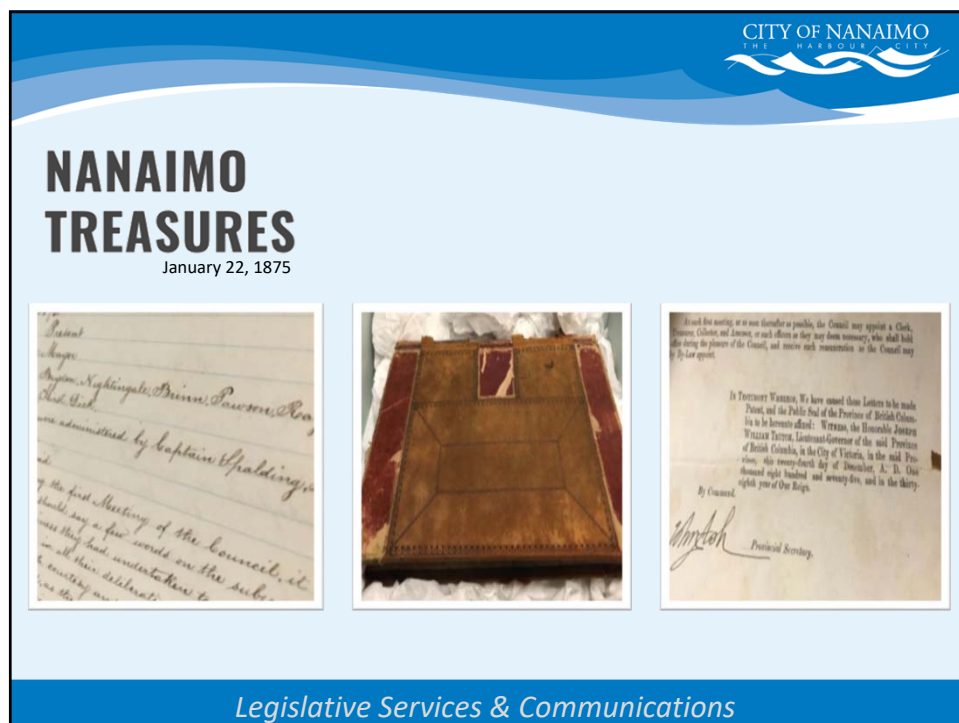
2021 Key Opportunities

PRIORITIES CONT'D

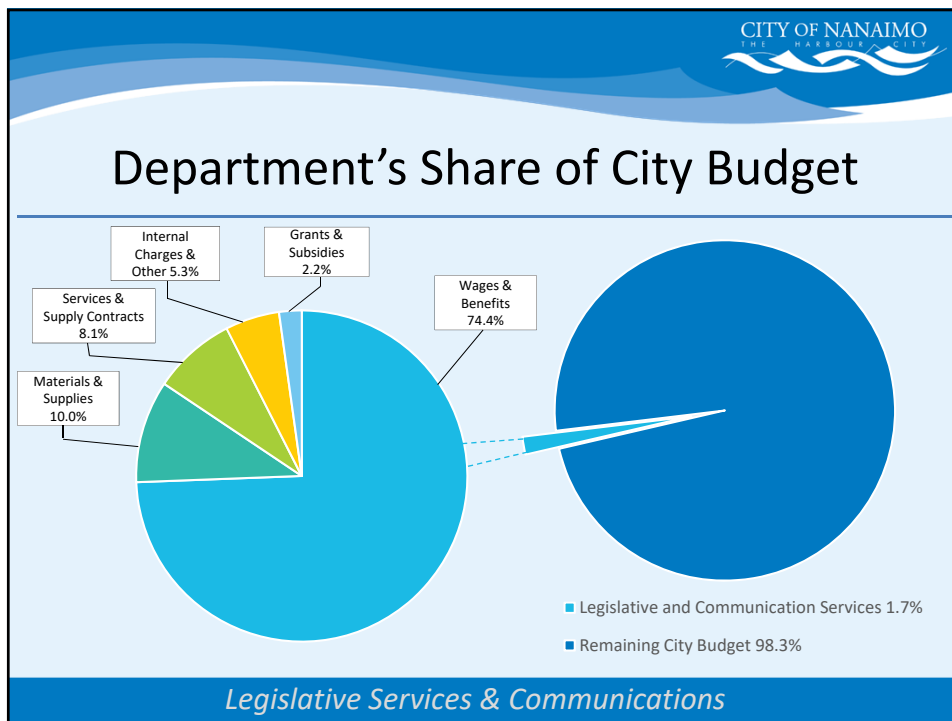
Relationships











CITY OF NANAIMO
THE HARBOUR CITY

2020 Achievements: Communications

Content Development and Issues Management/Support



→

→

→





Legislative Services & Communications

CITY OF NANAIMO
THE HARBOUR CITY

2020 Achievements: Communications

REIMAGINE NANAIMO Communications and Social Media Support

Legislative Services & Communications

CITY OF NANAIMO
THE HARBOUR CITY

2020 Achievements: Communications

Increased Social Media Reach

Legislative Services & Communications

CITY OF NANAIMO
THE HARBOUR CITY

2020 Achievements: Communications

Implemented FOIPPA-friendly eNewsletter platform


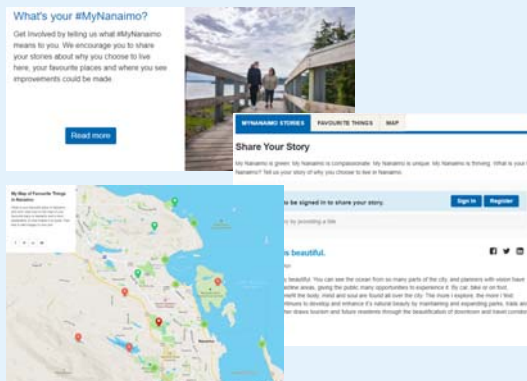



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CITY OF NANAIMO
THE HARBOUR CITY

2020 Achievements: Communications

Launched Public Engagement Platform Get Involved Nanaimo

Legislative Services & Communications

CITY OF NANAIMO
THE HARBOUR CITY

2020 Achievements

Strategic Plan Renewal Support

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CITY OF NANAIMO
THE HARBOUR CITY

2020 Achievements



New committee/task force development and support:

- Advisory Committee on Accessibility and Inclusiveness
- Mayor's Task Force on Recovery and Resilience



COVID-19 response:

- Council, Committee and Task Force Meetings
- Public Hearings

Legislative Services & Communications



2020 Achievements




- Registered 64 delegations
- Processed 117 meeting notices
- Coordinated or assisted over 115 meetings in 2020
- Averaged 16 meetings per month



NOTICE OF A SPECIAL FINANCE AND AUDIT COMMITTEE MEETING
PURSUANT TO "COUNCIL PROCEDURE BYLAW 2018 NO. 7272"

Legislative Services & Communications



2020 Achievements


MASTER POLICY REGISTRY FRAMEWORK


BYLAW OFFENCE NOTICE TICKETING SYSTEM

ANIMAL RESPONSIBILITY BYLAW

ADHERENCE TO FEDERAL & PROVINCIAL LEGISLATION

Expert legislative advice to Council and City staff on Bylaws, Policies, Resolutions and other legislative matters





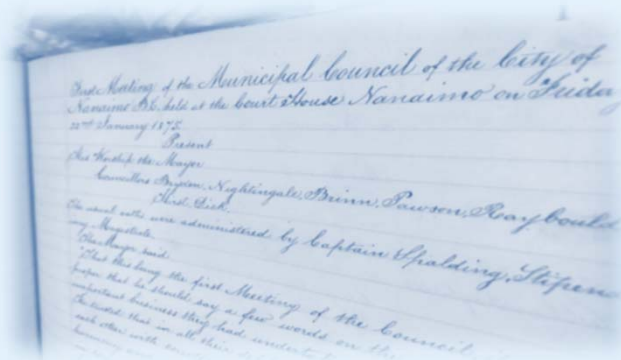
Legislative Services & Communications

CITY OF NANAIMO
THE HARBOR CITY

2020 Achievements

Electronic Document Records Management System Project (EDRMS) – Project Vision

It is our vision that Nanaimo public records, the cornerstone of government transparency and a knowledgeable and informed public, are recognized and managed as public assets.



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CITY OF NANAIMO
THE HARBOR CITY

2020 Achievements

Electronic Document Records Management System Project (EDRMS) - Project Goals

- City staff have the tools and resources necessary to manage their records and information in an effective and efficient manner
- The public have access to authentic and reliable records for as long as needed to protect interests and to assure government accountability
- Records of continuing value are preserved and accessible to current and future generations



Legislative Services & Communications

CITY OF NANAIMO
THE HARBOUR CITY

2020 Achievements

Electronic Document Records Management System Project (EDRMS) - Framework

Records Management Policy Suite

- Finalized 12 policies that apply to all physical and electronic records owned by the City and under the City's control

Records Classification and Retention Schedule (RCRS)

- Finalized the RCRS, a tool for classifying, retaining and destroying records.

