

2024

Business Plan

CITY ADMINISTRATION

Chief Administrator's Office

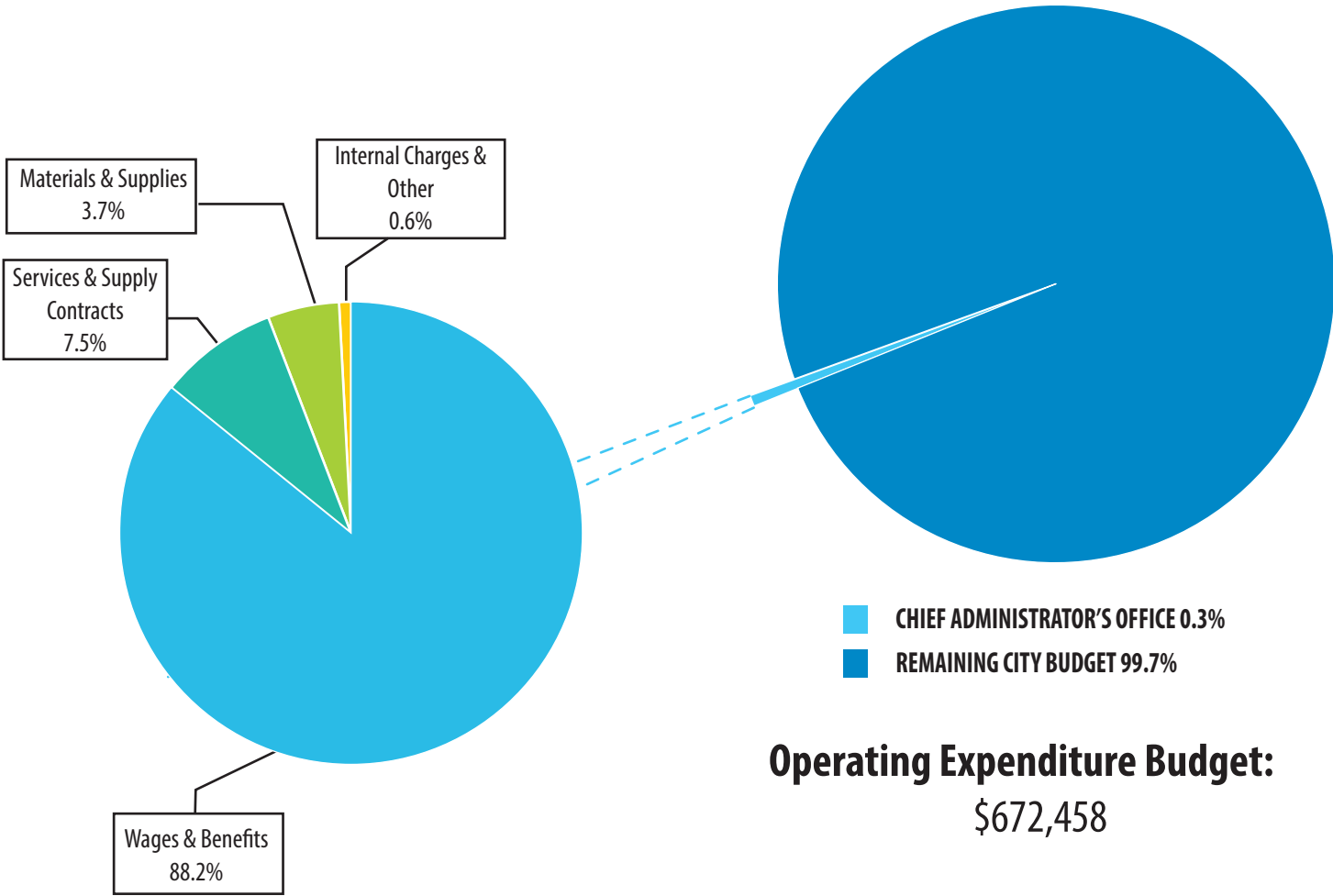
DEPARTMENT OVERVIEW

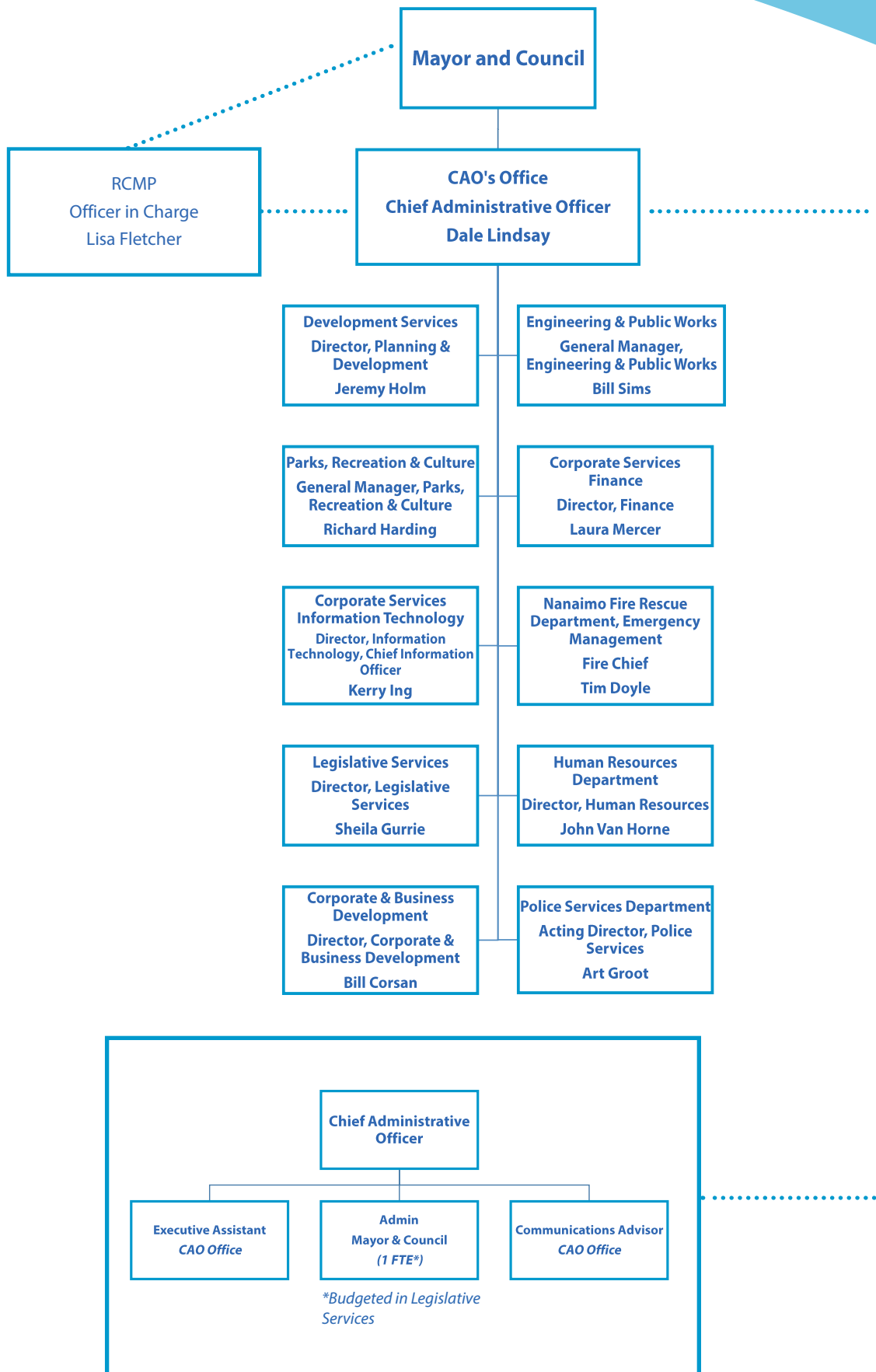
Nanaimo City Council consists of the Mayor and eight Councillors. They are responsible for local government leadership and decision making, establishing the City's policies and priorities and they make decisions regarding programs and services in the City. The Chief Administrative Officer (CAO) is the liaison between Council and city staff. Providing advice and recommendations to Council on city policy (and operations), the CAO implements Council policies and decisions. The CAO demonstrates managerial leadership and directs staff. City staff provide objective,

professional advice to Council, and implement Council's decisions. Council makes decisions in accordance with policies and bylaws, and in compliance with powers granted by the provincial legislature through statutes, such as the Community Charter and Local Government Act.

