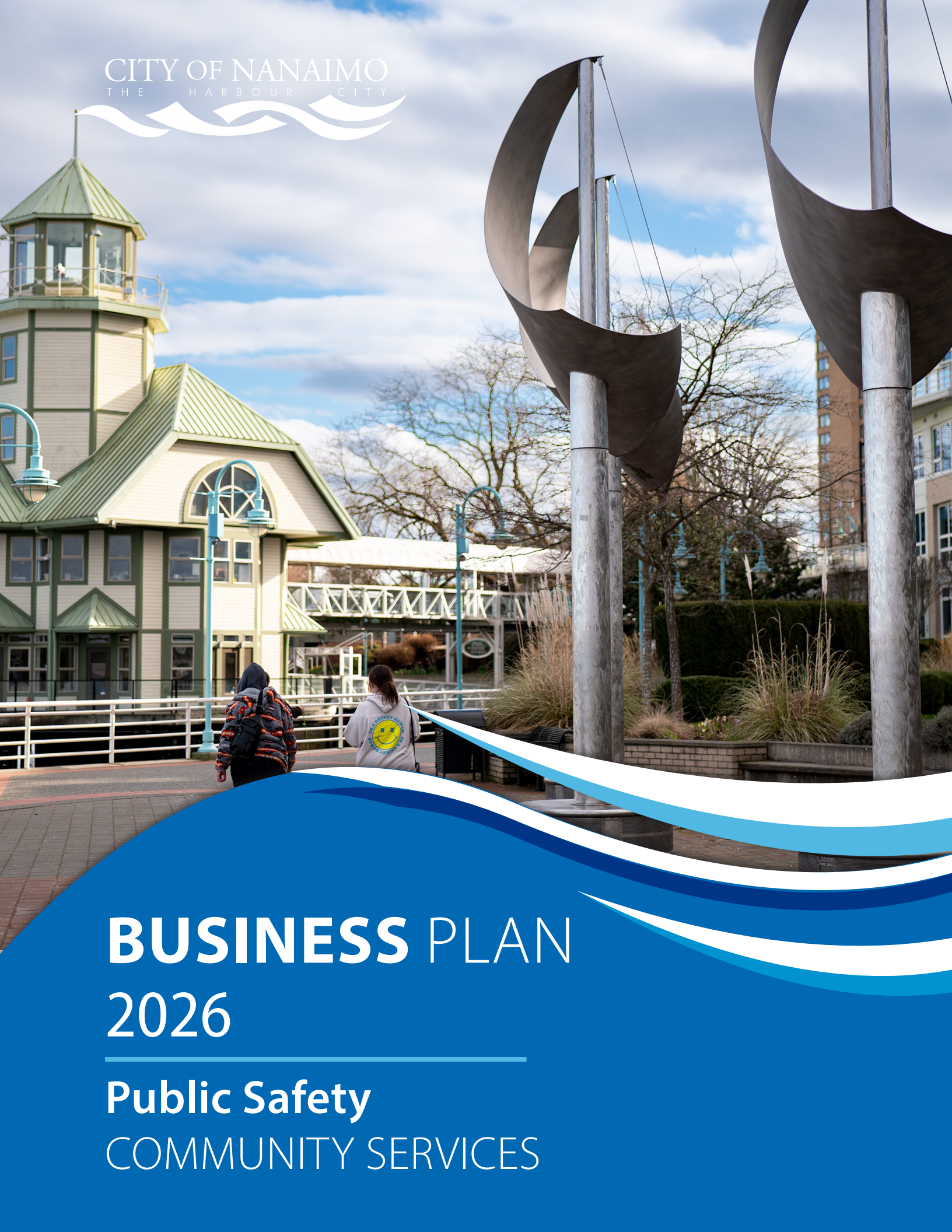




BUSINESS PLAN 2026

Public Safety
COMMUNITY SERVICES

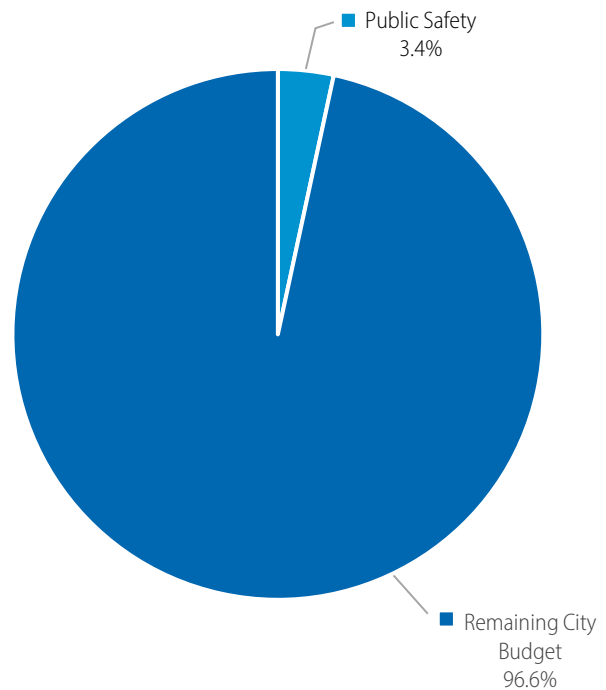
DEPARTMENT OVERVIEW

Reporting to the General Manager of Community Services, the Public Safety Department enhance community safety and contribute