- SHARED DRIVE TOOLS
- AM Asset Mgmt
- CC Council & Committees
- COM Communication
- ET Education & Training
- FIN Finance
- FIR Fire
- GOV Governance
- HR
- IMT Info Mgmt & Tech
- LAN Land Use
- LEG Legal
- PRG Programs & Program Projects
- RSK Risk Mgmt & Security

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CITY OF NANAIMO
THE HARBOUR CITY

2020 Achievements

Electronic Document Records Management System Project (EDRMS) – Request for Proposals



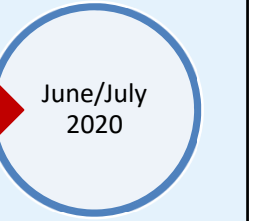
January
2020



February
2020



March/April
2020



June/July
2020

- RFP 2466 was issued in November 2019
- RFP generated 71 questions which were answered over 2 addendums
- RFP closed January 2020

- 6 staff reviewed and evaluated 10 submissions narrowing down to the top 5

- Project was paused while staff shifted focus to accommodate changes in the work environment brought on by COVID-19

- Evaluation scores were compiled and the City entered into the Discovery Phase with the successful proponent.

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CITY OF NANAIMO
THE HARBOR CITY

2020 Achievements

Electronic Document Records Management System Project (EDRMS) – Pilot Project

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CITY OF NANAIMO
THE HARBOR CITY

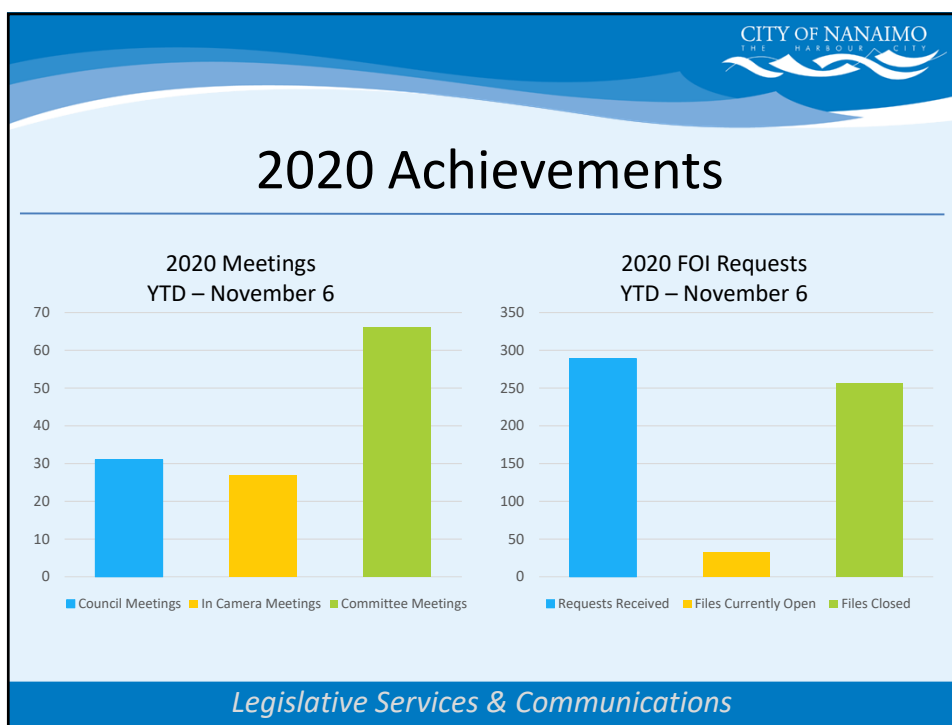
2020 Achievements

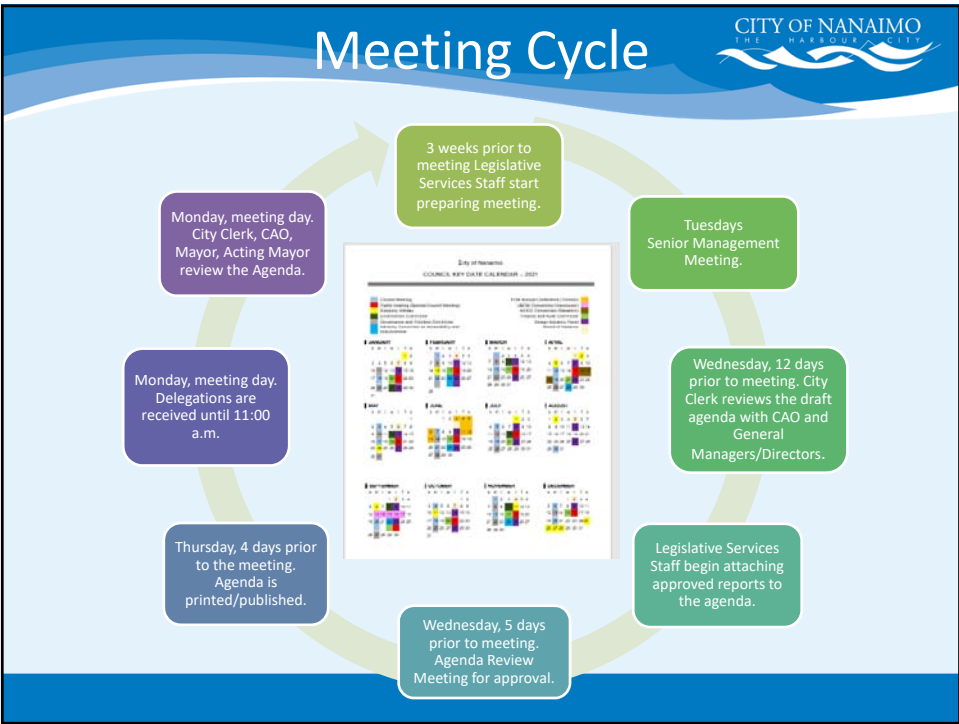
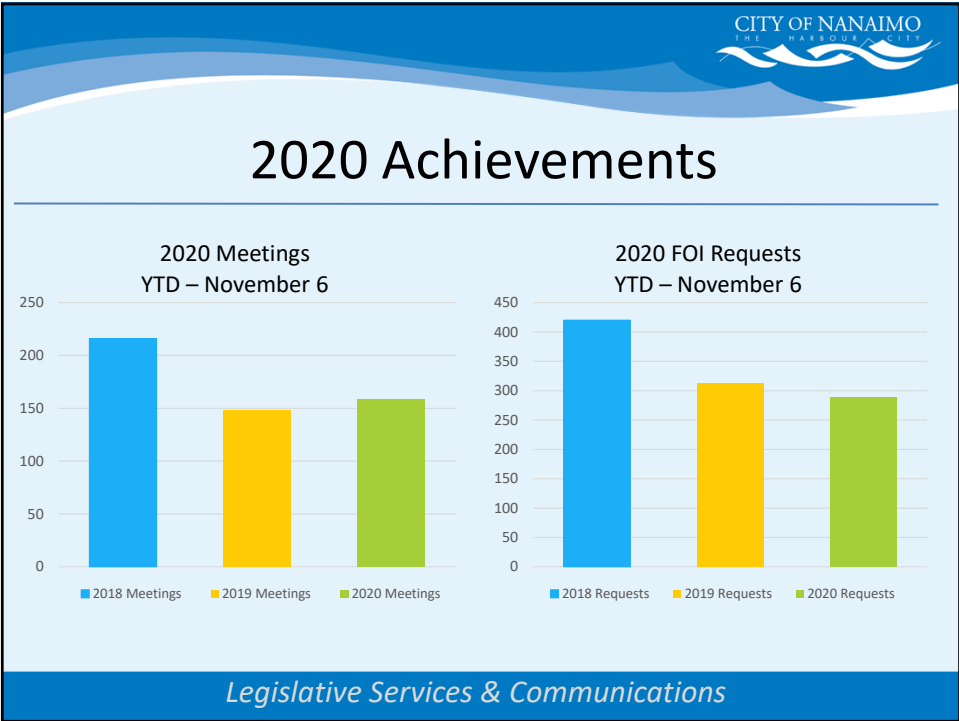
Electronic Document Records Management System Project (EDRMS) – Resources

Records Management SharePoint Site

- Provided ongoing communication to staff via project updates and Corporate Comms newsletter
- Developed guidance documentation for staff to educate in records management topics

Legislative Services & Communications







2020 Achievements

CITY OF NANAIMO
THE HARBOUR CITY

- **Social Media Followers**
 - 15,800 Facebook
 - 15,400 Twitter
 - 2,800 Instagram
- **Media Relations:**
 - 198 media requests
 - 137 news releases
 - 4 virtual press conferences
- **eNews**
 - 39 My Nanaimo This Week
- **Videos**
 - 26 Corporate Initiative-related
 - 15 COVID-19 updates from the Mayor
 - 4 COVID-19 updates from CAO, Jake Rudolph