The CAO, Jake Rudolph, transitioned into retirement in July of 2023 after 5 years of service. After an extensive recruitment process, Council selected a new CAO to begin in October.

DEPARTMENT'S SHARE OF THE BUDGET





2023 ACHIEVEMENTS

In 2023, the City of Nanaimo continued to deliver a diverse range of services to the community. Council reviewed and discussed their priorities, and in June the Strategic Framework was adopted to help guide Council's decision-making and actions to build a stronger, more sustainable, and more resilient Nanaimo.

As recognized within the Strategic Framework and following on the adoption of City Plan – Nanaimo Reimagined in 2022, Council endorsed a new Integrated Action Plan in June of 2023. This new approach provides clear direction on how the City intends to further the goals of City Plan through projects, initiatives, and partnerships. As demonstrated through this year's Departmental Business Plans, the Action Plan provides strong direction with respect to financial planning and work plans for coming years.

The 2024 Departmental Business Plans include notable achievements from the past year and when looked at in their entirety, these achievements provide examples of how the City, with Council's support and direction has moved forward on strategic priorities and objectives.

New and improved Infrastructure

Noteworthy capital projects that were completed or advanced in 2023 include the new Station #1 Fire Hall, phase one of the Westwood Lake improvements, new artificial turf fields at Harewood Centennial Park, the Midtown Water Supply, the Midtown Gateway, and Terminal Avenue upgrades.

Community Investment

Private Investment in the community remained strong with over \$222M in construction value by the end of September and a projection of building permits for 800 new units by year's end. Notable completed projects

include the Courtyard Marriot Hotel and the Hullo Fast Ferry, two projects that have long been priorities for Council.

Community Health and Safety

In 2023, 20 new firefighters and 3 additional police officers were added to support the needs of the community. Additional work included the adoption of a Youth Resiliency Strategy under the Building Safer Communities Grant, grants and support for warming centres, and funding of a food program for the most vulnerable in the community. Early in 2023 the City lead the establishment of the Nanaimo Acute Response Table (previously the Situation Table) to coordinate efforts of front line staff from the public safety, health, and social service sectors to identify vulnerable people and work together to connect them to services. Staff from various departments worked collaboratively to address the impacts of the current mental health and addiction crisis throughout our neighbourhoods and City Parks.

Housing Affordability

A new Housing Needs Assessment was completed in May and established housing targets for the next 10 years. To no surprise, the need for family and affordable housing was identified as high. In response to this work and the existing Affordable Housing Strategy, Council directed Staff to initiate several amendments to the City's bylaws and policies to encourage more housing across the community.

Sustainability

Throughout the year, a number of programs and initiatives were completed in order assist the City in meeting its aggressive greenhouse gas reduction



2023 ACHIEVEMENTS

targets. Several grant programs were funded to support conversion of existing buildings to cleaner, more efficient energy use, and to offset the cost of installing electrical vehicle charging stations. New regulations were enacted to ensure that the amount of carbon being produced in new construction to heat the home is reduced. The City added new cycling and pedestrian improvements including over 800m of new sidewalks to encourage active transportation and to provide greater options for safely moving around the community.

Community Engagement

Following the adoption of a new Neighbourhood Association Supports Policy in 2022 and Neighbourhood Association Grant Program, Council held the inaugural neighbourhood engagement workshop in early 2023 with the intent of supporting the work of the associations and to better understand their needs and desires. The neighbourhood priorities now form a schedule of the Integrated Action Plan and will be considered through the development of the 5-year financial plan.