to creating safe neighbourhoods and public spaces through proactive education, enforcement of regulations and bylaw, and planning, development and co-ordination of programs to meet the community's social needs.

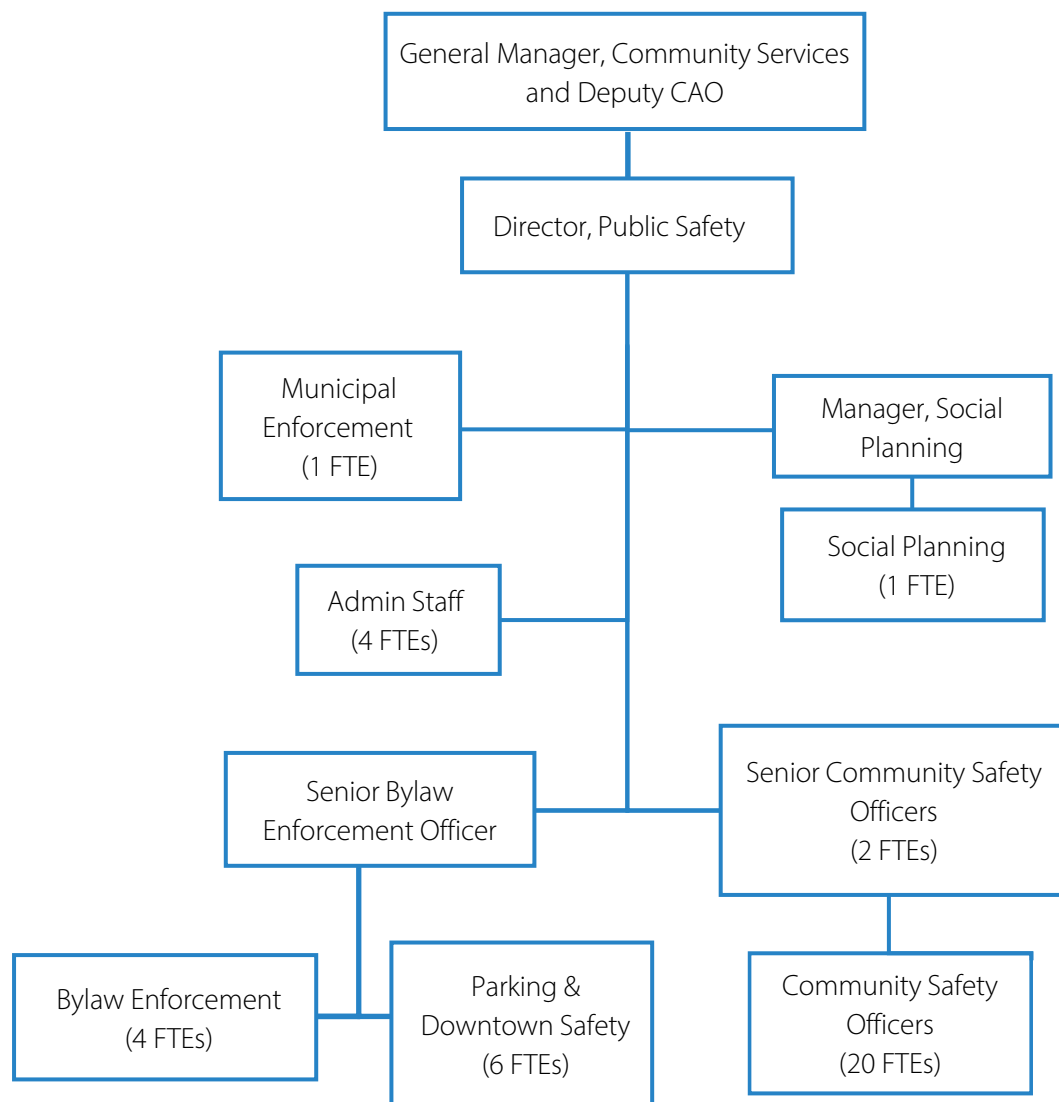
The Core Services are:

- Social Planning Section
- Community Safety Unit
- Bylaw Services Unit
- Parking Enforcement Unit
- Administration of City-owned parking facilities
- Adjudication Administration
- Municipal (Commercial Vehicle) Enforcement Unit
- Animal Control Service (Contract)

Department's Share of the Budget



Operating Expenditure Budget: \$7,692,215



LEVEL OF SERVICE

Social Planning Section

- Leading the development and implementation of policies, strategies, and action plans to address complex social issues such as homelessness, mental health, addiction, and poverty by coordinating systems-level responses by aligning efforts across City departments and with external partners to create integrated long-term solutions.
- Building and maintaining collaborative relationships with community-based organizations, non-profits, service providers, Indigenous partners, Island Health, and other levels of government to coordinate service delivery and leverage external resources. This includes providing oversight to City supported social initiatives, service agreements and program performance to support accountability and effectiveness.
- Conducting needs assessments, data analysis, and research to inform planning and decision-making. Identifying and applying for external funding opportunities to support local service delivery.

Community Safety Unit

- Front-line municipal responses & supports to the community to reduce public disorder & anti-social behaviours with an emphasis on the Downtown core.
- Engagement with vulnerable citizens including people experiencing homelessness, and assistance in coordination of appropriate social, health & enforcement responses.
- Conduct investigations and enforce all City regulatory bylaws with an emphasis on protection of City parklands, public spaces and infrastructure.
- Provision of a highly-visible municipal enforcement presence Downtown through proactive vehicle, foot and bicycle patrols.

Bylaw Services Unit

- Diligent enforcement of local government bylaws and regulations. (zoning, building, signs, property maintenance, nuisances, business licencing, traffic, parking, remedial actions)
- Promote civic responsibility, encouraging citizens and property owners to maintain and respect private and shared spaces.

- Support other City departments in preserving environmental integrity, protecting public infrastructure and responding to frontline public safety issues and emergencies.

Parking Enforcement Unit

- Enforcement of Traffic & Highways Bylaw complaints city-wide.
- Proactive parking enforcement in Downtown, University, Hospital areas, City parklands and recreation facilities utilizing licence plate recognition technology, vehicle and foot patrols.
- Parking administration, permitting, operational maintenance of City parkades, surface lots, parking metering systems.
- Support Community Safety Unit in Downtown security initiatives.

Adjudication Administration

- Administration of the Dispute Adjudication Registry System (DARS).
- Nanaimo's DARS provides adjudication services for 12 island municipalities and regional districts
- Municipal ticketing (bylaw notice) management.
- Municipal Enforcement
- Enforcement of Traffic & Highways Bylaw with emphasis on parking and Commercial Vehicle regulations.
- Collaborate with Traffic Engineering Department on commercial vehicle traffic and truck route matters.

Animal Control Services

- Contracted services provided by Nanaimo Animal Control Services Ltd.
- Enforcement of Animal Responsibility Bylaw No. 7316.
- Operation of the Animal Pound and Adoption Centre
- Poundkeeper duties
- Dog licencing and dangerous dog management
- Reuniting lost animals with owners & adoption of unclaimed animals

- Proactive patrols of public spaces, public parklands and beaches
- Removal and disposal of animal carcasses from roadways and beaches