Legislative Services & Communications

CITY OF NANAIMO
THE HARBOR CITY

2021 Opportunities

- Continuation of the Bylaw and Council policies renewal project
- Continuation of advancing technologies for meeting processes due to COVID-19
- Finding efficiencies with supporting Council with Council and Committees/Task Forces while continuing and advancing project work



Legislative Services & Communications

CITY OF NANAIMO
THE HARBOR CITY

2021 Opportunities

- Completion of the pilot for the EDRMS implementation and commencing corporate wide implementation
- Virtual FOIPPA training opportunities to reach more employees
- Further utilization of the public engagement software
- Emergency Coordination Centre (ECC) training updates and opportunities for advancement



Legislative Services & Communications

CITY OF NANAIMO
THE HARBOUR CITY

2021 Key Initiatives: Communications



- Provide strategic advice to senior management and Council
- Continue with pandemic communications
- Emergency Coordination Centre (ECC) training

Connect with public through digital and social media platforms

Provide Get Involved Nanaimo and eNewsletter training

Provide communications support/advice for BC Housing's and the City's MOU housing initiatives, REIMAGINE NANAIMO, 2020 Annual Report, and other City initiatives

Support and enhance Council-related communications

Legislative Services & Communications

CITY OF NANAIMO
THE HARBOUR CITY

2021 Key Initiatives

Continuation of Council Bylaw & Policies Renewal Project

- Modernization of bylaws and policies
- Repeal bylaws no longer relevant
- Analyze active bylaws to ensure alignment with current objectives

Governance Excellence

COUNCIL PRIORITY

"We will develop a culture of excellence around governance, management and cost-effective service delivery."

KEY FOCUS AREAS

3. Ensure we are structured and resourced for innovative, expeditious and high quality decision making and action
4. Focus on targeted advocacy with other levels of government to support our strategic goals and long term interests as well as the health and safety of those in our community

Legislative Services & Communications

CITY OF NANAIMO
THE HARBOUR CITY

2021 Key Initiatives: Legislative Support

- Ongoing Council, committee and task force meeting coordination and support
- Providing strategic advice to senior management and Council
- Ongoing Staff eScribe training



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CITY OF NANAIMO
THE HARBOUR CITY

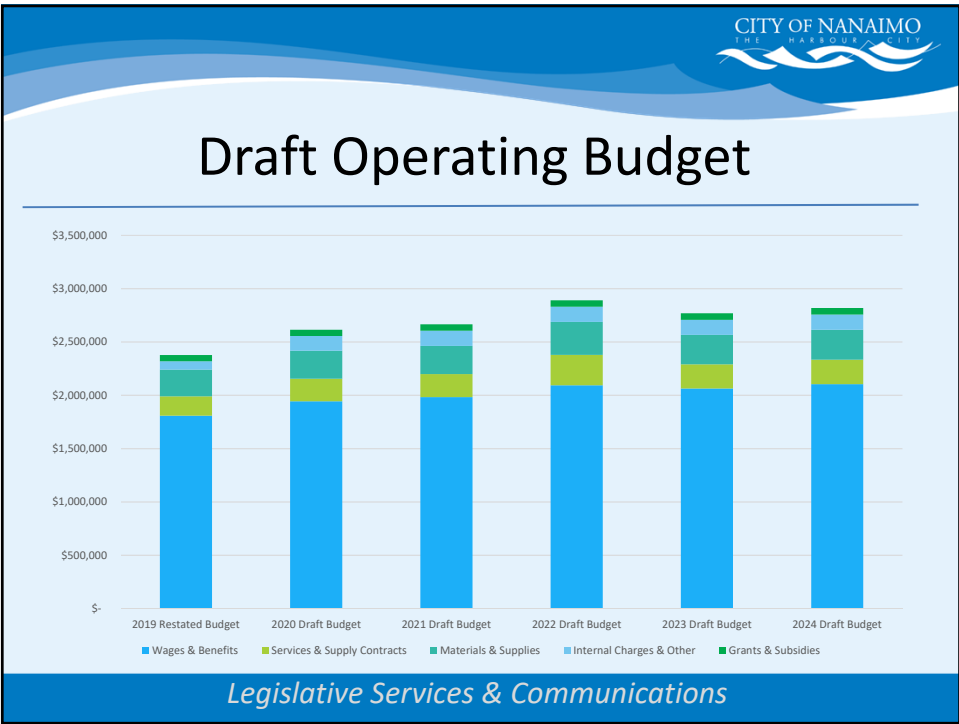
2021 Key Initiatives

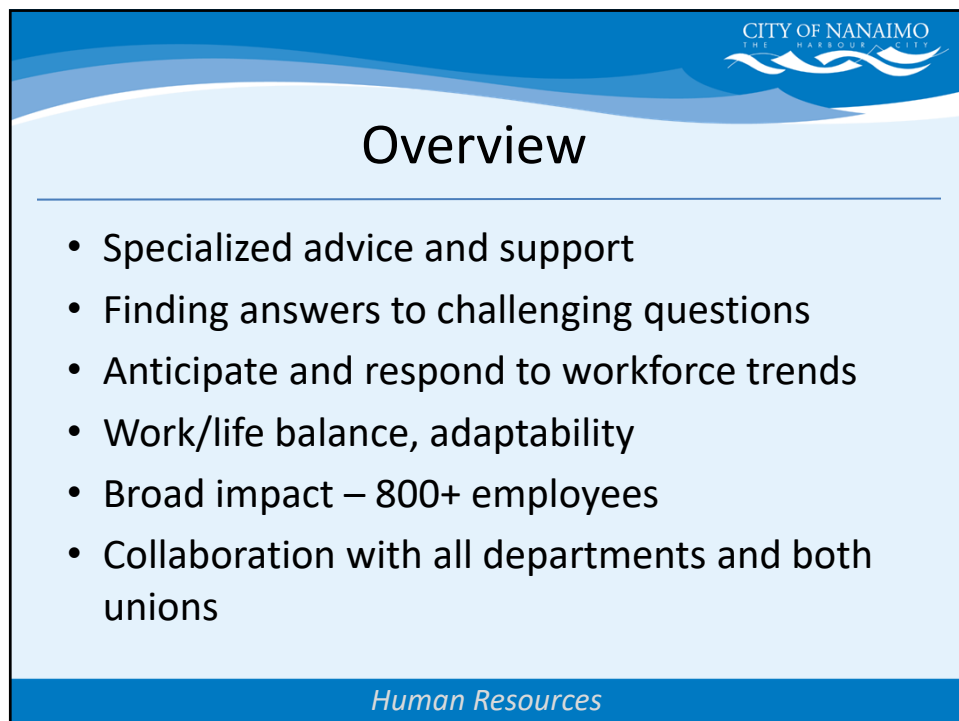
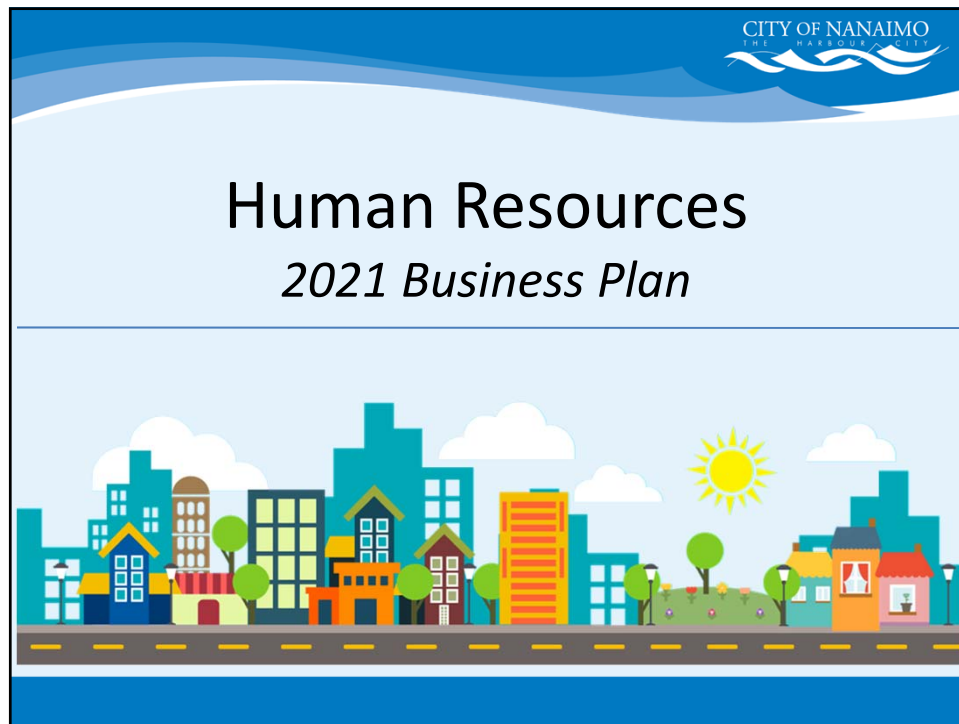
Electronic Document Records Management System Project (EDRMS) – Pilot Project