Truth and Reconciliation

The City continues on a path of Truth and Reconciliation with Snuneymuxw First Nation (SFN). Cultural recognition in 2023 included the new welcome pole completed by SFN artist Noel Brown in front of Fire Station #1 and the creation of new service covers to be utilized across the City by SFN artists Ay Lelum and Joel Good. During the year, various training sessions were held for City Staff and led by elders of SFN to further understanding. In the fall, Council received a concept plan for Te'tuxwtun, a mixed-use housing development achieved through partnership with SFN,

School District 68 (SD68), BC Housing and the City. The Strengthening Communities Initiative saw 12 housing units constructed on reserve which are now complete and occupied. In March, SFN hosted the Junior All Native Basketball Tournament with the support of the City and SD68 and welcomed over 1200 athletes to the community.

Corporate Management

To build on a commitment of financial sustainability, the City completed a 20-Year Investment Plan and Asset Management Strategy, as well as initiated a review of the Development Cost Charge Bylaw and updated the Parks, Recreation, and Culture Fees and Charges Bylaw. Investments were made to modernize key areas to increase efficiency and improve service delivery, including records management, permitting, finance, and operations.

Awards

The City received a number of awards in 2023 in recognition of leading work in the field of local government including the Award for Outstanding Achievement in Popular Annual Financial Reporting by the Government Finance Officers Association of the United States and Canada (GFOA), 2023 Gold Award of Excellence in Policy Planning from the Planning Institute of BC (PIBC) for City Plan, the International Association of Public Participation's (IAP2) Visual Engagement Award for City Plan, and the Public Works Association of BC (PWABC) Project of the Year for the Bowen Park Trail and Utility Upgrade.



2023 ACHIEVEMENTS

Advocacy

Throughout the year, Council held numerous meetings with the Premier, Provincial Ministers, and Island Health to consistently advocate for the community. At UBCM in September, Council again shared their priorities and advocated directly for:



Housing

Fast track projects in the 2019 MOU with BC Housing and partner with the City to develop additional housing now



Health First

Provide the mandate and funding to health authorities to immediately establish care facilities for those individuals that have complex needs



Temporary and Emergency Shelters

Direct BC Housing to provide additional shelter beds in our Community



Navigation Centre

Direct BC Housing to proceed with final approval of an approved site while considering the impacts on the surrounding community



Policing Resources

Support in responding to resource challenges and increase cost



Rent Supplements

Expand or establish programs to bridge the financial gap and get people into available housing



Nanaimo Regional General Hospital

Catheterization Lab and Patient Tower



2024 CONSIDERATIONS

Council's Strategic Framework and the associated Integrated Action Plan will inform decision making and investment for the remainder of this Council's term.

The Strategic Framework objectives include:

- Implementing City Plan, Action Plan, and Key City Management Plans;
- Working with partners and senior levels of government to address social, health, and public safety challenges;
- Maintaining and growing current services;
- Planning and resourcing key capital projects and initiatives;
- Committing to communication with the Community; and
- Ensuring governance and corporate excellence remains the foundation of all we do.

Key Issues

The City is faced with a number of challenges and opportunities which come before Council and can be expected to be a focus in 2024. These include:

Growth Management

The City is expected to experience strong growth into 2024. Council agendas are often filled with development proposals which are now under the guidance of City Plan. Efforts to streamline development approvals will continue with the input of the development industry. In the fall of 2023, the Province made a number of

announcements regarding pending legislation that may have significant impacts to planning and development and require additional staff resources and efforts to implement.

Affordable Housing

Housing is a national challenge and locally has been a focal point for Council, particularly non-market housing. Throughout 2023 and continuing in 2024, Council has directed staff to explore a number of bylaw and policy changes to encourage more housing, including affordable housing. In 2024, the City will continue to work with Provincial partners, including BC Housing, to secure additional housing investments for the community.

