



2020

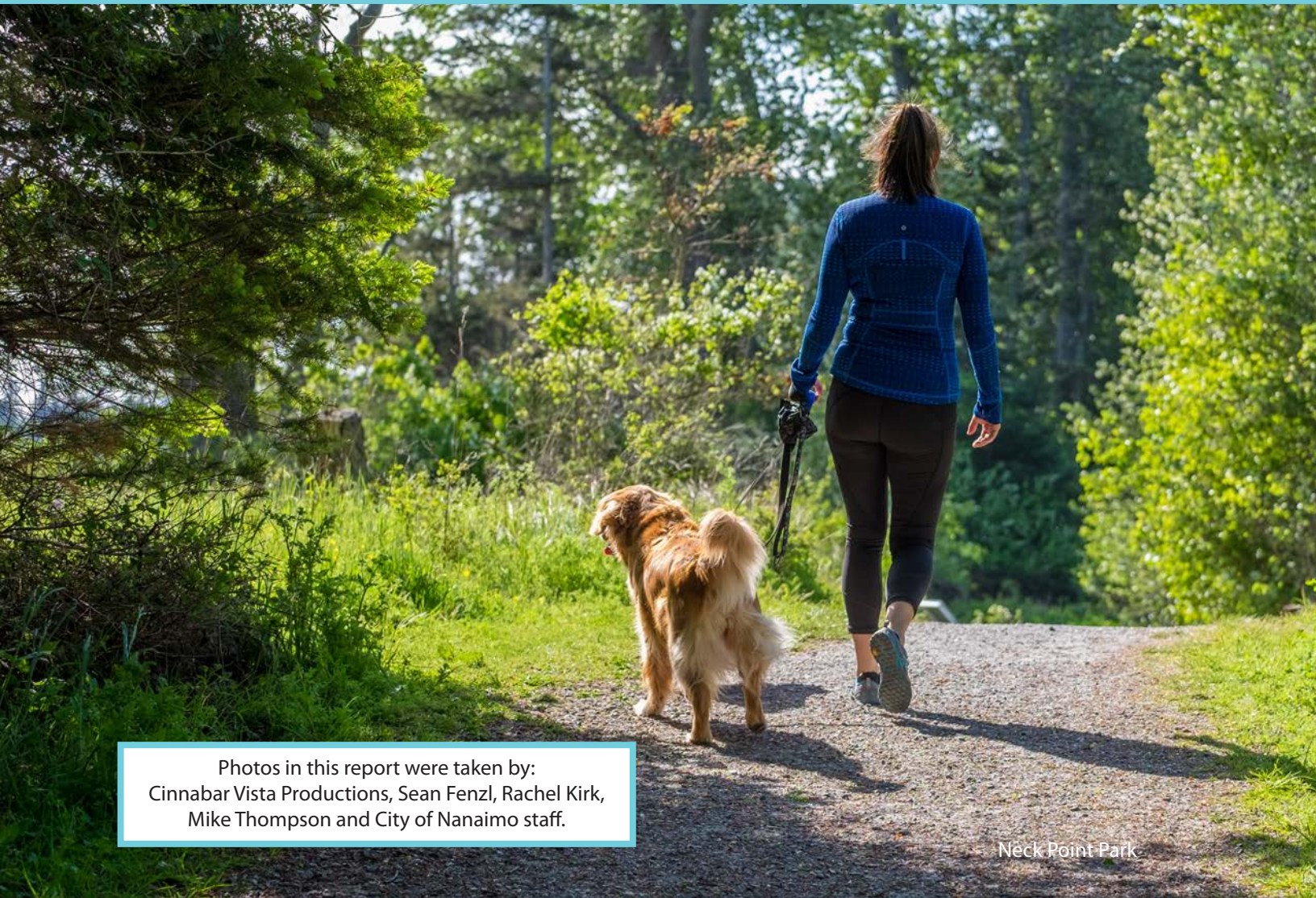
Annual Municipal Report *Highlights*

CITY OF NANAIMO ANNUAL REPORT

for the year ending December 31, 2020

Auditors: KPMG LLP
Bank: Scotiabank

Prepared by:
The Finance Department with support from the
Communications division as well as management and staff
of the City of Nanaimo.



Photos in this report were taken by:
Cinnabar Vista Productions, Sean Fenzl, Rachel Kirk,
Mike Thompson and City of Nanaimo staff.

Neck Point Park



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Introduction

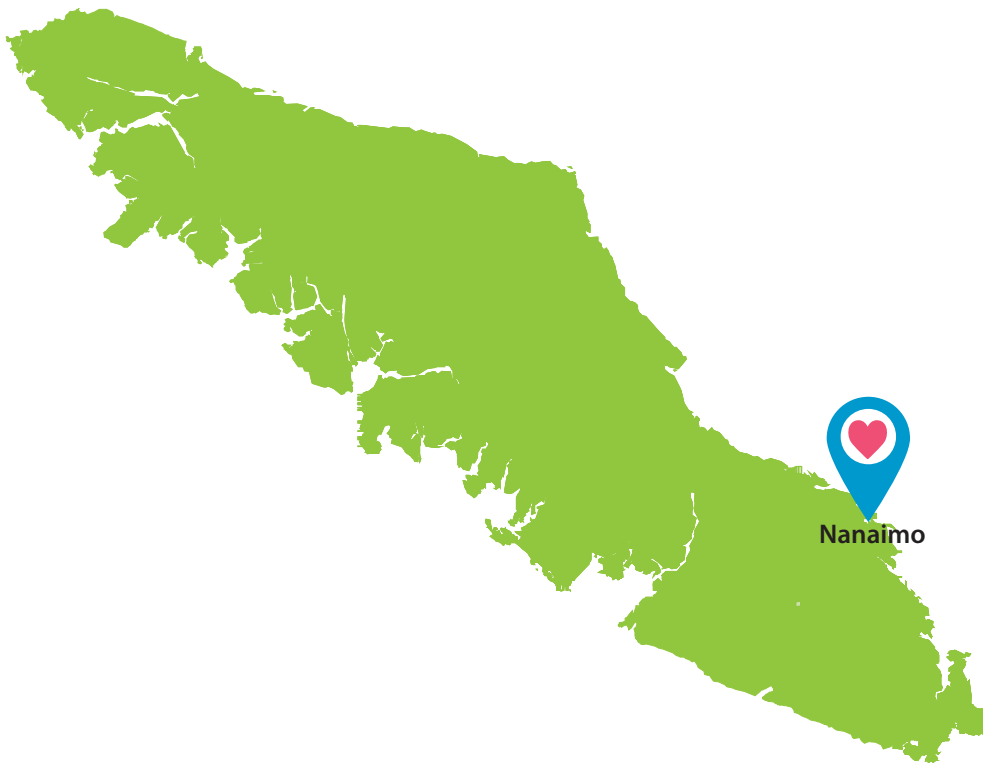
The 2020 Annual Municipal Report Highlights provides an executive summary of the City of Nanaimo’s 2020 Annual Municipal Report, which is located on the City’s website at www.nanaimo.ca/goto/annualreport.

The highlights document contains an overview of statistics, accomplishments for 2020 in relation to Council’s Strategic Plan priorities, financial charts and graphs, as well as the Statement of Operations and Accumulated Surplus and Statement of Financial Position which forms part of the City’s financial statements.

The financial statements were prepared in accordance with Canadian public sector standards and audited in accordance with Canadian generally accepted auditing standards.

Nanaimo at a Glance

Built on the traditional lands of the Snuneymuxw and Snaw-Naw-As First Nations, our community is over 100,000 people and growing; people who live, work, play and thrive here.



The City of Nanaimo is situated on the Traditional Territory of the Coast Salish Peoples, including the Traditional Territories of the Snuneymuxw and Snaw-Naw-As First Nations. Nanaimo - the Heart of the Island, North of the Malahat - is a transportation hub connecting people and goods through its busy port, ferry terminals (Departure Bay and Duke Point), all-weather airport, and helicopter and seaplane services linking Nanaimo with the rest of the world. Since Nanaimo incorporated in 1874, we've been a coal town, a timber town, a mill town and a tourist destination. Today, our leading sectors are in health care, technology and construction.

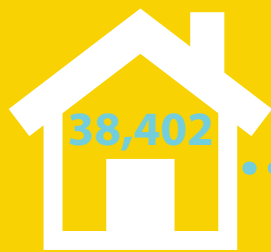
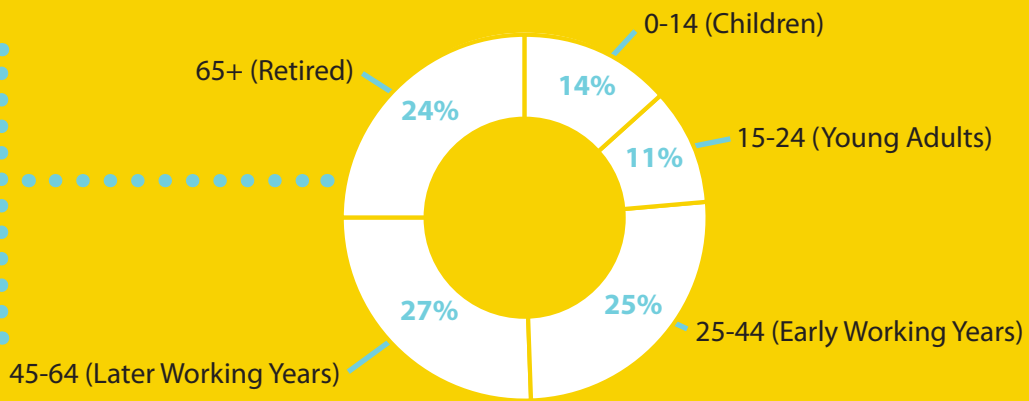
Nanaimo's early development patterns were centred on the harbour and downtown with the current City boundaries being established only in 1975 through amalgamation with a number of surrounding improvement districts.