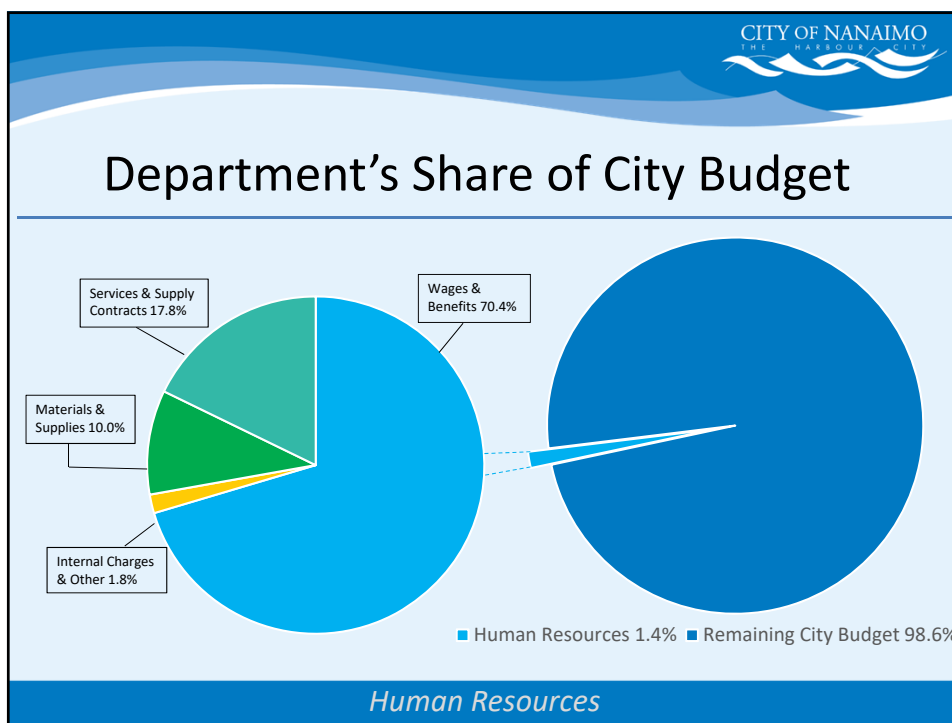
- Continue to work through pilot project implementation
- Review lessons learned and apply to corporate-wide rollout
- Ongoing staff training and communication



Legislative Services & Communications







CITY OF NANAIMO
THE HARBOUR CITY

2020 Achievements

- COVID-19 response
 - Staff redeployment
 - Safe work procedures
 - Safe operations of facilities
 - Response and recovery plan, reopening buildings
 - Hundreds of hours spent
 - unplanned, changing daily

CITY OF NANAIMO
THE HARBOUR CITY

Human Resources

CITY OF NANAIMO
THE HARBOUR CITY

2020 Achievements

- COVID-19 response
 - Online applications, training
 - Online recruitment (100%)
 - Online timesheets, invoices
- Workplace Mental Health training
- Adjustment Plan w/IAFF

PREVENT COVID-19

PRACTICE PHYSICAL DISTANCING (2 metres or 6 feet)

WASH YOUR HANDS WITH SOAP & WARM WATER

COVER A COUGH OR A SNEEZE

AVOID TOUCHING YOUR EYES, NOSE & MOUTH

STAY HOME WHEN YOU FEEL SICK

We have enhanced our cleaning standards at City facilities to keep you safe.
See something that needs service? Call us at 250-759-5200 or email safety@nanaimo.ca.

www.nanaimo.ca

Human Resources

CITY OF NANAIMO
THE HARBOUR CITY

2021 Opportunities

- COVID-related issues
- Employment-related policies review
- Reviewing training program
- Legacy litigation from former staff
- Continued efforts reducing lost time accidents

PREVENT COVID-19

Practice Physical Distancing

CITY OF NANAIMO
THE HARBOUR CITY

Human Resources



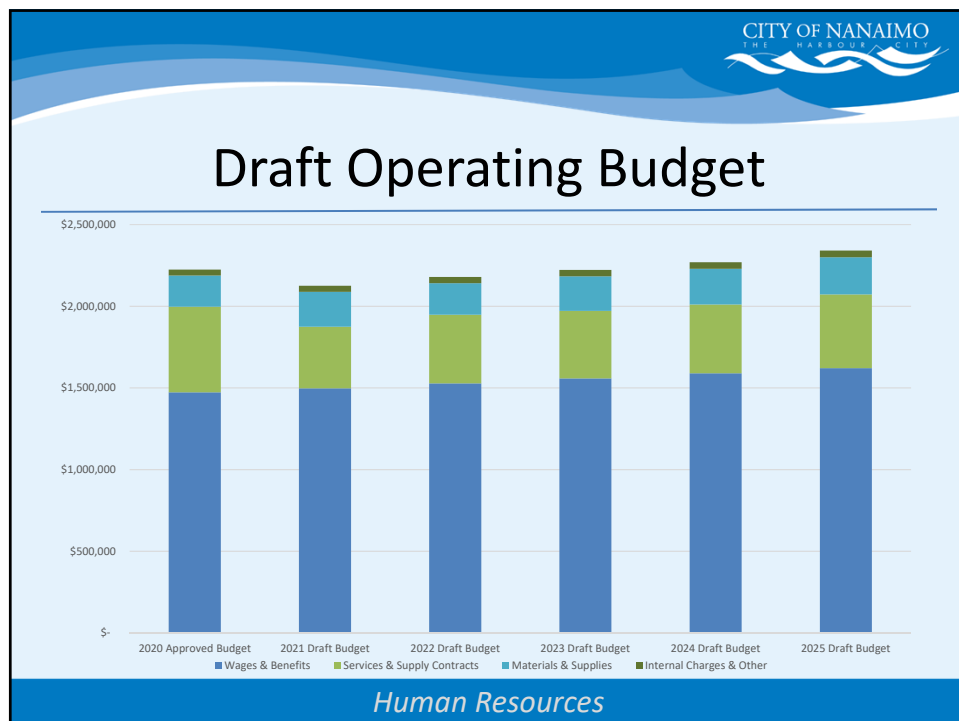
2021 Key Initiatives

- Conclude negotiations with IAFF
- Resolve legacy employment litigation issues
- Policy review and update