Downtown

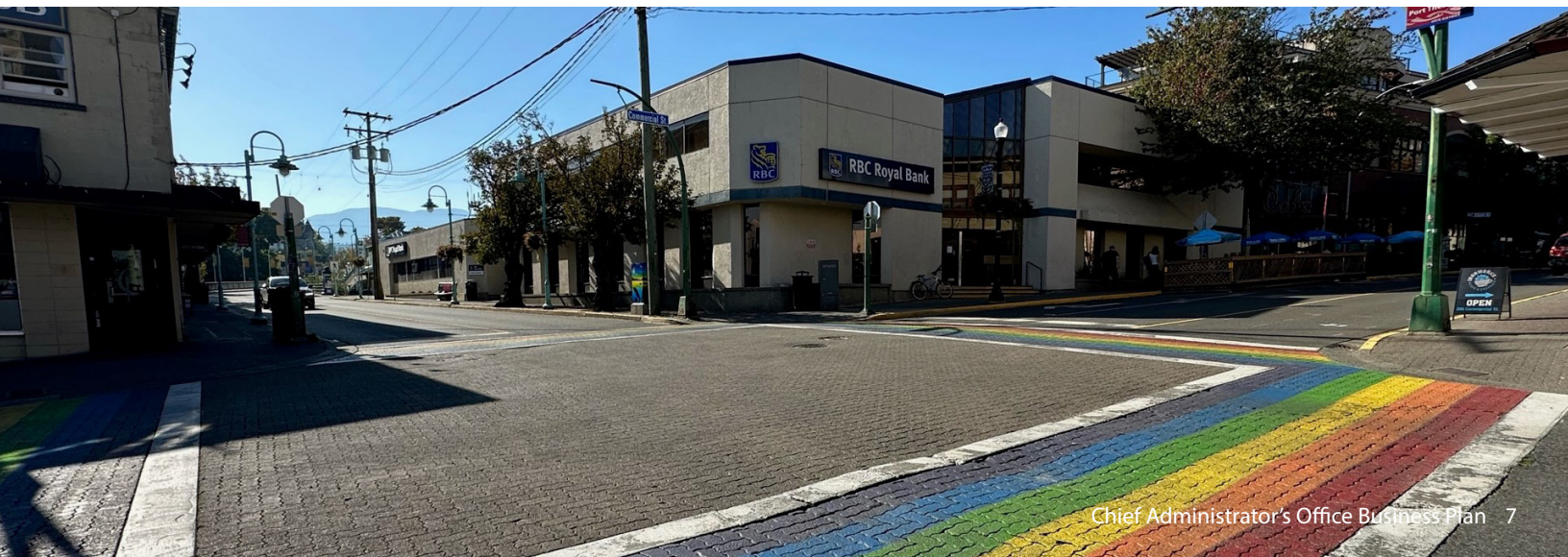
City Plan identifies downtown as the primary urban centre for the City. Council issues in the downtown include public safety, the downtown transit exchange, Commercial Street, 1 Port Drive, and other investments.

Capital Investments

There are several key capital projects proposed to advance in 2024, including phase 2 of the Westwood Lake Improvements, the first phase of Commercial Street upgrades, and additional phases of the Midtown Water Supply and Midtown Gateway projects.

Social Disorder

The impacts of street disorder and homelessness are unfortunately growing as a City-wide challenge. Council will continue to find it necessary to address public



2024 CONSIDERATIONS

safety, advocate for senior government intervention and upstream investment, and work with stakeholders, such as the SPO, to find solutions.

Indigenous Relations

The City has an important relationship with SFN which can be expected to increase in importance. The City identifies the importance of indigenous relations and inclusivity in City Plan.

Fiscal Sustainability

Council has a dedicated committee on financial management and a strong budgeting process aligned with business plans. Escalating costs and increasing service demands continue to put upward pressure on taxation.

Organizational Resilience

A key function for the CAO is to lead the organization. Significant investments in staffing, technology, and resources have greatly assisted in restoring the capacity of the organization. Ongoing investment can be expected and will be presented as part of the budgeting process. Alignment of the organization with Council's Strategic Framework and Integrated Action Plan will inform future staffing investments.

New Organizations

The new Nanaimo Prosperity Corporation, the new Systems Planning Organization, and Tourism Society had their first full year of operation in 2023. Each agency is reliant on City funding. The working relationship and accountability to the City will evolve under the new Council.