2025 ACHIEVEMENTS

Social Planning Achievements

- Ongoing coordination and facilitation of the Nanaimo Acute Response Table. 23 referrals in 2025 (as of July 31, 2025) and 31 referrals in 2024. Of these referrals, 31 vulnerable individuals with acutely elevated risks had their overall risk levels lowered and were connected to support services (IAP Priority Action #62).
- Worked with BC Housing to identify opportunities to fund 20 additional shelter beds at the Hub (IAP Priority Action #64).
- Worked with BC Housing to establish up to 237 temporary housing units through the HEART and HEARTH Program (IAP Priority Action #68 and IAP – C3.2.8)
- Preliminary discussions have commenced with School District 68 to identify additional opportunities to integrate childcare spaces into school sites (IAP Priority Action #79).
- Worked with community partners to develop and implement the drop-in hub and supported emergency response services during extreme cold weather events. (IAP - C3.1.2)
- Ongoing support for the City funded Shower Program (IAP – C3.1.2 and C3.1.10)
- Worked with community partners to support the 2024 Homeless Point-in-Time Count held in November (IAP – C3.1.6).
- Supported Health Canada grant management and coordination to fund health, safety and security initiatives for the Community Safety Officer team (IAP – C3.1.8).
- Ongoing coordination of the Building Safer Communities Fund (\$1.8 million) with 7 partner agencies to provide programming for youth at risk to prevent gun and gang violence (IAP – C3.1.16 and C3.1.38).
- Implemented a rent supplement program with three community partners and provided ongoing supports to the Nanaimo Region Rent Bank (IAP – C3.2.3).

	2023 STATS	2024 STATS
Community Safety Unit		
Calls for service	10,591	7,834
Bylaw Services Unit		
Calls for service	2,287	2,090
Parking Services Unit		
Calls for service	2,277	2,326
Encampments		
	1,855	1,428
Overdose		
	66	60
Naloxone Administered		
	~2,300	1,875
Nuisance Properties		
Investigated	n/a	33
Designated	n/a	1
Remedial Action Requirement		
	n/a	8
Ticketing		
	13,750	15,253
Fines		
	\$506,425	\$619,640
Animal Control Services		
Total calls	2,457	1,819
Dog attacks	78	82
Animal impounds	377	450
Veterinary visits	115	255
Adoptions	131	112
Hours of animal care	2,181.5	3,465.45

- Updated the Surviving in Nanaimo Guide and created the basic need pocket guide that includes a listing of community partners that provide basic need services to vulnerable populations (IAP – C3.4.1).
- Working in partnership with the Community Health Network to create a working group that is focused on food security and emergency food response and distribution (IAP – C4.3.9).
- Distributed the Social Planning Grants to seven community partner agencies.

Community Safety Unit Achievements

- Actively participated on the BC Housing – Coordinated Assessment and Assess Table Board, contributing to the successful placement of over 100 individuals into both temporary accommodations at HEART and HEARTH and permanent supportive housing.
- Established productive working relationships with the Repeat Violent Offender Initiative (ReVOII) Team and the North Island Forensic Community & Liaison Nurse to enhance coordinated responses to individuals with complex needs. (IAP - C3.1.5)
- Played a key role in the coordinated response of extreme weather response with other City Departments and community partners to ensure safety and support for vulnerable populations. (IAP - C3.1.2)
- Provided critical assistance to the RCMP in locating missing persons, high-risk youth, and repeat violent offenders, improving community safety outcomes.
- Maintained strong engagement through three Community Safety Officers (CSOs) participating on the Nanaimo Accute Response Table, a collaborative initiative that includes representatives from CMHA, Island Health, CLBC, MCFD, RCMP, School District 68, and Snuneymuxw First Nation. (IAP - C3.1.5)
- Updated training procedures for the Community Safety Officer Team based on best practices and onboarded four new officers to resume service levels. An additional four new candidates are currently being processed to bring service levels of 12 officers to 16 by the end of 2025. (IAP Priority Action #66)
- Continued to strengthen collaborative efforts with Island Health teams, particularly in the areas of wound care, medical outreach, and continuity of treatment for individuals with chronic health needs. (IAP - C3.1.5)

Parking Enforcement Unit Achievements

- Improved street, pedestrian, and parkade safety citywide through proactive enforcement, signage updates, and support during major downtown events such as the Night Market and performances at the Port Theatre and VICC. (Council Strategic Priority – Maintaining and Growing Current Services)

- Acted as city ambassadors by assisting residents, businesses, and visitors with parking information and services—connecting vulnerable individuals, including seniors and those experiencing homelessness, with outreach services.
- Implemented effective parking solutions at high-demand locations such as Westwood Lake, city parkades, and Downtown. Supported local contractors and hotel partners by managing temporary space reservations to ensure smooth operations and visitor experiences. (IAP Priority Action # 37)
- Increased enforcement during large-scale events, addressed derelict vehicles and boats on City property, and enhanced revenue through targeted towing of persistently non-compliant vehicles. Introduced public education on new platforms like Honk in the hospital district.
- Provided logistical parking support and planning for large community events including VEX and the Dragon Boat Festival.