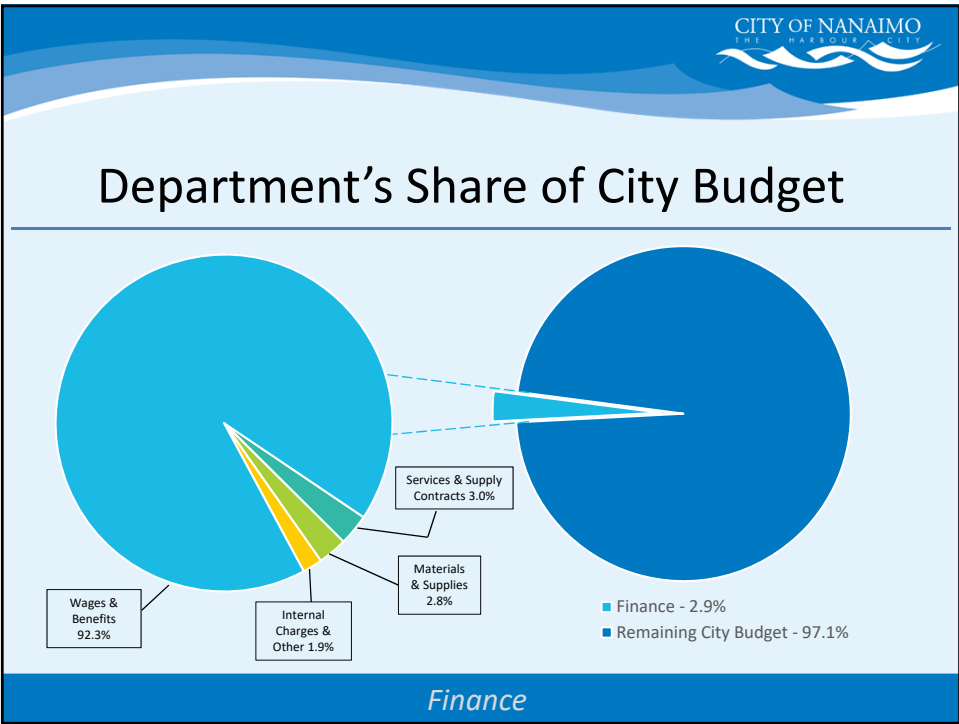
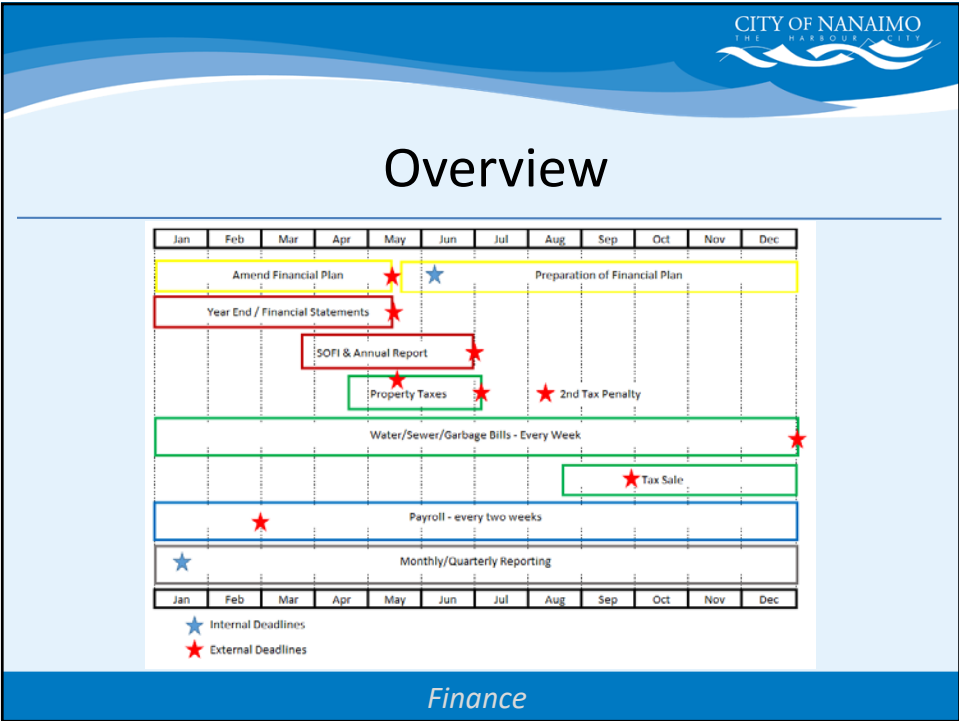


AGREEMENT
BETWEEN
THE CITY OF NANAIMO
AND
INTERNATIONAL ASSOCIATION OF FIRE FIGHTERS
LOCAL 905
January 1, 2020 – ??

Human Resources








CITY OF NANAIMO
THE HASTINGS CITY

2020 Achievements

COVID-19 Response

- Developed forecasting models
- Active member of the EOC
- Operated satellite tax office at Beban Park – May to October
- Provided support to all departments when needed
- Calculated reopening projections for PRC
- Implemented electronic signature procedure for invoice approvals
- Sourced and maintained PPE supplies for City
- Extended property tax penalties to Oct 1 and Nov 12
- Extended Utility billing due date from 30 days to 90 days.
- Developed a Revenue Anticipation Bylaw
- Reserved \$2.8 million of the 2019 surplus to help fund any shortfalls



Finance

CITY OF NANAIMO
THE HASTINGS CITY

2020 Achievements

- Sewer and water user fee review
- Grant applications
- Procurement Policy review
- Sustainable Procurement Policy
- Coastal Communities Social Procurement Initiative (CCSPI)
- Stone Orchard software
- Budget software upgrade
- e-bidding software solution
- Online Bulk Water Hauling system








Finance

2020 Achievements

Completion of all statutory reporting requirements

Finance

2021 Opportunities

- Staffing additions
 - Junior Financial Analyst
 - Assistant Accountant
- Invoice automation solution
- Budget software upgrade
- Promote and expand online services
- ERP project kick off






Finance



2021 Key Initiatives

- Implement new budgeting software
- Water and Sewer User Rate review
- Implementation of an e-bidding solution to streamline RFX processes
- Sustainable Procurement Policy Review – Phase 2 & 3
- Financial policy development. Linked to Strategic Plan, Core Review
- Furtherance of the Coastal Communities Social Procurement Initiative

Finance



Proposed Changes Included in Draft Budget

- Assistant Accountant – effective 2021
 - Approved as part of July 2019 reorganization and included in 2020 – 2024 Financial Plan
- Junior Financial Analyst – effective 2021
 - Approved as part of July 2019 reorganization and included in 2020 – 2024 Financial Plan