Recent growth patterns have re-focused development within the City's existing urban growth boundary resulting in higher levels of infill throughout the City. Today, Nanaimo is the fifth largest city in BC with an estimated population of over 100,000.

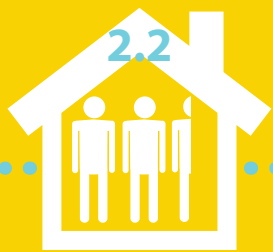
Our community boasts over 100 parks, an extensive trail system, public beaches, picnic areas and several recreational facilities. Along with vast recreation opportunities, we have a variety of art galleries and museums, a world-class symphony and, in a typical year, host a number of community events and festivals, including the world famous bathtub races during the Marine Festival.

The true equation that makes up our community is simply this: stunning setting + enriching amenities + vibrant economy + welcoming people = an incredible island lifestyle.

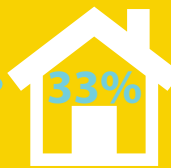
101,336
 People call Nanaimo home



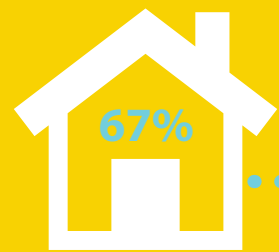
Total # of households



Average household size



Rent



Own



Average household income: \$88,338
 Median household income: \$71,711



Average assessed value (residential property)

6,281



Licensed businesses operate in our community



In labour force

Sources: City of Nanaimo Finance Department, 2021 State of the Nanaimo Economy Report (2020 demographic statistics)

A Message From Mayor Leonard Krog

The year 2020 started with a lot of hope and promise. However, soon, our community began to grapple with the domino effects of the global pandemic. City Staff had to adapt and keep adapting to the ever changing public health orders, while delivering core services that you and your families rely on every day. The revenue losses from City facility closures, recreation programming cancellations, and the closure of our casino forced Council to work through challenging and difficult matters around staffing and the financial hardship the City faced.

Since the pandemic hit close to tax time, Council looked at ways we could ease the tax pressures on our citizens given that, legally, municipalities do not have the ability to run deficits like other levels of governments do. As a result, we pushed back the penalty date for late property tax payments to October 1, 2020, extended the User Rate payment deadline from 30 days to 90 days, and approved the temporary restaurant patio program so that restaurants could survive the indoor gathering restrictions brought in by the BC Government's public health orders.

Despite a downward trend in housing starts in 2020, building permits were still amazingly strong at \$243.1 million, making 2020 the second largest year for building permit values in Nanaimo's history.

From a governance excellence standpoint, Council moved forward with REIMAGINE NANAIMO, a coordinated Strategic Policy Review that aims to complete a comprehensive update of a number of key strategic planning policy documents: Official Community Plan; Parks, Recreation and Cultural Plan; Active Sustainable Transportation Plan; Economic Development Strategy; Water Supply Strategic Plan; and, Climate Action Plan. Once complete, these plans will help us with our decision making as various voices share opportunities with Council for what they wish to see in our growing City.

As you read the City of Nanaimo's 2020 Annual Report, you will learn more about the projects and initiatives Council moved forward with to help Nanaimo weather the COVID-19 storm.

On behalf of Nanaimo City Council, thank you for reviewing the City of Nanaimo's 2020 Annual Report, which for me, is a testament of how resilient we are as a City, and how fortunate we are to have the talented and dedicated staff we have.



Leonard Krog
MAYOR, City of Nanaimo



Snuneymuxw First Nation Chief Wyse presenting Mayor Krog with their flag



Fire Station #1 Groundbreaking



Opening of the Maffeo Sutton Park inclusive playground



Mayor Leonard Krog

- Mayor's Task Force on Recovery and Resilience
- Protocol Agreement Working Group (PAWG)
- RDN Board



Councillor Sheryl Armstrong

- Advisory Committee on Accessibility and Inclusiveness
- PAWG
- RDN Board



Councillor Don Bonner

- Health and Housing Task Force
- RDN Board



Councillor Tyler Brown

- Design Advisory Panel
- Environment Committee
- Mayor's Task Force on Recovery and Resilience
- Parcel Tax Roll Review Panel
- RDN Board (Chair)



Councillor Ben Geselbracht

- Environment Committee
- RDN Board



Councillor Erin Hemmens

- Coastal Communities Social Procurement Initiative
- Health and Housing Task Force
- Parcel Tax Roll Review Panel
- RDN Board
- Vancouver Island Regional Library Board



Councillor Zeni Maartman

- Advisory Committee on Accessibility and Inclusiveness
- Economic Development Task Force
- Nanaimo Port Authority/City Liaison Committee



Councillor Ian Thorpe

- District 68 Sports Field and Recreation Committee
- Nanaimo Port Authority/City Liaison Committee
- RDN Board
- PAWG



Councillor Jim Turley

- District 68 Sports Field and Recreation Committee
- Economic Development Task Force
- Parcel Tax Roll Review Panel
- RDN Board

COVID-19: ADAPTING TO A “NEW NORMAL”

Most of us would say 2020 was a challenging year. The COVID-19 pandemic has had significant impacts on everyone. We all have had to change how we do things and adapt to this strange “new normal.” Although COVID-19 added a new level of complexity to how the City of Nanaimo operates, staff continued to report to work to deliver the important services that make Nanaimo a great place to live, work, play and thrive.

From the beginning, the City has taken a measured approach when responding to the pandemic, positioning the organization for a strong recovery.

As with other municipalities, our response to the pandemic has resulted in facility closures and modified service delivery. However, we have worked to create as minimal disruption to our services as possible with many of our services going online.

Along with recreation facility closures, came the redeployment of many parks and recreation staff. Various departments worked together to accommodate the redeployed staff.

Over the summer, the Parks, Recreation and Culture department established a Parks Ambassador Program, which saw staff rotating through various parks to share COVID safety messaging, among other duties. Recreation programs were cancelled, adapted or new ones were created to comply with changing Provincial guidelines. Also, in partnership with downtown businesses, City staff constructed outdoor patios to help keep restaurants open.

To provide some immediate financial relief for residents impacted by the pandemic, Council extended the payment due date for the City user rate bills and the late payment penalty dates for property taxes.

To aid in recovery, the City identified areas where expenditures could be reduced or avoided including a revenue anticipation borrowing bylaw and a General Financial Stability Reserve fund.

Our reopening and recovery process has been guided by the Province of BC’s restart plan. We continue to monitor and proactively address the impacts of the pandemic and adjust as opportunities arise to accelerate recovery and mitigate the longer-term impacts to the community.



Strategic Priorities

Our vision is...

To be a community that is livable, environmentally sustainable and full of opportunity for all generations and walks of life.



ENVIRONMENTAL RESPONSIBILITY

We will protect and enhance Nanaimo's natural environment by looking after the community's biological diversity and adapt the way we live, work, recreate and move.



LIVABILITY

We will proactively plan for Nanaimo's growth and focus on community infrastructure to support an inclusive, healthy, safe and desirable place to live.



GOVERNANCE EXCELLENCE

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



ECONOMIC HEALTH

We create a vibrant culture of innovation, stewardship and partnership to encourage a diverse and healthy economy now and into the future.



ENVIRONMENTAL RESPONSIBILITY

Key Focus Areas

1. Take a leadership role and focus on our environmental impact and climate change contributions in our decision-making and regional participation
2. Ensure our community and transportation planning are multi-modal designed to encourage active and public transportation



Demonstration Vegetable Garden

Environmental Responsibility	2019	2020	2021	2022
<ul style="list-style-type: none"> Complete Climate Resiliency Strategy 				
<ul style="list-style-type: none"> Recognize climate change and the impact on our community through our plans, strategies, bylaws and actions 				
<ul style="list-style-type: none"> Complete a natural asset inventory and strategy 				
<ul style="list-style-type: none"> Conduct Downtown Mobility Study 				
<ul style="list-style-type: none"> Update Community Sustainability Action Plan 				
<ul style="list-style-type: none"> Work with Regional District of Nanaimo to increase the efficiency and effectiveness of public transit services in the City 				
<ul style="list-style-type: none"> Work with the Regional District of Nanaimo and other community organizations to develop food security for the region 				

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HIGHLIGHT OF 2020 ACHIEVEMENTS SUPPORTING ENVIRONMENTAL RESPONSIBILITY

Climate Change Resiliency Strategy

Adopted in June 2020, the Climate Change Resiliency Strategy (CCRS) provides a guideline to prepare for the impacts (land use, infrastructure, environmental, and health impacts) of climate change.