Capital Projects

The capital program is set out in a multi-year capital budget subject to annual Council approval. The budget is impacted by market conditions, organizational capacity, and other sometimes unforeseen factors (i.e. water main failure, Beban pool) which may impact the timing and scope of projects.

(i) Utilities: The new City water main serving the central and north end of the City is the largest capital project over the next several years. The capital budget includes dozens of water and sewer projects to upgrade and maintain current infrastructure.

(ii) Roadworks: The City street network requires ongoing investment. The Engineering Department advises the current level of investment is not sufficient to maintain standards and Council review of options in 2024 will be necessary. Investment in bike lanes and the active transportation improvements is a relatively small portion of the capital budget and is the subject of Council review each year.

(iii) Parks: The City is fortunate to have an abundance of active and passive parks. Increased use of parks can be expected with population growth and demands for outdoor leisure opportunities. The City has several significant park facility projects scheduled for 2024 including the opening of two artificial turf fields, continued development of the Stadium District, and improvements to Westwood and Long Lake.

2024 CONSIDERATIONS

Future Facilities

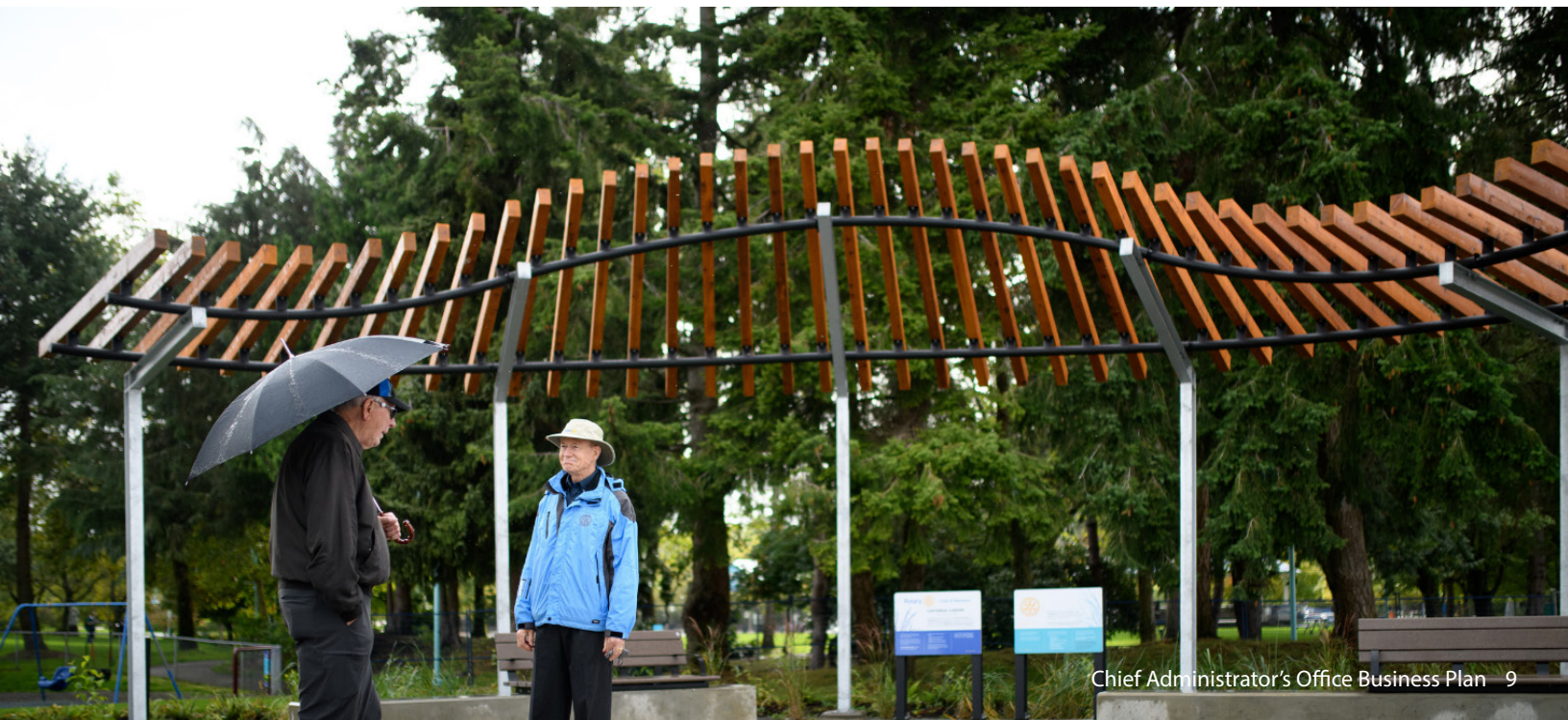
As previously described, four major unfunded projects will require Council direction as early as 2024. These include:

1. Nanaimo Operation Centre (NOC) – Recommended as a 3-4 phase initiative commencing with a fleet management facility. The project is proceeding through an AAP in fall of 2023.
2. RCMP Detachment – Council has approved an interim strategy to address current space challenges. The new Council will be asked to make decisions on renovating and expanding the detachment facility and will be a candidate project for an AAP.
3. South End Community Centre – Development concepts and partnership opportunities are actively being investigated. Council's direction with respect to next steps will be sought in 2024.
4. Waterfront Walkway – The Waterfront Walkway expansion remains a priority for Council with further decisions pending during this Council term.

Administration

Departmental Business Plans outline a range of initiatives geared to maintain service levels, address Council priorities, and adapt to change. Population growth, changing public needs and expectations, emerging technology, staff retention and attraction all lead to a need to invest in the resources of the City. Unforeseen circumstances such as the pandemic and high levels of inflation illustrate the need to build resilience and adaptability into the organization, its people, and its technology. The City now has a resident population of over 100,000. To support the service needs of the community, the Administration continues to implement measures to maintain and improve service levels.

2024 will mark the sesquicentennial anniversary of the City of Nanaimo. In the 150 years since incorporation, the development of the community has been guided by previous Councils and implemented by many dedicated staff, whose collective work has resulted in our vibrant community. The current administration looks forward to continuing this legacy and serving Council.



PROPOSED OPERATING BUDGET

	2023	2024	2025	2026	2027	2028
	Approved Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget
Revenues						
Chief Administration Office	\$ 4,669	\$ 20,000	\$ 20,200	\$ 20,402	\$ 20,606	\$ 20,812
Annual Operating Revenues	\$ 4,669	\$ 20,000	\$ 20,200	\$ 20,402	\$ 20,606	\$ 20,812
Expenditures						
Chief Administration Office	\$ 656,226	\$ 672,458	\$ 704,080	\$ 723,963	\$ 738,529	\$ 751,065
Annual Operating Expenditures	\$ 656,226	\$ 672,458	\$ 704,080	\$ 723,963	\$ 738,529	\$ 751,065
Net Annual Operating Expenditures	\$ 651,557	\$ 652,458	\$ 683,880	\$ 703,561	\$ 717,923	\$ 730,253
Staffing (FTEs) - Budgeted	3.0	3.0	3.0	3.0	3.0	3.0
<i>Excludes legal budget (\$375,000 - 2024)</i>						

	2023	2024	2025	2026	2027	2028
	Approved Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget
Expenditure Summary						
Wages & Benefits	\$ 549,173	\$ 593,233	\$ 623,270	\$ 641,540	\$ 654,457	\$ 665,313
Services & Supply Contracts	70,533	50,450	51,459	52,488	53,537	54,608
Materials & Supplies	31,440	24,890	25,388	25,894	26,413	26,941
Utilities	-	-	-	-	-	-
Internal Charges & Other	5,080	3,885	3,963	4,041	4,122	4,203
Debt Servicing	-	-	-	-	-	-
Grants & Subsidies	-	-	-	-	-	-
Annual Operating Expenditures	\$ 656,226	\$ 672,458	\$ 704,080	\$ 723,963	\$ 738,529	\$ 751,065

2023 wages & benefits reflect 2022 wage rates as contract negotiations were completed after adoption of 2023 - 2027 Financial Plan