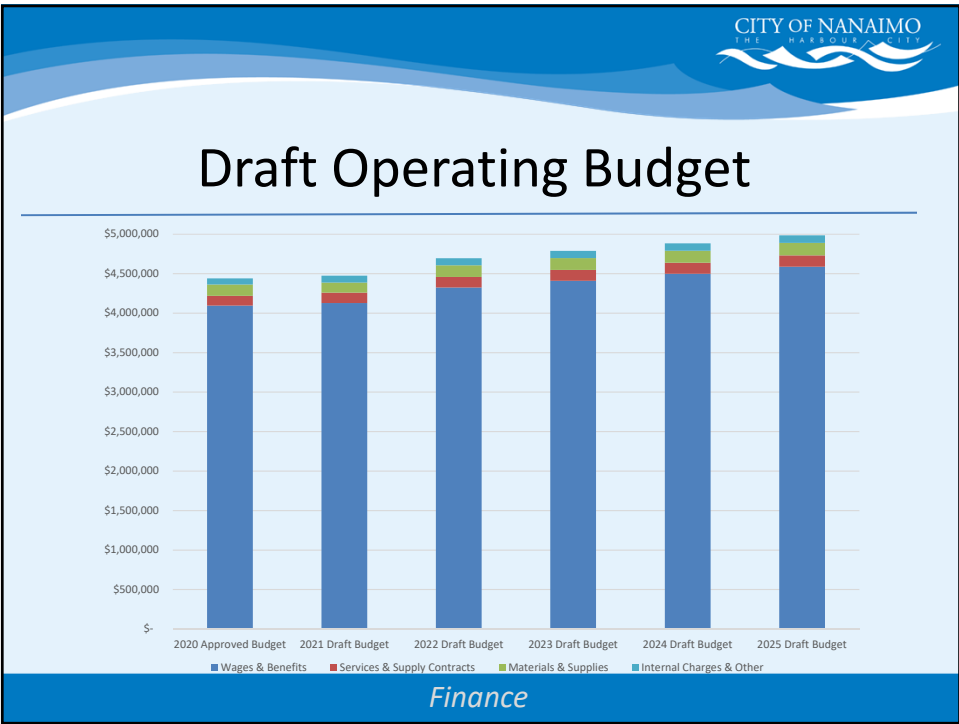
Finance

CITY OF NANAIMO
THE HARBOUR CITY

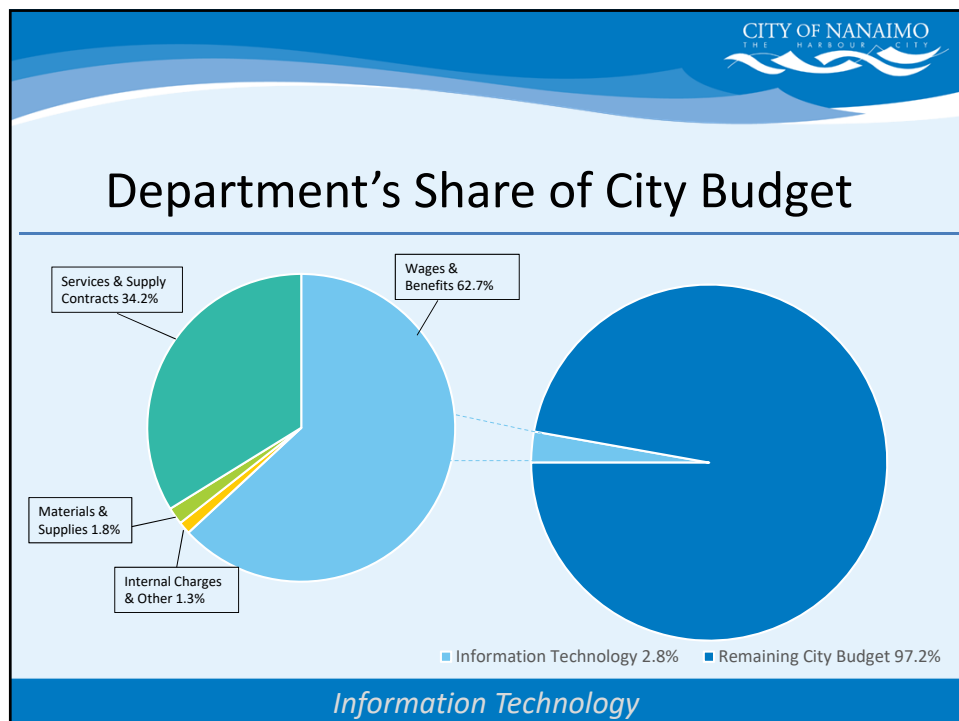
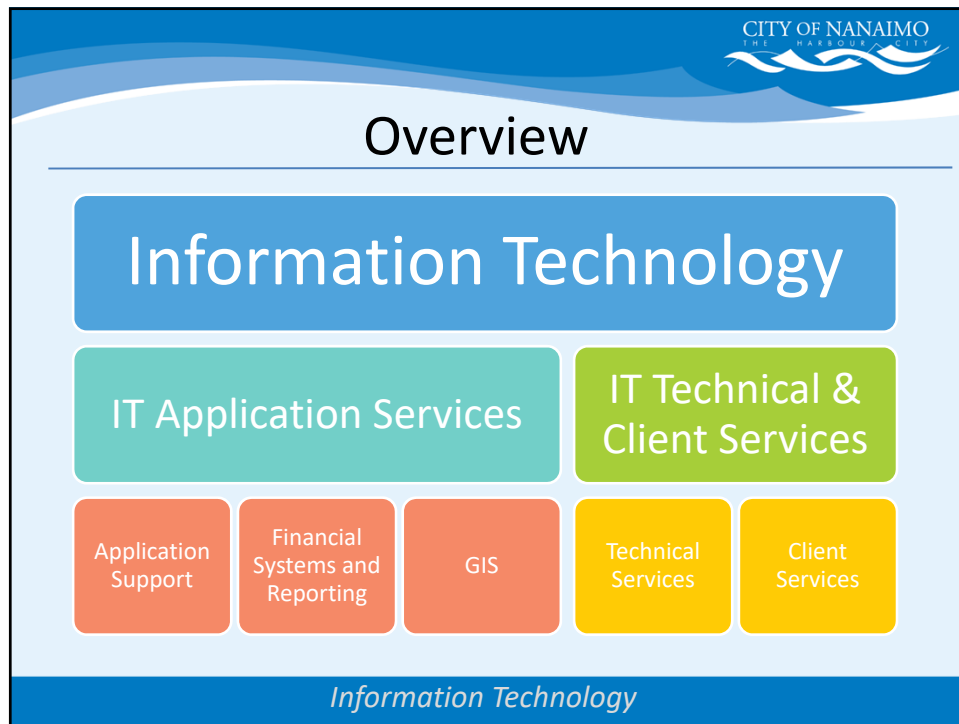
Business Cases Developed - Not
Currently in Draft Budget

- Buyer
 - To provide the necessary support to ensure capacity to implement the Sustainable Procurement Program and to build on the benefits from the 2017 Purchasing Policy.

Finance









2020 Achievements

- COVID-19 Response
 - Remote access
 - Mobile technology for frontline employees
 - Digital workflow improvements
- New Signage System
- Hub Map v2
- IT Security Enhancements
- Electronic Document and Records Management System Selection (EDRMS)

Information Technology



2021 Opportunities

- Intelligent City Strategy Development
- Enabling the Digital Workplace
- Managing IT Complexity
- Addressing Cybersecurity Risks


Information Technology



2021 Key Initiatives

- VICC Audio-Visual Upgrade
- Intelligent City Planning
- EDRMS Rollout
- Business case for Microsoft Office 365
- Implement Budget Planning Software
- IT Security Enhancements
- Planning for ERP Business Transformation
- Transition of Fire 911 Dispatch

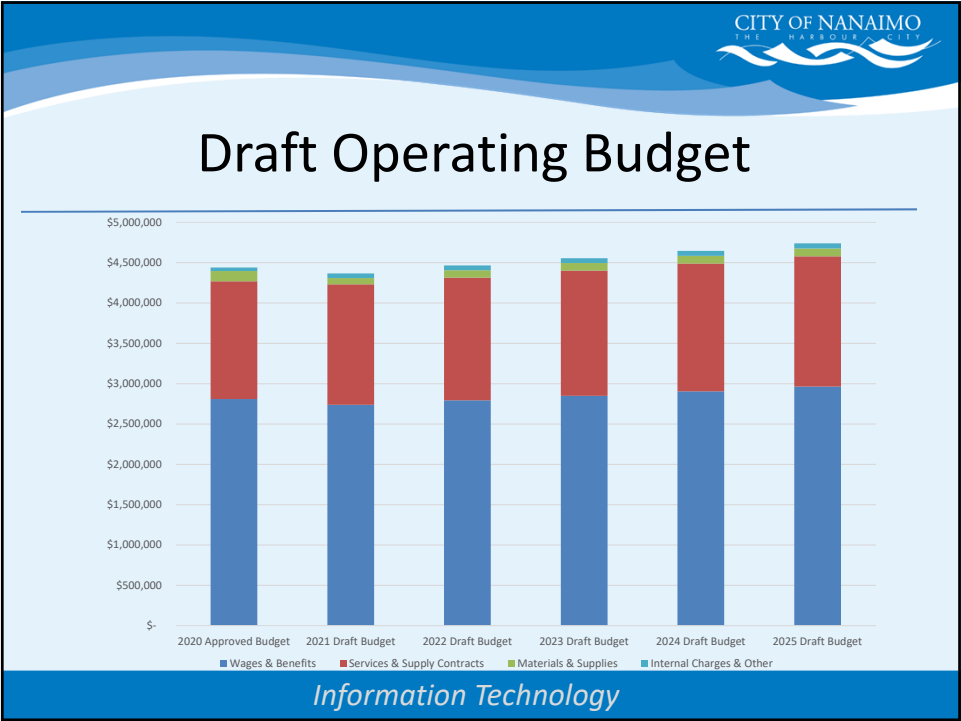
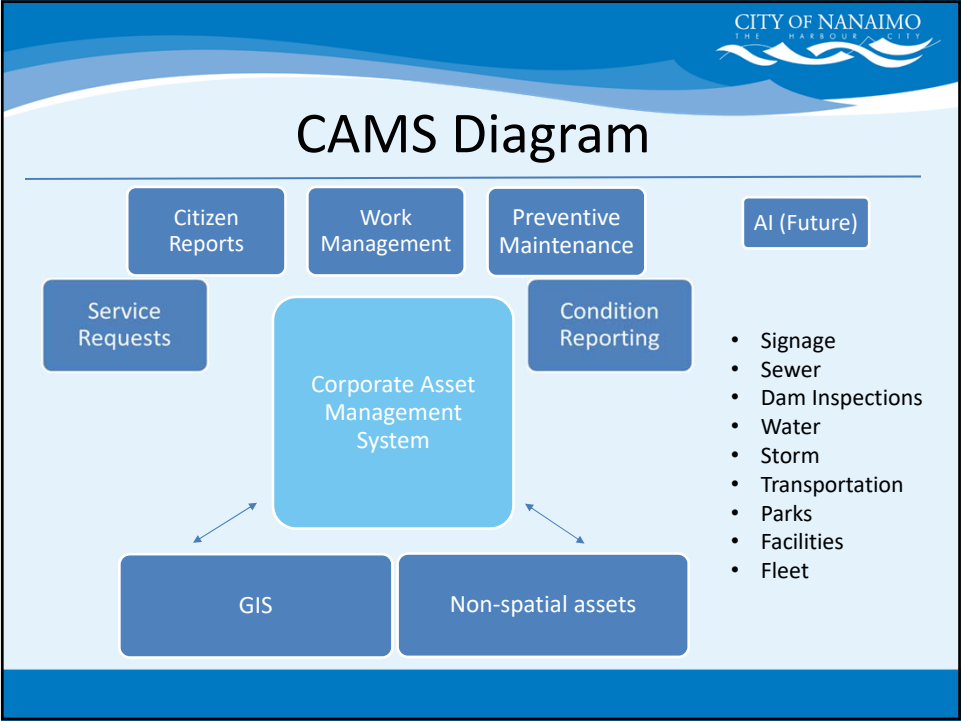
Information Technology



Business Cases Developed - Not Currently in Draft Budget

- Business Case - Corporate Asset Management System
 - An expandable computer system to enhance the City's asset management capabilities