Demonstration Vegetable Garden

Parks Operations staff planted a small demonstration vegetable garden at Beban Park to encourage food security at home.

Low Carbon Electrification Studies

Low carbon electrification studies for Oliver Woods Community Centre, the Port Theatre, Beban Park Complex and Nanaimo Aquatic Centre identified potential greenhouse gas reduction measures which could meet the Province's 2050 emissions target.

Reducing CO2 Emissions

Achieved an annual reduction in electricity use through energy management programs equalling 426,584 kWh or 9.4 tonnes CO2 emissions.

LED Lighting

Upgraded to LED lighting in the Oliver Woods gymnasiums, Frank Crane Arena, Beban Park Social Centre auditorium and Aquatic Centre main pool area.

Habitat Enhancement

In conjunction with the neighbourhood association and SFN, enhanced Departure Creek salmonid population through cleaning of the creek diversion sediment removal, supporting Councils environmental responsibility and community livability.

Tree Planting

Completed volunteer tree plantings in parks and open space.

Reducing Single-Use Plastics

Council passed three readings of the Checkout Bag Regulation Bylaw No. 7283.

Energy Management Cost Savings and Incentives

Achieved Energy Management Agreement targets and received \$52,500 for quarterly performance reporting and \$58,736 in project incentives from BC Hydro. As well, completed projects which collectively reduced corporate electricity use equal to \$40,470 in electricity cost savings.

Environmental Stewardship Awareness

Delivered summer and fall adapted versions of the Youth Leaders In Training/Quest leadership program, focusing on essential services and environmental stewardship. In addition, provided and supported community partners with events such as World Rivers Day and Earth Day.

Invasive Species Management

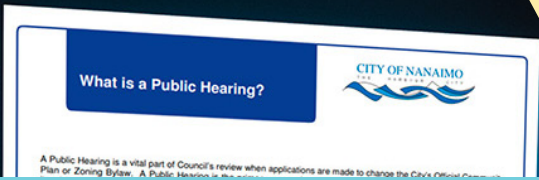
Collaborated with volunteers in the Partners in Parks program to remove invasive plant species from several locations. Conducted invasive plant species management in natural areas and riparian zones including Linley Point Gyro Park, Departure Bay Creek, Third Street Park, and along the Chase River at Harewood Centennial Park.

Step Code

Drafted and presented a Step Code rezoning policy to the City's Environment Committee and industry stakeholders for input in 2020.

Performance Metrics

Measure	2019	2020
Tree Vouchers sold through annual Tree Voucher program (funded by tree replacement cash-in-lieu payments)	800	173 (sales began in September due to COVID-19)
Tree removal permits	126	121
Waste Diversion rate from regional landfill	66%	65%
Curbside collection solid waste (kg per household)	Garbage 191 kg/hh Recycling 126 kg/hh Organics 247 kg/hh	Garbage 227 kg/hh Recycling 129 kg/hh Organics 293 kg/hh



GOVERNANCE EXCELLENCE

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



COVID-safe Council meeting

Governance Excellence	2019	2020	2021	2022
▪ Implement a new model of governance that allows Council to participate in an enhanced decision making process	✓			
▪ Undertake a review and update Council Policies and Bylaws		🕒		
▪ Continue to work with Snuneymuxw First Nation through the Protocol Agreement Working Group to address issues and topics of mutual interest	✓	🕒		
▪ Enhance stakeholder relations with the Nanaimo Port Authority, School District 68, the Greater Nanaimo Chamber of Commerce and the Regional District of Nanaimo	✓	🕒		
▪ Seek grant funding opportunities from the Federal and Provincial government for capital projects	✓	🕒		
▪ Advocate to the Federal and Provincial governments to take responsibility for mental health, affordable housing and social disorder issues	✓	🕒		
▪ Undertake a review of civic facilities to prioritize and plan for necessary upgrades, expansion and/or replacement	✓	🕒		

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HIGHLIGHTS OF 2020 ACCOMPLISHMENTS SUPPORTING GOVERNANCE EXCELLENCE

Electronic Document Records Management System (EDRMS)

Began Phase 6 of a Records Management project to have corporate records stored to satisfy all governmental regulations and provide a streamlined way for staff to search for and access records.

Building Permit Function Review

Initiated an independent Building Permit Function Review to ensure that the City's building permitted processes remain efficient and effective.

Council's Advisory Committee on Accessibility and Inclusiveness

This committee was formed to promote social and political equity within existing and proposed City plans, policies, bylaws and infrastructure.

Truth and Reconciliation

Implemented the Truth and Reconciliation Commission's Call to Action #57 and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).

Council Voting Dashboard

Implemented a dashboard to allow easy access to view how individual Councillors voted at a Council meeting.

Business Continuity

Developed safe work procedures to ensure staff could continue to provide services to the community and introduced a number of new online services.

Online Engagement

Launched the online public engagement site, Get Involved Nanaimo.

Fire Station #1

Ongoing replacement of existing Fire Station #1 at same location to reduce cost and minimize disruption.

Bylaws and Policies

Began audit of the City's bylaws and policies to identify gaps, determine priorities and commence on deliverables. Drafted a new Animal Responsibility Bylaw, with extensive stakeholder consultation as well as engagement through "Get Involved Nanaimo." Reviewed the Community Amenity Contribution (CAC) policy. Implemented a number of amendments to the Zoning Bylaw and new Home-based Business regulations.

Sanitation Collection Services

Re-organized the City's waste and recycling collection routes to streamline service delivery.

Performance Metrics

Measure	2019	2020
Council & Governance & Priorities meetings	41	49
Committee meetings	49	31
Freedom of Information requests	420	299
Liability claims processed	89	70
News Releases issued	131	153
My Nanaimo This Week eNews published	28	43
Videos produced	33	67
Permit processing time for Single Dwelling	7.14 weeks	6.2 weeks
Processing time for Rezoning	40.6 weeks	46.7 weeks
Number of purchasing files opened for new or renewed contracts	237	255
Number of invoices processed by Accounts Payable	21,930	21,949
Percentage of Home Owner Grants claimed online	63.5%	72.0 %
Drainage mains condition assessment	9.1 km	16.4 km
Sanitary sewer mains condition assessment	40.5 km	45.1 km



LIVABILITY

Key Focus Areas

5. Support the provision of affordable and accessible housing for all our community needs
6. Proactively address social disorder issues, enhance public safety and advocate for support to ensure our community is a safe place for all people to live, work, play, create and learn
7. Improve opportunities for active transportation in order to encourage a healthy, connected and environmentally responsible community



One Song Staircase by Humanity in Art

Livability	2019	2020	2021	2022
▪ Undertake a coordinated review of the Official Community Plan; Parks, Recreation and Culture Master Plan; and Active Transportation Plan	✓	⊙		
▪ Implement the Affordable Housing Strategy (short term rentals and adaptable housing regulations)	✓	⊙		
▪ Adopt an age-friendly City plan to support Nanaimo being recognized as an Age Friendly British Columbia (AFBC) Community	✓			
▪ Support arts, culture and recreation as an integral part of everyday life	✓	⊙		
▪ Continue to ensure our facilities and programs are safe and accessible to all peoples in our community	✓	⊙		
▪ Update the Water Supply Strategic Plan		⊙		
▪ Complete and update the Fire Service Delivery Plan	✓	⊙		
▪ Work with the RCMP in setting annual policing priorities and responding to emerging community safety issues	✓	⊙		
▪ Work with the RCMP, Bylaw Services, community and neighbourhood block watch programs to reduce social disorder issues and enhance public safety	✓	⊙		
▪ Support the work and implement the recommendations of the Health and Housing Task Force to address the health and housing crisis in our community	✓	⊙		

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HIGHLIGHTS OF 2020 ACCOMPLISHMENTS SUPPORTING LIVABILITY

Maffeo Sutton Park Playground

In partnership with the Child Development Centre, the City completed Phase 1 of a playground replacement project in Maffeo Sutton Park, Nanaimo's first inclusive playground.

Metral Drive Phase 1

This major utility and transportation project includes renewal of aging utilities and extension of a primary active transportation spine creating a link between a major mobility hub in the north and the rest of Nanaimo.

Playground Program

This free annual program takes place in five park locations and partners with the Nanaimo Foodshare's Lunch Munch Program to provide lunches to program participants.

Health and Housing

Adopted the Health and Housing Action Plan with the implementation plan to be developed in 2021.

Public Safety

Continued to provide emergency response services. Focused on responding to downtown disorder and enhancing security.

Recreation Opportunities

Held a number of virtual events as well as outdoor family fun activities and challenges in Nanaimo's parks. Collaborated with competitive and recreational sports groups for the "Return to Sport" in City facilities.

Childcare Study

Conducted the Mid-Island Child Care Planning Collaborative Study.

Park Improvements

Completed a number of notable improvements to parks including playground improvements and a new skate park in Harewood Centennial Park, the Rotary Centennial Garden in Maffeo Sutton Park and new LED field lighting at Serauxmen Stadium.

Active Transportation

Upgraded a section of Bowen Road, which included a separated cycle track and installed a dedicated bike lane on Departure Bay Road.

