



# COVID-19 PANDEMIC

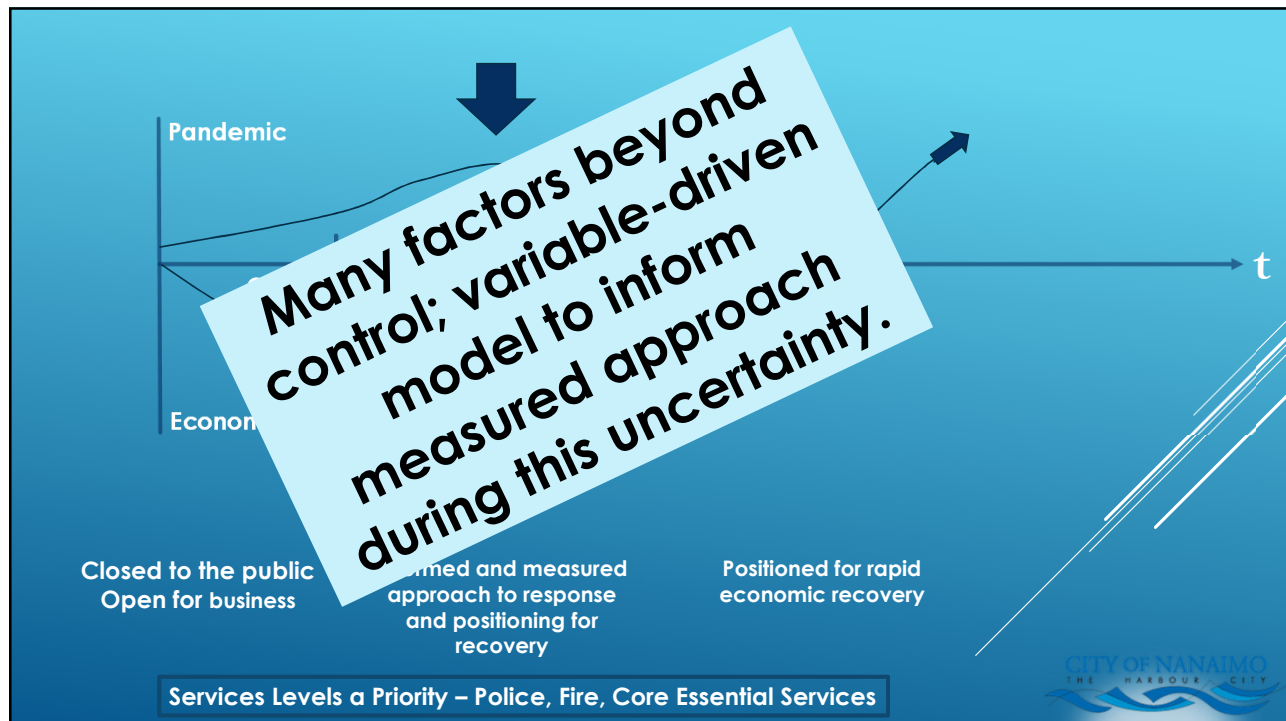
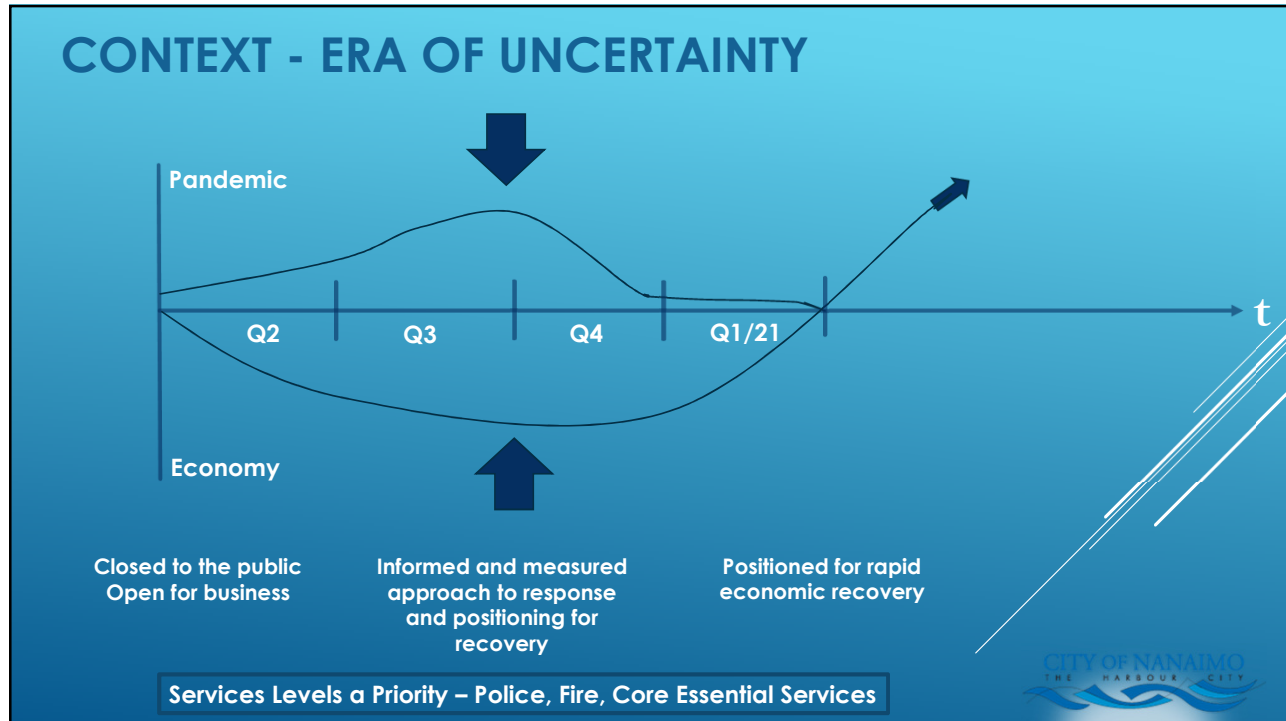
## FINANCIAL RESPONSE & RECOVERY FRAMEWORK