Information Technology

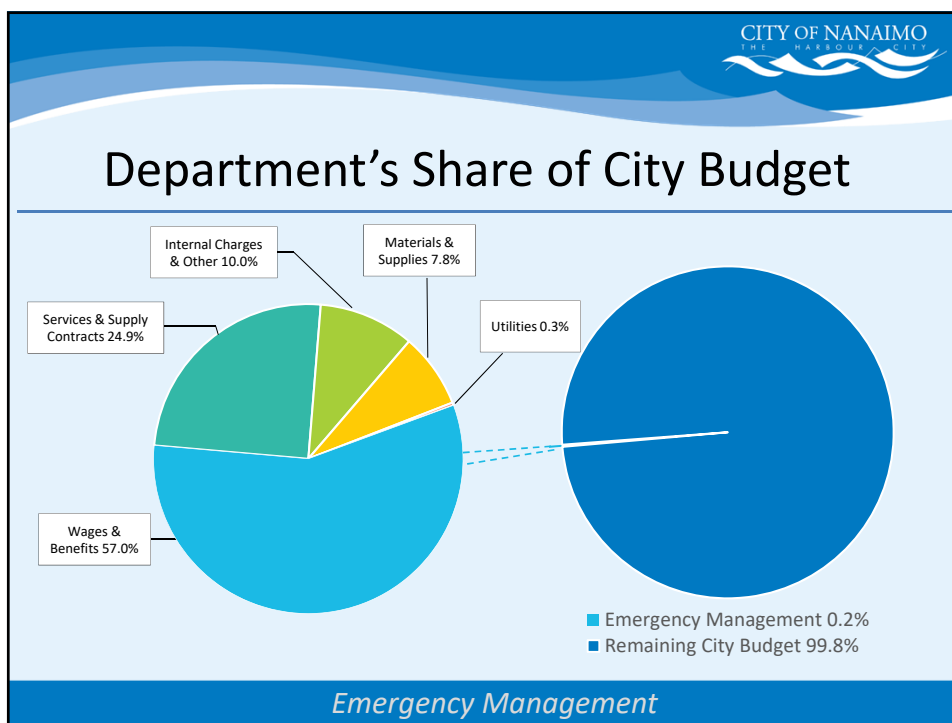




Overview

- Emergency Management
 - Supports response & recovery from emergencies
 - Develops emergency plans
 - Trains staff
 - Provides public education
 - Manages volunteer program

Emergency Management



CITY OF NANAIMO
THE HARBOUR CITY

2020 Achievements

Covid 19 Response

- ECC Activation.
- Business Continuity
- Development of Virtual Response
- Recovery of funds
- Centralized Corporate Communications
- Interim Action Review
- Finance and Logistics

CITY OF NANAIMO
THE HARBOR CITY

2020 Achievements Cont'd

- Community Support Working with Partners
- Education




Emergency Management

CITY OF NANAIMO
THE HARBOR CITY

2020 Achievements

Indicator	2018	2019	2020 YTD (Sept)
ECC Staff Exercises	4	4	2
ECC Activations – Virtual & Actual	5 (3 actual, 2 operational)	4 (2 actual, 2 operations)	1 (COVID-19)
ESS Call Outs	18 23 adults, 5 children, 3 pets	34 47 residents and 12 pets, attended 2 open houses	13 95 adults, 48 children. 85 hours - Include support to RDN and Halalt First Nation
ESS Volunteer Hours	500	678	344
Public Education Sessions/Events	8	8	3 (reduced due to COVID-19)
Community Emergency Exercises	3	3	1 (reduced due to COVID-19)


Emergency Management



2021 Opportunities

- Update Hazard Risk Vulnerability Assessment to reflect Climate Resiliency Study and Covid-19 response
- Update Emergency Response and Recovery Plan based on updated HRVA and Covid 19 response protocols.
- Training for City Staff and ongoing Public Education for preparedness
- Mid-Island Community Portal for Voyent Alert!

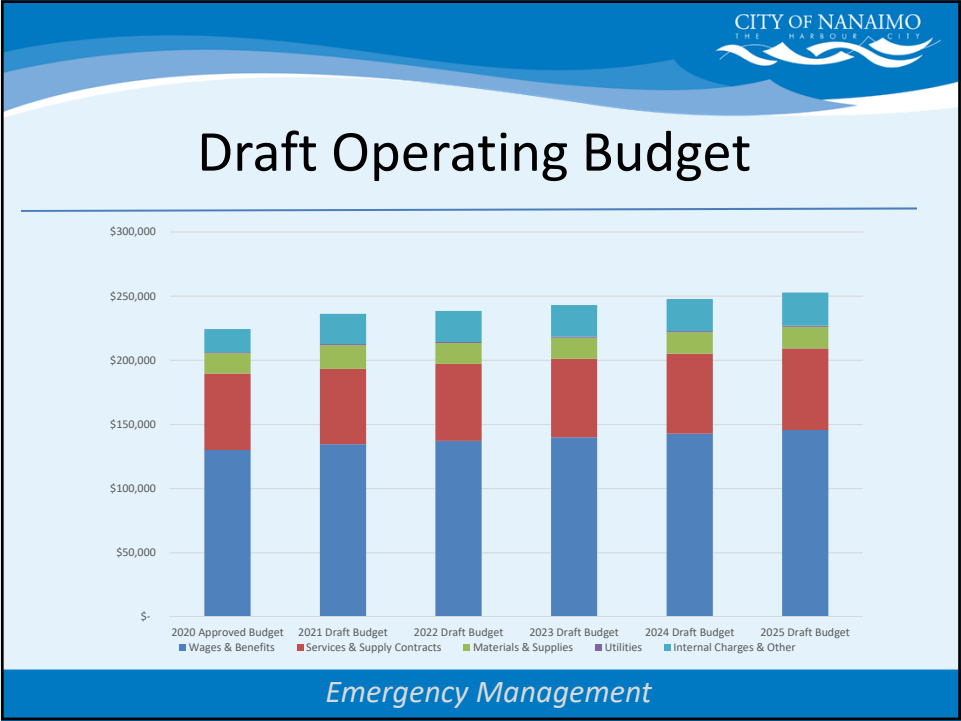
Emergency Management



2021 Key Initiatives

- ECC staff exercises (4 per year) and training
- ECC design for Fire Station #1 rebuild
- Public education and advertising
- Update Emergency Response and Recovery Plan and Hazard, Risk and Vulnerability Analysis (HRVA)