Cultural Offerings

Collaborated with Nanaimo's Youth Poet Laureate Valina Zanetti on "Be Kind to All Kinds Youth Poetry Project" with BCSPCA. Recognized Culture and Heritage Award recipients with videos and socially distanced award presentations by Mayor Krog. Installed nine artworks as part of the Temporary Art Program. Collaborated with local artists and organizations on new murals throughout Nanaimo.

Water Supply

Updated water system model to include mid-town and north end growth scenarios and identified required water supply infrastructure. Responded to the Bowen Road 750mm catastrophic main failure and assisted contractor on returning water service to city within 48hrs of failure.

Age-Friendly Community

Recreation coordinators participated in training from the United Way for Project Impact Healthy Aging, a methodology of measuring impact of our programs and services on seniors' wellness.

Performance Metrics

Measure	2019	2020
New sidewalks	1.4 km	9.3 km
New cycling routes	2.8 km	3.7 km
Calls for police service	51,729	46,780
Fire response time targets are: - First apparatus with 6 minutes 90% - Multiple apparatus within 10 minutes 90%	First apparatus: 73.07% Multiple apparatus: 95.83%	First apparatus: 73.43% Multiple apparatus: 95.13%
Fire incident responses	6,873	5,145
General Bylaw: Number of calls	3,715	4,397
Total nuisance complaints received	15	17
ECC Activations	4 (2 actual; 2 operational)	1 (COVID-19 pandemic)
ESS Exercises	2 (table top)	1 (virtual table top)
Water service leaks		43



ECONOMIC HEALTH

Key Focus Areas

8. Have Downtown recognized as a livable and desirable heart of our community
9. Focus on business retention and expansion; and, position Nanaimo as the best place to grow a business with a focus on businesses that align with our strategic direction
10. Continue to increase opportunities for residents to access our waterfront and natural environment



Third Street Mixed-Use Residential and Student Housing

Economic Health	2019	2020	2021	2022
<ul style="list-style-type: none"> ▪ Identify and implement the most appropriate economic development model for Nanaimo 	✓	⊙		
<ul style="list-style-type: none"> ▪ Complete an Economic Development Strategy 		⊙		
<ul style="list-style-type: none"> ▪ Continue to work with tourism sector (i.e. Nanaimo Hospitality Association, Tourism Nanaimo, Vancouver Island Conference Centre) to increase tourism in Nanaimo 	✓	⊙		
<ul style="list-style-type: none"> ▪ Complete feasibility work and conceptual design for on-beach options for the Departure Bay Waterfront Walkway 	✓	⊙		
<ul style="list-style-type: none"> ▪ Construct an interim walkway around One Port Drive 	✓			
<ul style="list-style-type: none"> ▪ Develop City property at One Port Drive 	✓	⊙		
<ul style="list-style-type: none"> ▪ Implement improvements in the downtown core to increase pride of place, stimulate the economy and address public safety concerns 	✓	⊙		
<ul style="list-style-type: none"> ▪ Council advocate for a fast ferry service, or other forms of transportation improvements, for connectivity 	✓	⊙		

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2020 ACCOMPLISHMENTS SUPPORTING ECONOMIC HEALTH

Tourism Nanaimo Governance Model Review

Conducted the start of a governance model review for Tourism Nanaimo, continuing into 2021.

Mayor's Task Force on Recovery and Resilience

Consisting of members from Nanaimo's business community, this task force was established in spring 2020. In late fall 2020, Council adopted recommendations from their report, "Building a Healthy and Connected Community."

Economic Development Strategy

The Economic Development Strategy and Charter for the Nanaimo Prosperity Agency were developed providing a road map for strengthening the economic base of the region and contributing to sustainable prosperity of residents and businesses, including the region's Indigenous community.

Building and Development

Building permits were issued for over \$243M in total construction value. Development Permit applications for 1,416 additional multi-family residential units were also under review, the majority of which are proposed as purpose-built rental units.

Downtown Initiatives

Continued work on Downtown Core Investment/Revitalization including the start of construction for the Conference Centre Hotel and preparing 1 Port Drive for future development. Commissioned new artwork "One Song" in response to the pandemic by Humanity in Art with Tina Biello, installed downtown.

Sustainable Procurement

Developed Sustainable Procurement Policy drafts, engaged with stakeholders and started preliminary work on implementation.

Grants

Applied for seven grant/incentive programs to support implementation of projects aimed at improving efficiency and reducing greenhouse gas emission. Assessment and delivery of 45+ grants to a range of community organizations to deliver programs and services.

Partnerships

Ongoing support and collaboration with partners at City-owned culture facilities including the Port Theatre, the Nanaimo Museum, the Nanaimo Art Gallery, the Harbour City Theatre and the Vancouver Island Military Museum.

Performance Metrics

Measure	2019	2020
New Home-Based Business Licences issued	348	423
New Inter-Community Business Licences	102	145
New Non-Resident Licences	198	202
New Other Licences	228	52
Total number of new Business Licences issued	846	822
Revenue from new Business Licences	\$124,659	\$109,873
Total Acquisitions	4 properties 8.5 acres	14 properties 31.18 acres
Dispositions	6 properties 10.2 acres	5 properties 0.91 acres
Leases	3 disposal (including 2 renewals)	4 disposal (including 2 renewals)
Encroachment agreements	7 completed	18 completed
Permits issued (Works in City Streets + Fill Permits)	99	67
New Single Dwellings	208	217
Total new Dwellings	1,877	1,084
Total Annual Construction Value	\$445,385,668	\$243,150,102
Total Annual Construction Value – Civil Infrastructure	\$8,700,460	\$12,418,727



REIMAGINE NANAIMO



Tying in all of Council's strategic priorities is **REIMAGINE NANAIMO**, the community's opportunity to create a collective vision and road map for our future City. As our population grows beyond 100,000 residents, we need to collectively imagine how our spaces and places will evolve to better meet the needs of our natural environment and of all who call Nanaimo home.

Launched in summer 2020, the purpose of this coordinated strategic policy review is to:

- Update the Official Community Plan to include the significant policy documents created since 2008 (e.g. Transportation Master Plan and Affordable Housing Strategy);
- Identify future Parks, Recreation and Culture service delivery and development priorities for the next 10 years, including directives for facility development, service delivery, and parks and open spaces management;
- Fill information gaps with data generated through updated population models, land capacity analysis, and needs assessments;
- Evaluate existing policies and practices (e.g. land use designations for nodes, corridors, and neighbourhoods, steep slope development permit area guidelines, park acquisition framework, park classification system);
- Consider combining several plans into one comprehensive document;
- Include new priorities into the City's strategic policy fabric (e.g. Council's 2019-2022 Strategic Plan, Truth and Reconciliation, diversity and inclusion, climate change, and asset management); and,
- Develop an implementation and measurement framework towards the new and updated policy objectives.

ENGAGEMENT



Phase 1 public engagement took place in 2020 and centred around six core themes:

- How We Live
- How We Connect and Play
- How We Adapt and Stay Green
- How We Move
- How We Work
- How We Care

The COVID-19 pandemic required an adjustment to the planned public engagement process. It was adapted from a largely in-person format to a series of online and key in-person opportunities that could follow physical distancing guidelines. The aim was to be safe, while still meeting engagement goals.

The change included an extended engagement period that ran from July through November 2020 as well as taking the majority of the engagement online using the City's online engagement site, Get Involved Nanaimo. In addition, staff reached out:

- at 30 outdoor pop-up information events including sidewalk chalk engagement throughout Nanaimo;
- dozens of stakeholder meetings and interviews;
- in classrooms through a KidsPlan Activity Guide; and
- through input from related meetings and workshops.



REIMAGINE NANAIMO Phase 2 will continue on with the progress made in Phase 1 in summer 2021.