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



## 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.



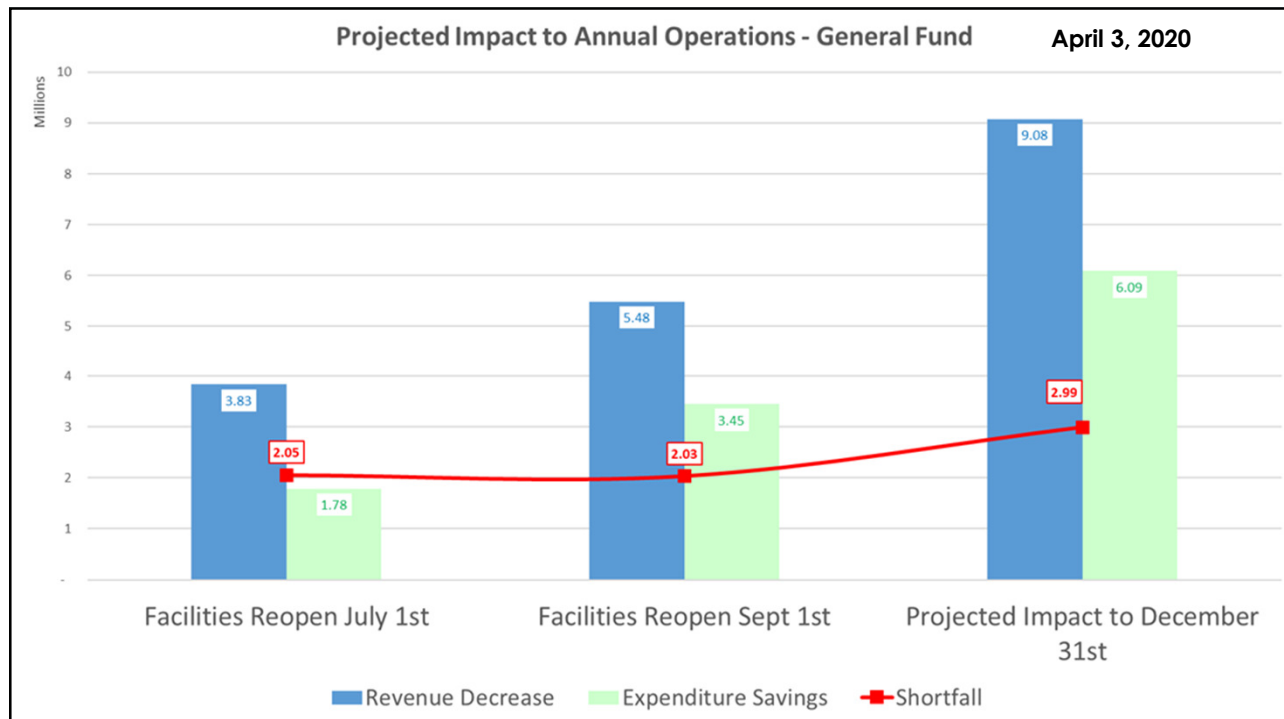
## MAJOR REVENUE LOSS AND EXPENSE REDUCTIONS

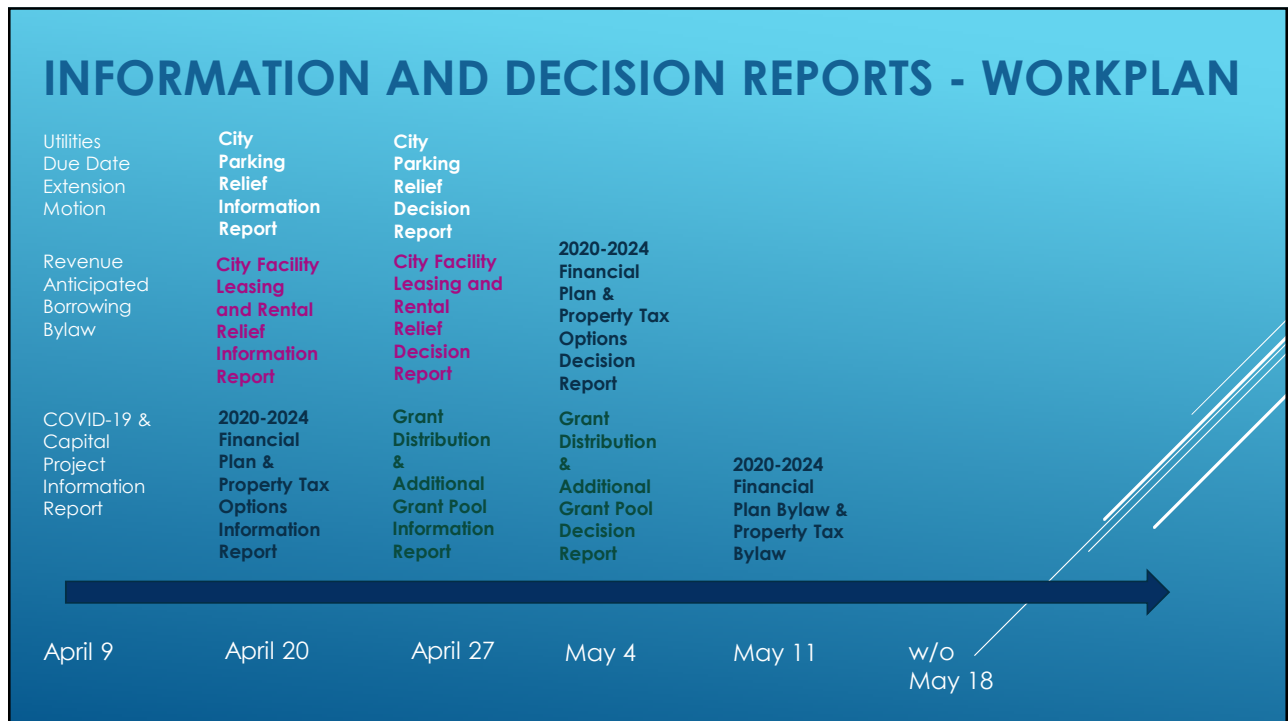