Emergency Management





Overview-RCMP

- Policing Contract
- RCMP Role in the Community

RCMP

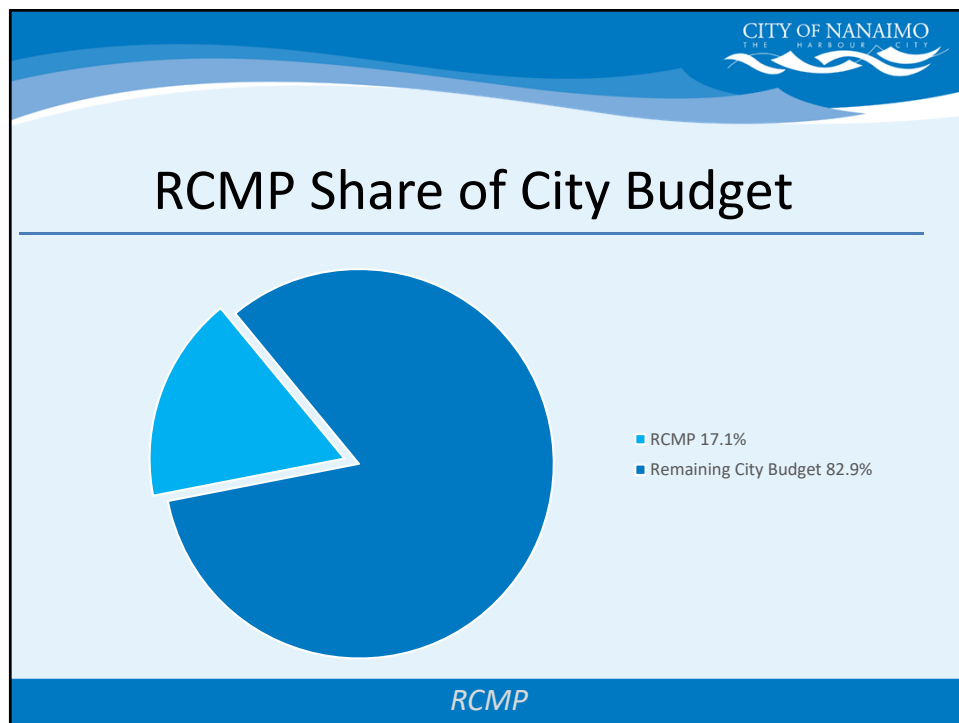
CITY OF NANAIMO
THE HARBOUR CITY

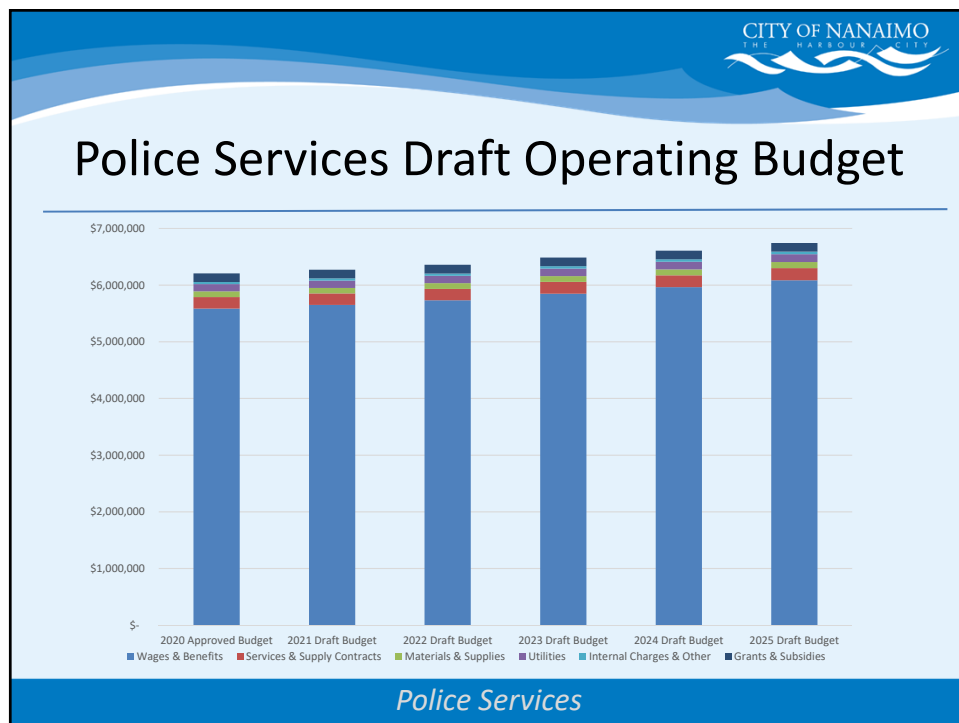
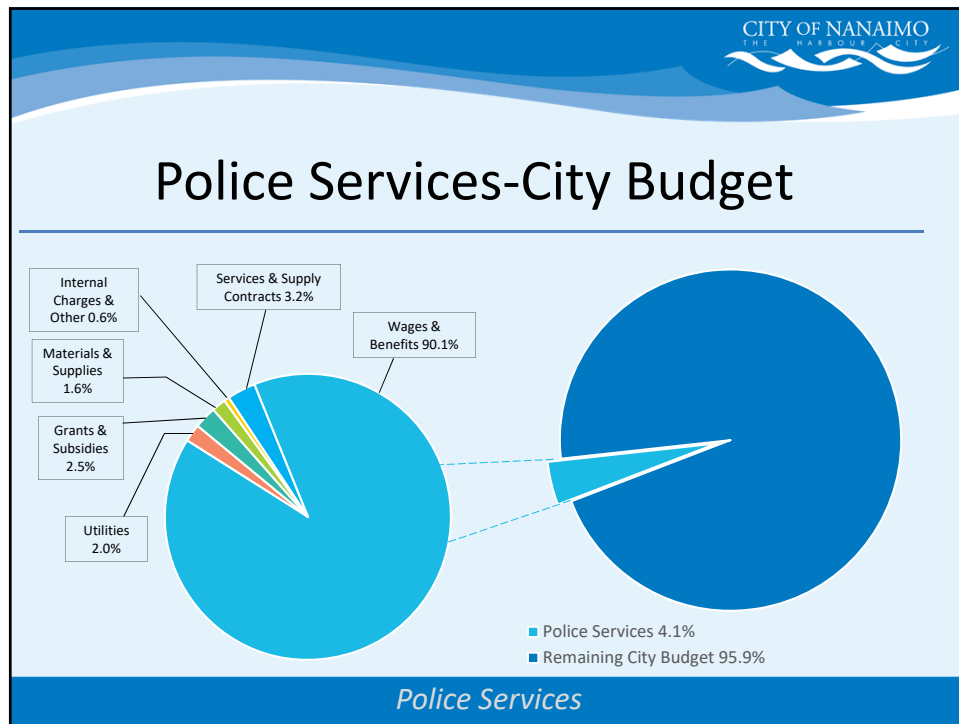
Overview-Police Services

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



Police Services



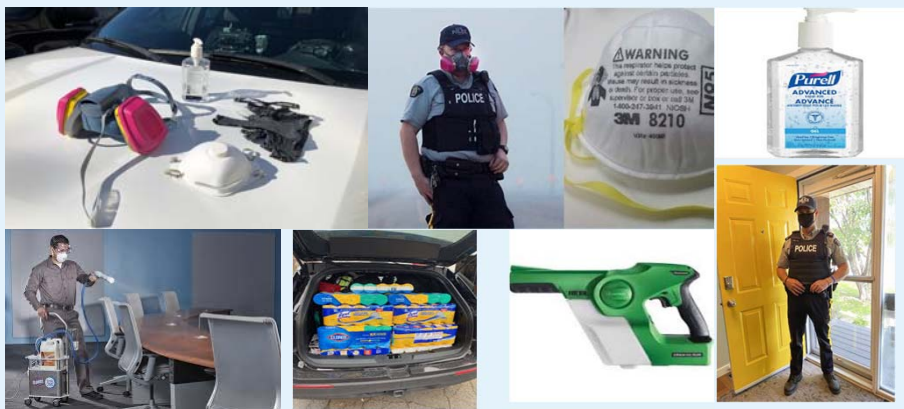


COVID

- Impacted file load lower/more challenging in PPE
- Decreased property offences/motor vehicle collisions
- Alternate schedule, more laptops, greater pressure on our LAN, greater security configurations
- Tight spaces, intense cleaning, some recent exposures

We Have Never Been Cleaner!

COVID Response at the detachment and in the community





CITY OF NANAIMO
THE HARBOR CITY

2021 Opportunities

- Enhanced Traffic Safety
- More MHLO-Community Wellness Initiatives
- Community Response Unit
- Continued Dual Drug enforcement





RCMP

CITY OF NANAIMO
THE HARBOR CITY

2021 Opportunities

- Ongoing operational pressures
- Community security during COVID
- Maintain operational capacity
- Staffing of regular member position
- Target active child exploitation investigations




CITY OF NANAIMO
THE HARBOUR CITY

Municipal Business Cases Developed - Not Currently in Draft Budget

- Digital Forensic Technician
 - To provide the detachment with in-house expertise in digital extraction and address increasing workloads from the seizure and evidence gathering from digital devices.
- Major Case File Specialist
 - To allow the unit to manage workload to ensure that evidence is disclosed in a timely manner, as required, and provide additional expertise in the disclosure unit.

Police Services

CITY OF NANAIMO
THE HARBOUR CITY

Digital Forensic Technician & Community Safety

Man seeking dangerous under label for man found guilty of sexual assault

Man convicted of sexually assaulting a woman in Nanaimo last summer could be labelled a serious offender.

Man confronted on street by vigilante pedophile hunter still in custody

Investigation continues on

Nanaimo man pleads guilty to sexual assault, child porn charges

Sex offender arrested in Nanaimo

Nanaimo man sentenced for possessing child pornography

William Herbert Erick Kreibom, 63, found in possession of more than 200,000 child porn images

Child porn possession nets 'closet pedophile' 10-month sentence

NChild porn

Nanaimo man awaits sentencing after guilty plea for child porn possession

Aug 14, 2020 5:18 AM

Nanaimo pedophile to serve 6-year prison sentence for 'vile' sex crimes

Mar 11, 2019 1:54 PM

Vigilante pedophile hunter makes his mark in Nanaimo

Mar 3, 2019 3:14 PM

'Deplorable' Nanaimo child molester sentenced to eight years in prison

Child porn investigation numbers climb in Nanaimo

Nanaimo RCMP ask public to report child porn incidents as city's annual investigation numbers rise

Prince George RCMP searching for man who could be on Vancouver Island

Man pleads guilty to child porn charges in Nanaimo, Crown alleges 250,000 images

Nanaimo man caught with more than 200,000 child porn images to be sentenced

Crown says Aaron Macrae video of children on buses workplace

Alleged sex offender arrested for tweeting

NANAIMO



CITY OF NANAIMO
THE HARBOR CITY

Disclosure

The collage includes the following images:

- A cartoon of a man in a suit looking at a large stack of papers.
- A network diagram with nodes and connections.
- A person's hands typing on a laptop keyboard.
- A close-up of a wooden gavel resting on a wooden surface.
- A graphic with the text 'BIG DATA' and a network of people icons.

Disclosure

- Provincial MOU-**mandated** business rules of how Police in BC will prepare criminal investigations for Crown Counsel & Defense
- Data format is uploaded into a Crown app so the investigation can be used for prosecution.



MHLO & Outreach



RCMP

RCMP Business Cases Developed - Not Currently in Draft Budget

- Police Mental Health Outreach Team Service – as requested by Council
 - An enhanced policing model that uses a specialized team to assist vulnerable citizens who have contact with police or require an emergency response

RCMP

2021 Key Initiatives

- Vulnerably Housed
- Public Safety and Community Wellness initiatives
- Preparation RCMP Civic Precinct



RCMP