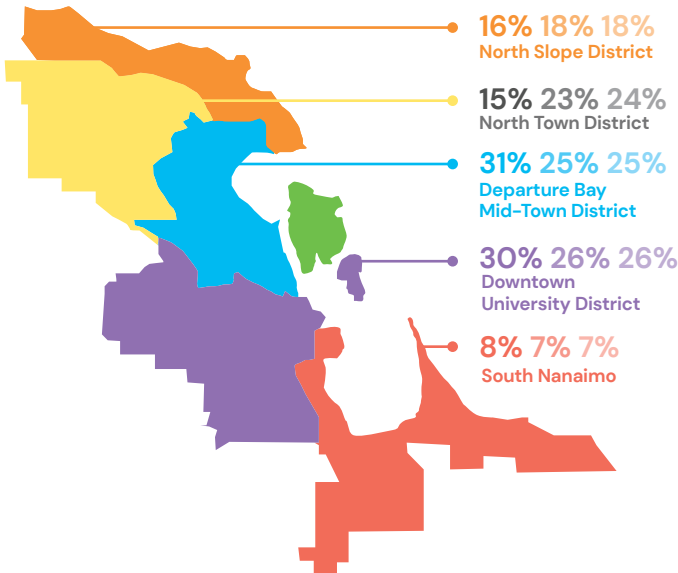


ENGAGEMENT HIGHLIGHTS

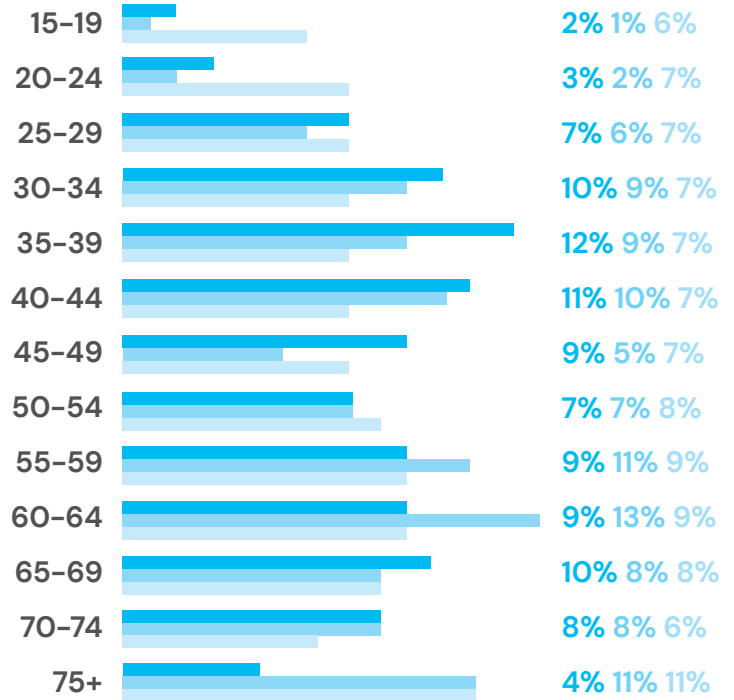
WHO PARTICIPATED?

For the percentages on both graphics shown below: the first number indicates public questionnaire participants, the second shows statistical survey respondents, the third is Nanaimo population data (2016 Census). The process saw representation from all geographical areas of the City and from all age ranges.

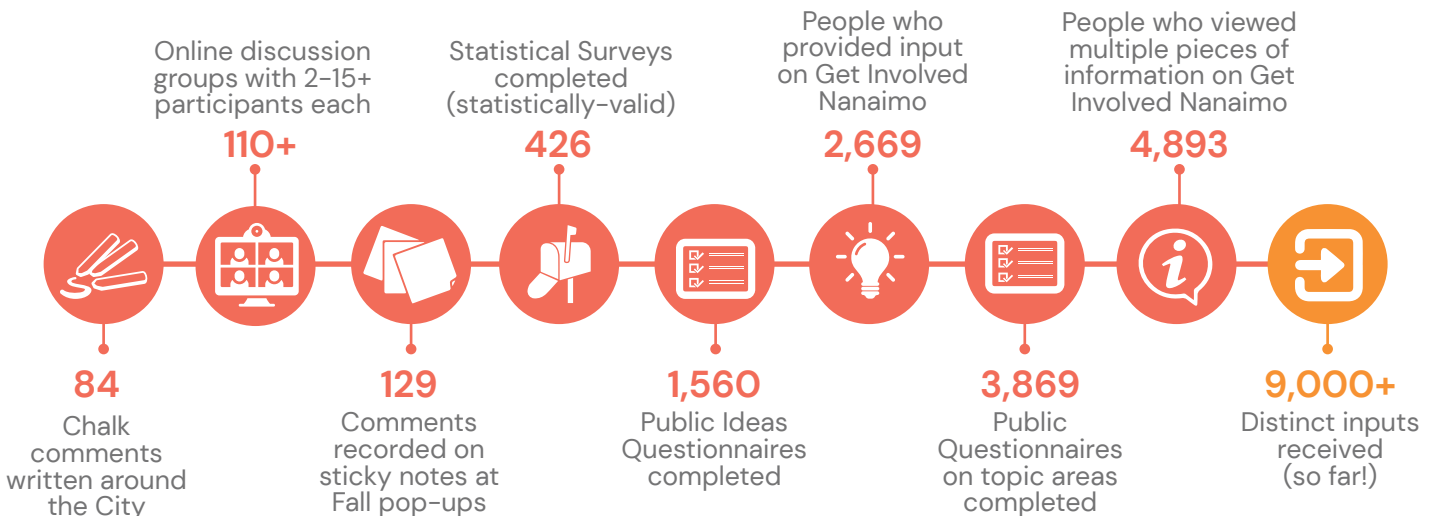
WHERE DO PARTICIPANTS LIVE?



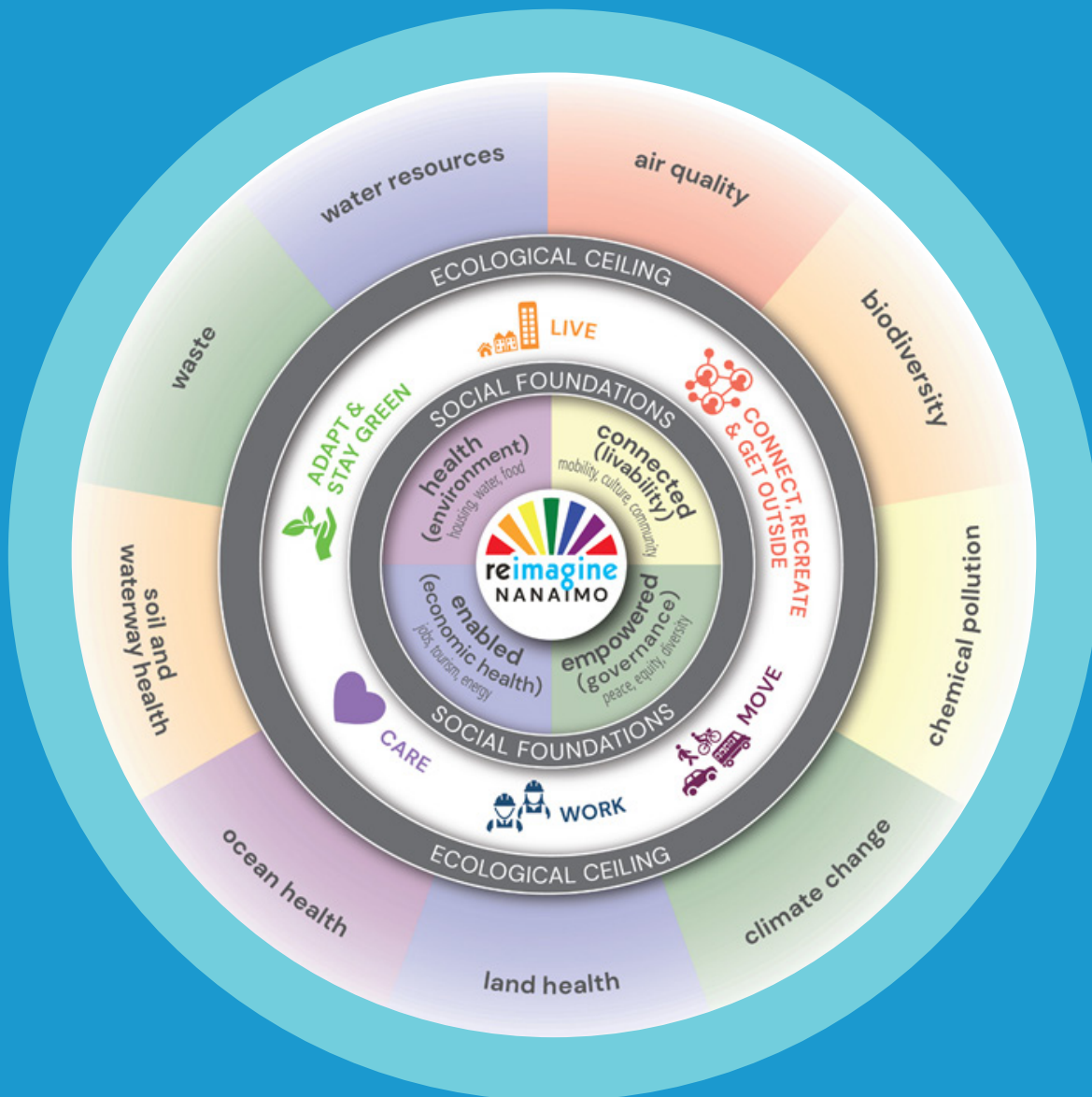
HOW OLD ARE PARTICIPANTS?



HOW PARTICIPANTS SHARED THEIR IDEAS



Source: REIMAGINE NANAIMO - Phase 1 Engagement Summary



LOOKING FORWARD - THE DOUGHNUT

In December 2020, Council adopted the Doughnut Economic Model as a cohesive vision for all City initiatives and planning processes.

Along with considering the global impact (e.g. Earth's life support systems) of our decisions, the doughnut addresses how we can incorporate life's essentials (e.g. housing, social equity, food, health, political voice, etc.) in our planning so Nanaimo can be a community where all residents can thrive.

To bring it down to a local scale, the doughnut was customized to model Nanaimo's unique environmental, social/cultural, economic and political contexts to create what is our City Portrait (shown above).

As we move into Phase 2 of REIMAGINE NANAIMO the doughnut will be used as a lens to inform the plans and strategies that will guide Nanaimo into the next 20 years or longer.



Colliery Dam Park

Financial Overview

The Financial Statements include the 2020 results of the City's General Revenue Fund, Sewer Utility, Waterworks Utility and Reserve Funds. From a financial perspective, 2020 resulted in a surplus.