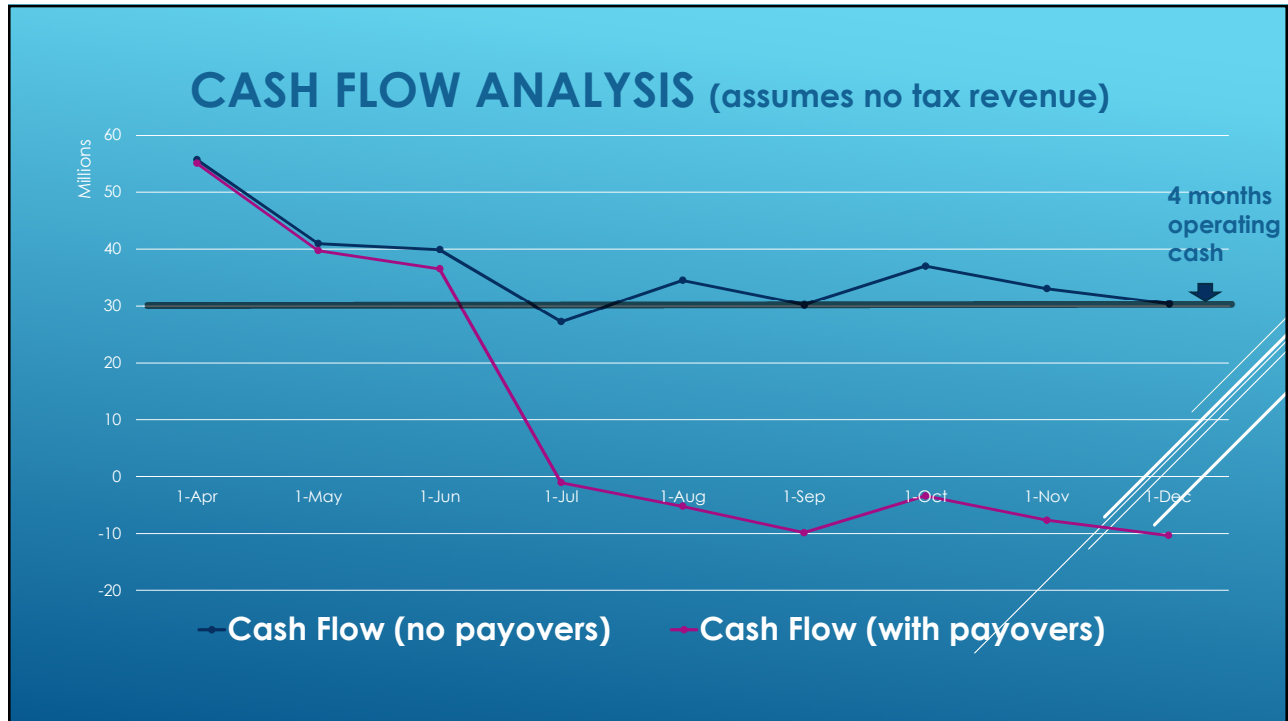
### ► Revenue Loss

- 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





## 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
- ▶ 1<sup>st</sup> 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