During the year, the City's tangible capital assets increased by \$19.5 million from \$730 million to \$749 million. The City's debt decreased from \$41.6 million to \$39.3 million. The City ended the year with a cash position of \$165.0 million.

Revenues for the year totaled \$203.5 million, a decrease over 2019. Increased property tax revenue and strong development-related revenues due to continuing growth in the community were offset by the impacts of the COVID-19 Pandemic on casino, parking investment and recreation revenues. City revenues combined with additional funding from City reserves covered operating costs of \$166.4 million and capital additions of \$46.3 million. Expenses increased over last year mainly due to wages and benefits contract increases, higher costs for contracted services, insurance premiums, garbage collection and pandemic-related costs. However, these increases were partially offset by lower costs for utilities and employment expenses.

LOOKING FORWARD

The City continues to monitor and proactively address the financial impacts of the pandemic and adjust as opportunities arise to accelerate recovery and mitigate the longer-term impacts to the community.

Working collaboratively, the City is committed to continually improving its long term financial situation, ensuring strong financial polices and processes, prudent management of debt and investment in capital assets and reserves.

Respectfully submitted,

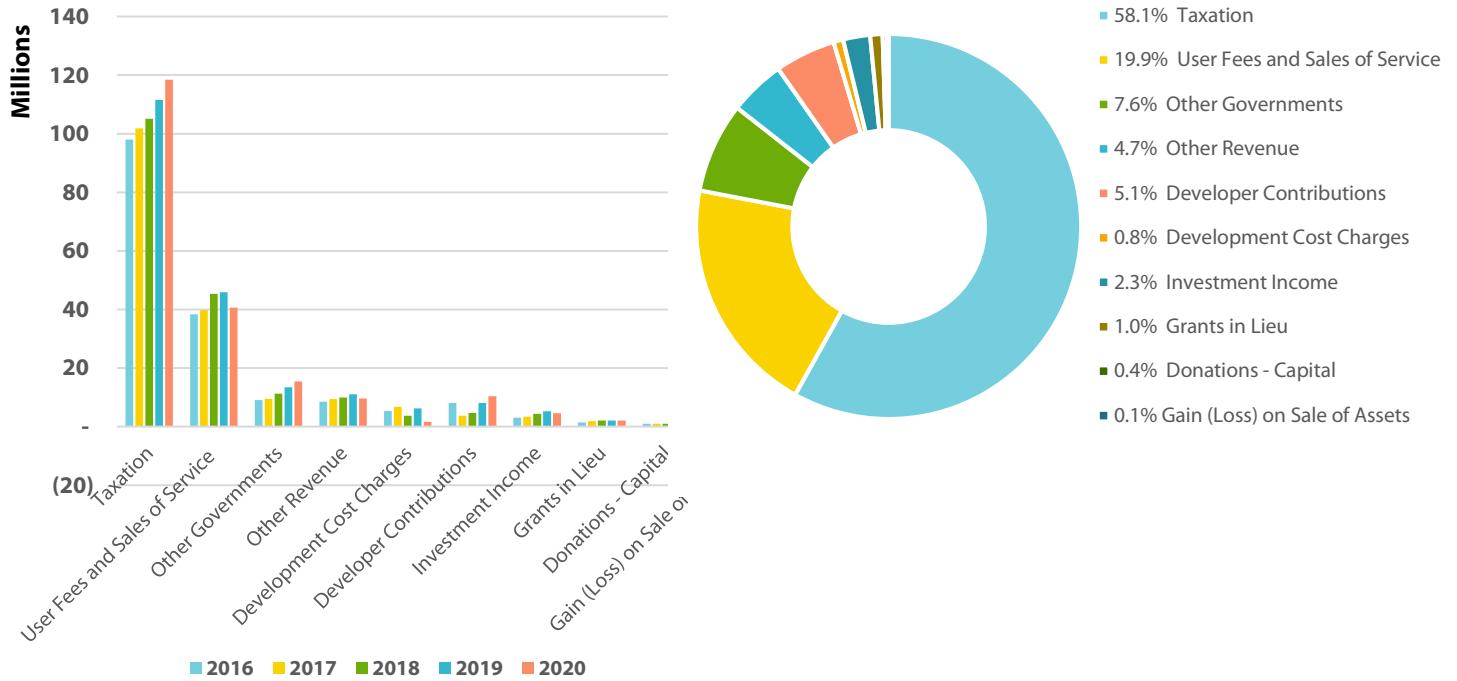


Laura Mercer, CPA, CGA
Director, Finance

The above is an excerpt. To read the full Letter of Transmittal, view page 42 of the 2020 Annual Report at www.nanaimo.ca/goto/annualreport.

Financial data used to prepare this information is taken directly from the 2020 Financial statements for highlight purposes only. This information is presented in conformity with generally accepted accounting practices (GAAP). For a copy of the full 2020 Annual Report, including the Audited Financial Statements, go to www.nanaimo.ca/goto/annualreport.

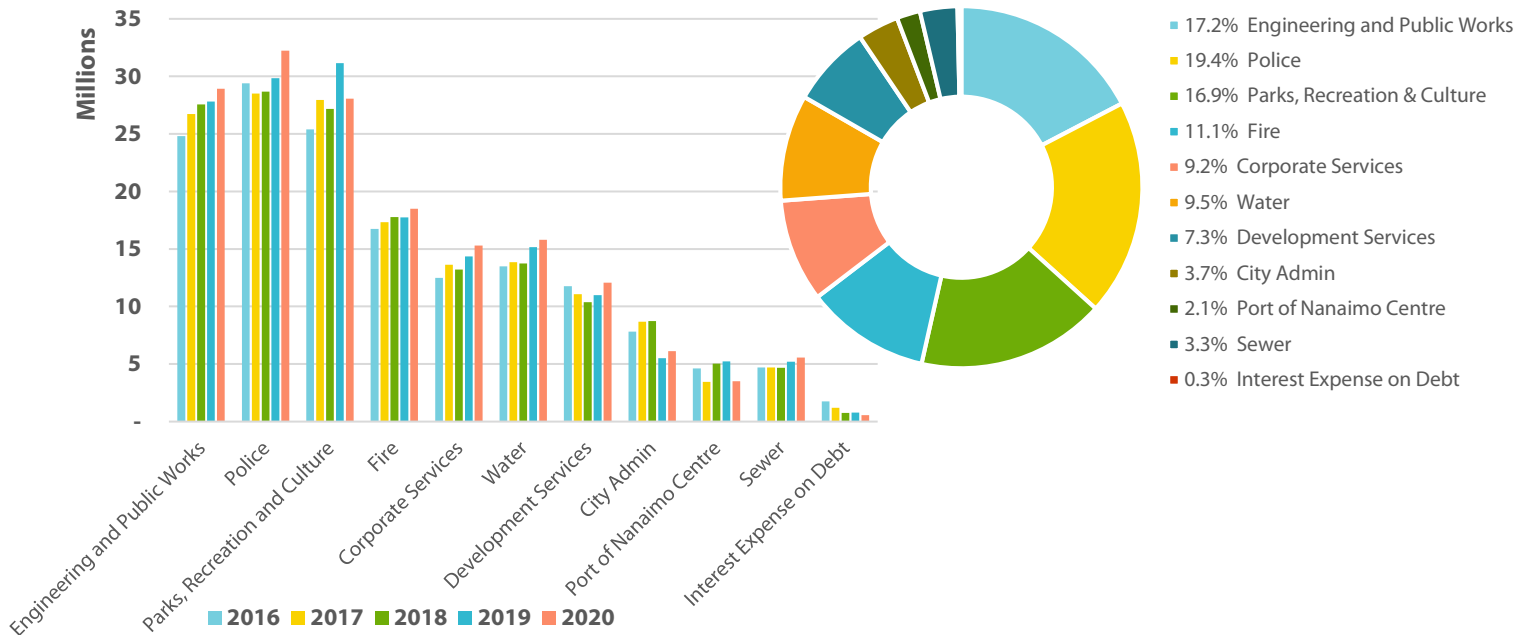
REVENUE BY SOURCE



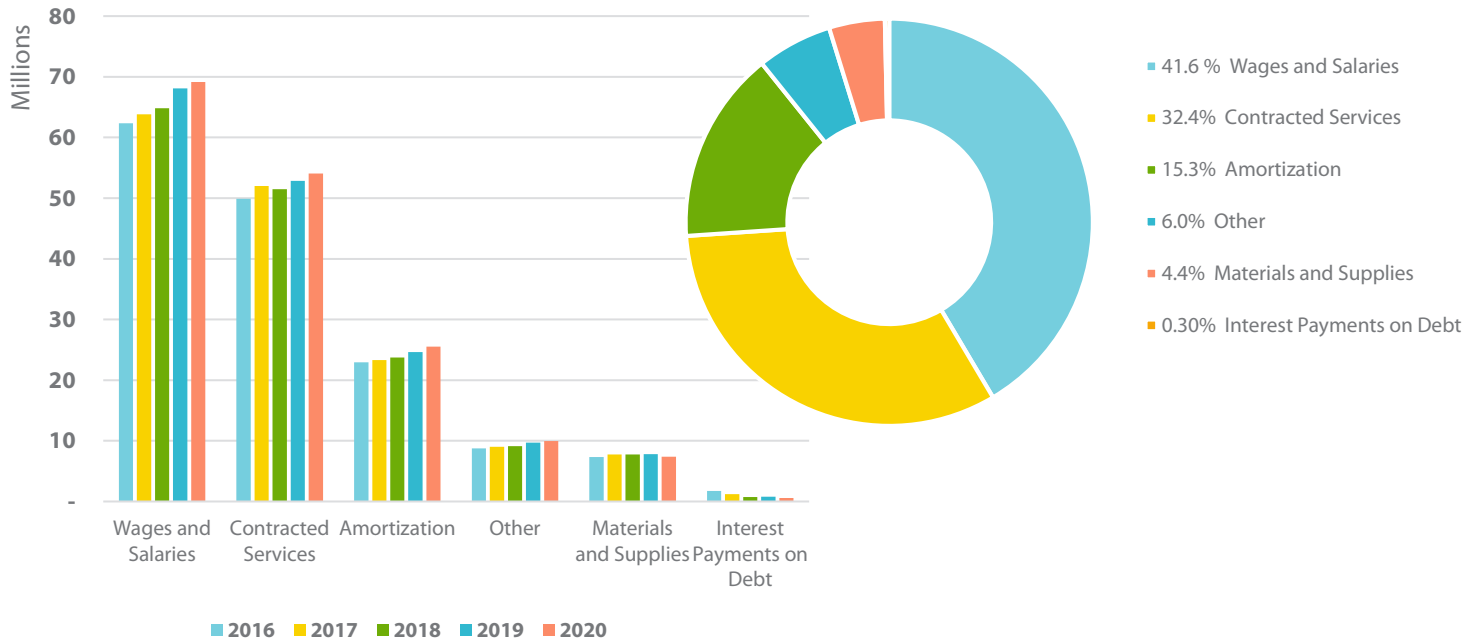
EXPENSES BY FUNCTION

Please note:

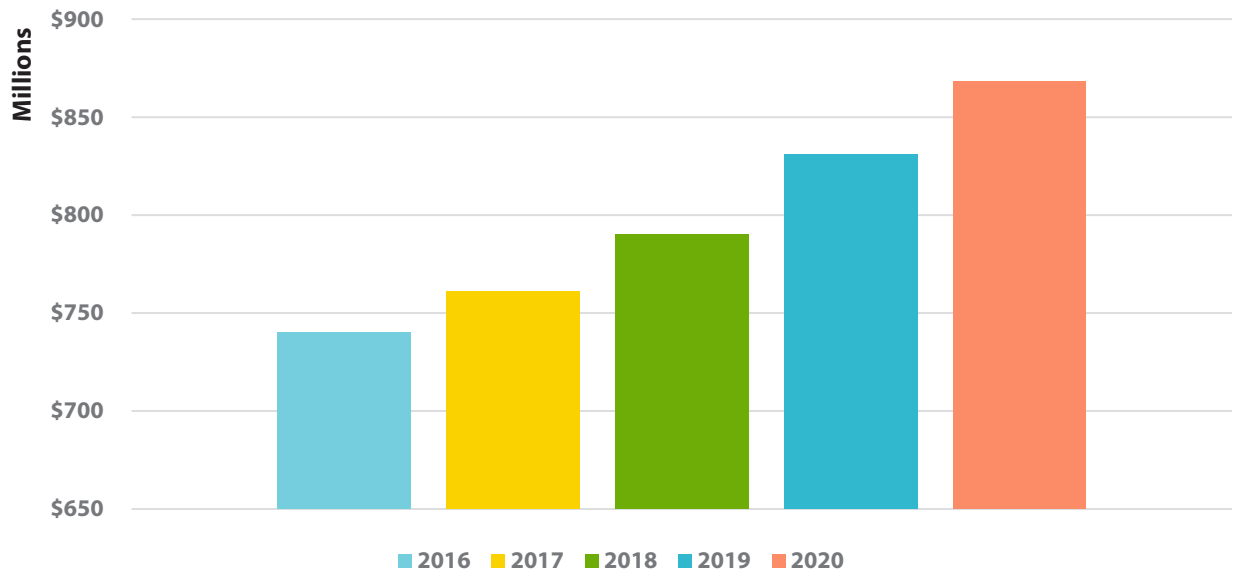
- In 2016, Culture became part of Development Services. In 2019, Culture became part of Parks and Recreation.
- Social and Protective Services became part of either Police or Fire Services
- In 2016, City Administration was separated out from Corporate Services



EXPENSES BY OBJECT



ANNUAL SURPLUS

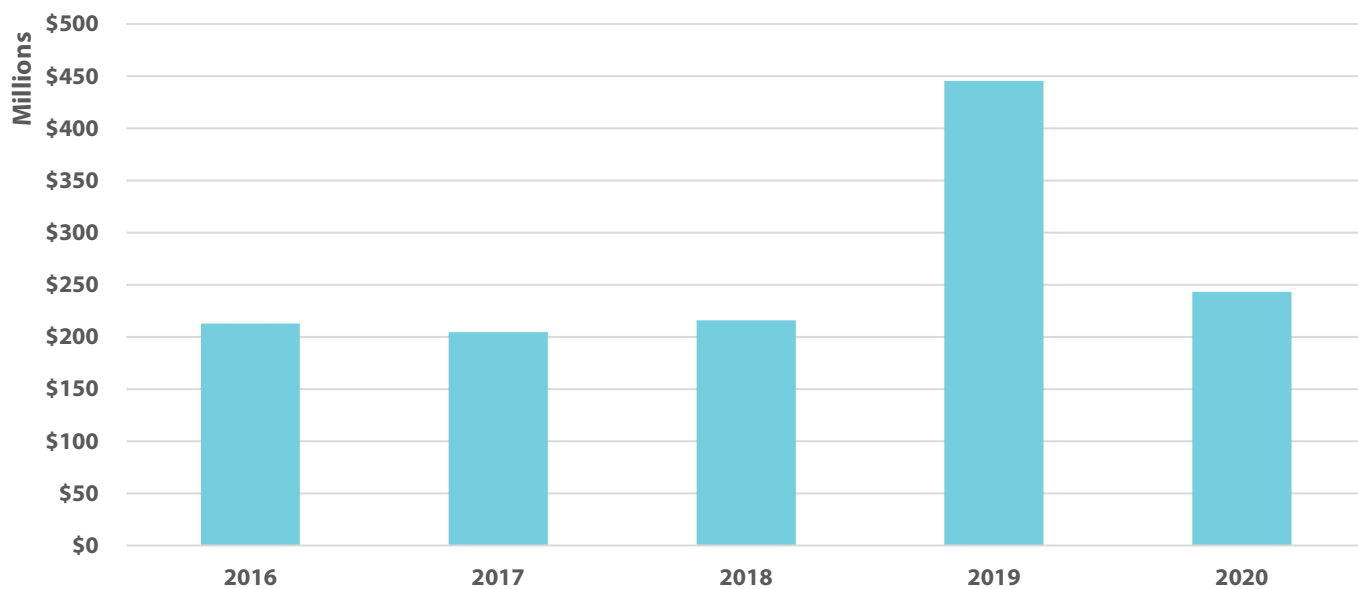




Downtown Nanaimo

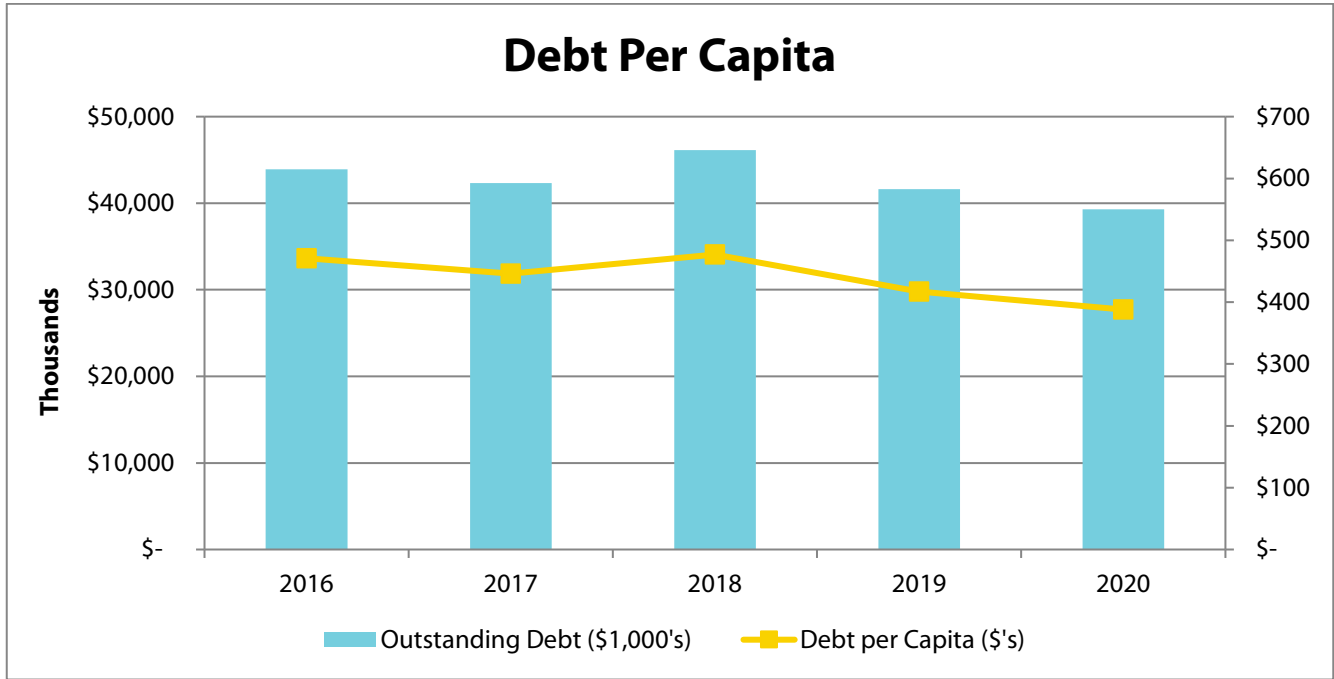
TOTAL VALUE OF BUILDING PERMITS

Total Value of Building Permits Issued



DEBT PER CAPITA

Source: City of Nanaimo Finance Department



LEGAL DEBT LIMIT

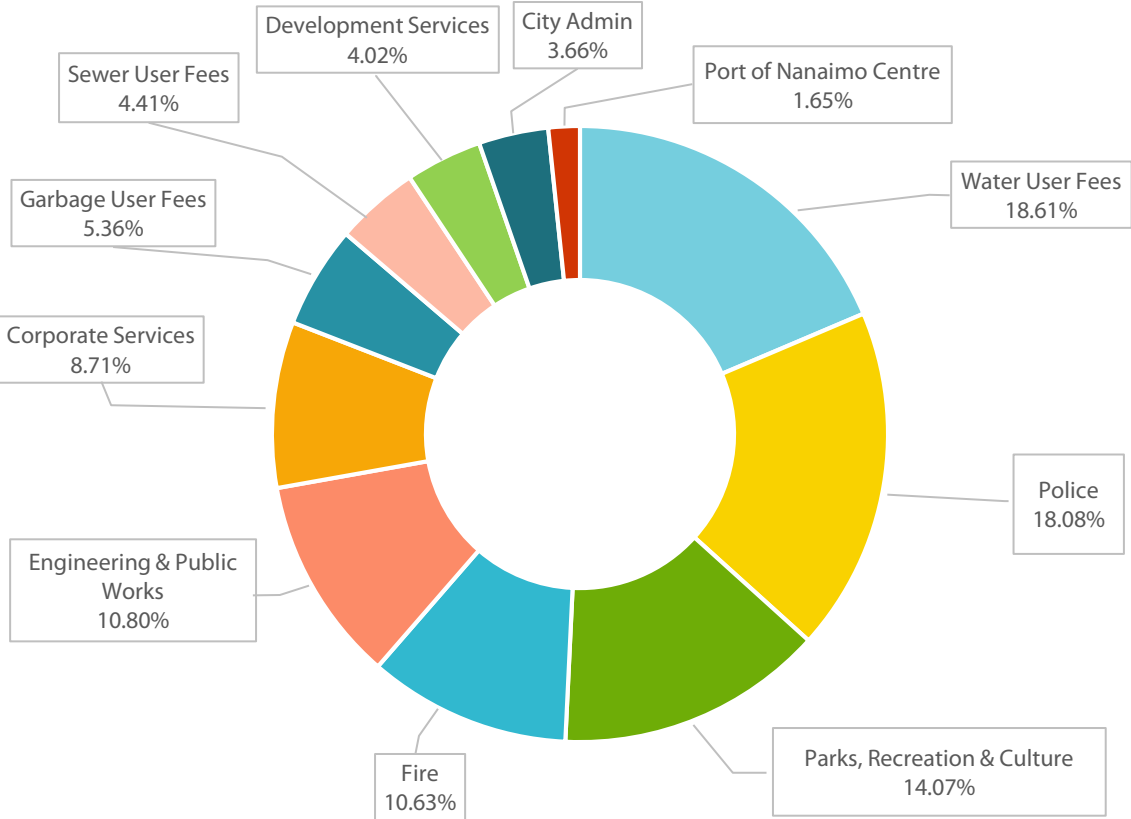
Source: City of Nanaimo Finance Department





Nanaimo's Gateway Sign

2020 PROPERTY TAXES & USER FEES FOR A RESIDENTIAL PROPERTY WITH AN ASSESSED VALUE OF \$525,000



CITY OF NANAIMO STATEMENT OF OPERATIONS

for the year ended December 31, 2020, with comparative figures for 2019

	2020 Budget (Note 14)	2020	2019
REVENUES			
Taxes	\$ 118,235,289	\$ 118,370,973	\$ 111,483,549
Payments in lieu of taxes	2,042,980	2,111,857	2,077,224
Taxation and payments in lieu (Note 15)	120,278,269	120,482,830	113,560,773
User fees and sales of services (Note 16)	46,490,235	40,618,459	45,848,098
Developer assets received (Note 10)	-	10,400,599	8,134,351
Transfers from other governments-operating (Note 17)	4,935,576	9,730,686	4,565,401
Other revenue	5,338,528	6,960,051	7,904,144
Investment income	3,468,899	4,636,197	5,262,350
Transfers from other governments-capital (Note 17)	3,864,715	4,379,065	7,623,208
Building permits	1,800,000	1,790,008	2,062,637
Development cost charges (Note 8)	4,357,990	1,647,250	6,252,024
Regional recreation sharing	1,335,318	1,335,318	1,231,500
Property rentals	995,493	825,525	1,023,365
Donations and contributions-capital	862,559	735,524	1,865,131
	193,727,582	203,541,512	205,332,982
EXPENSES			
Police	32,034,859	32,238,119	29,605,427
Engineering & public works	31,630,223	29,559,454	28,031,568
Parks, recreation & culture	34,573,290	27,803,649	31,039,154
Fire	18,942,913	18,600,069	17,866,209
Water	18,431,966	16,508,376	15,996,314
Corporate services	16,794,360	15,306,364	14,333,478
Development services	14,545,134	11,130,954	11,586,686
City administration	6,257,074	6,111,310	5,506,080
Sewer	6,242,678	5,644,576	5,239,057
Port of Nanaimo centre	4,728,755	3,449,624	5,239,133
	184,181,252	166,352,495	164,443,106
ANNUAL SURPLUS	9,546,330	37,189,017	40,889,876
ACCUMULATED SURPLUS - BEGINNING OF YEAR	831,047,083	831,047,083	790,157,207
ACCUMULATED SURPLUS - END OF YEAR	\$ 840,593,413	\$ 868,236,100	\$ 831,047,083

**CITY OF NANAIMO
STATEMENT OF FINANCIAL POSITION**

as at December 31, 2020, with comparative figures for 2019

	2020	2019
FINANCIAL ASSETS		
Cash and cash equivalents	\$ 165,007,070	\$ 86,646,891
Accounts receivable (Note 2)	24,891,134	19,378,525
Development cost charges receivable (Note 3)	1,175,580	514,789
Temporary investments (Note 4)	98,566,400	148,990,798
	289,640,184	255,531,003
LIABILITIES		
Accounts payable and accrued liabilities (Note 5)	48,233,281	38,209,488
Compensated absences and termination benefits (Note 6)	8,383,004	8,243,951
Deferred revenue (Note 7)	21,240,818	20,011,567
Deferred development cost charges (Note 8)	56,751,703	49,483,535
Debt (Note 9)	39,306,835	41,616,953
	173,915,641	157,565,494
NET FINANCIAL ASSETS	115,724,543	97,965,509
NON-FINANCIAL ASSETS		
Tangible capital assets (Note 10)	749,351,662	729,839,510
Prepaid expenses	1,694,346	1,834,973
Inventories of supplies	1,465,549	1,407,091
	752,511,557	733,081,574
ACCUMULATED SURPLUS (Note 11)	\$ 868,236,100	\$ 831,047,083

Commitments and contingencies (Note 12)

Contractual rights (Note 23)

Approved on behalf of the Council



Leonard Krog
Mayor



Ian Thorpe
Councillor

Contact Information

CITY HALL

455 Wallace Street
Nanaimo, BC, Canada V9R 5J6
250-754-4251

HOURS OF OPERATION

Monday-Friday: 8:30 am - 4:30 pm

MAYOR AND COUNCIL

mayor.council@nanaimo.ca
250-755-4400

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

250-755-4401

LEGISLATIVE SERVICES

legislative.servicesoffice@nanaimo.ca
250-755-4405

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250-755-4532

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250-755-4415

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250-754-4251 EXT. 4230

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250-755-4422

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fireinfo@nanaimo.ca
250-753-7311 (non-emergency line)

NANAIMO RCMP DETACHMENT

250-754-2345 (non-emergency line)

PARKS, RECREATION & CULTURE

parksandrecreation@nanaimo.ca
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250-755-4429

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250-755-4406

2020 City of Nanaimo Annual Report



For more information on this report,
please contact the Communications Department:

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Nanaimo BC V9R 0E4

Phone: 250.754.4251 • Fax: 250.755.4440

This report can also be viewed and printed from
www.nanaimo.ca

A view from Mount Benson