Animal Shelter Achievements

- NACS coordinated the planning & construction of the new canine kennels. (Council Strategic Priority – Maintaining and Growing Current Services)
- The City of Nanaimo contributed to converting the existing staff kitchen into a functional cattery by supplying and installing a hot-water tank that permitted the sanitary cleaning of laundry. Previously, all laundry was done in cold water.

Bylaw Enforcement Achievements

- Coordinated the transition and resolution of multiple unauthorized encampments, including high impact sites such as MOTI property, Participark, Parkway Trail, and various private lands to support community wellbeing, restoration, and alignment with City bylaws. (Council Strategic Priority – Social, Health and Public Safety Challenges)
- Coordinated the removal of debris, hazardous waste, and derelict vehicles from both public and private properties.
- Worked with enforcement partners to recover stolen public assets, including high-value pickleball equipment taken from Beban Park.

- Addressed and coordinated action on unlawful construction, occupancy violations, and permit infractions to protect community safety and uphold building standards.
- Worked in partnership with Southern Rail and the Island Corridor Foundation to keep transportation corridors free from encampments and related hazards.
- Successfully enacted the new Respectful Spaces Bylaw 7381.
- Addressed problem properties across the city, reducing recurring complaints, enhancing neighbourhood livability, and helping prevent fire, injury, and environmental degradation by ensuring vacant structures remain secure.

2026 OPPORTUNITIES AND CONSIDERATIONS

Animal Control

- Support enforcement partners with the new Animal Responsibility Bylaw with 80+ enforceable sections, this includes responding the RCMP to take custody of animals when the owner has been arrested, taken to hospital or have been found deceased. (Council Strategic Priority – Maintaining and Growing Current Services)
- Work to build more capacity and funding to address the increase in demand and the overflow of cats coming to the Pound. Additional office space, cat rooms and renovations to the existing kitchen are needed to allow Pound staff the tools they need to provide the best care for the animals housed in the Pound. (Council Strategic Priority – Maintaining and Growing Current Services)

Social Planning

- Support community partners with the relocation of the Drop-In Hub(s) and improved service delivery and alternative funding sources identified. (IAP Priority Action #64, IAP C3.1.2, and C3.1.10)
- Creation of a Neighbourhood Community Advisory Committee for supportive housing and intensive social services. (IAP C3.1.7)
- Development of the Social Services Management Mapping tool in partnership with the IT & GIS Department. (Council Strategic Priority – Social, Health and Public Safety Challenges)
- Conducting a review of Public Safety Department data collection to improve the collection and collation of service files to assist with planning, resource allocation and decision making. (Council Strategic Priority – Maintaining and Growing Current Services)

Community Safety Unit

- Enhance the Community Safety Officer Team to 16 officers and add an additional four officers in 2026 to allow for more coverage and community safety and wellbeing support in the downtown area. (IAP Priority Action # 66)

Parking Enforcement Unit

- Focus on high-demand zones in the downtown area (with new pay parking implementation) and support broader enforcement in revitalized downtown areas, the Hospital district, and other growing neighbourhoods. Actively contribute ideas and strategies to increase parking-related revenue. (Council Strategic Priority – Maintaining and Growing Current Services)
- Provide citywide signage recommendations to improve parking clarity, traffic flow, and overall safety. Participate in the review and implementation of congestion solutions for key locations such as Neck Point Park. (Council Strategic Priority – Maintaining and Growing Current Services)
- Leverage the upcoming Traffic and Highways Bylaw to expand enforcement effectiveness and adapt to changing city infrastructure.

Bylaw Enforcement Unit

- Strengthen partnerships with Nanaimo Fire Rescue to address risks associated with abandoned and unsafe structures. (Council Strategic Priority – Social, Health and Public Safety Challenges)
- Make updates to municipal bylaws to enhance enforcement capacity and respond effectively to evolving community needs. (Council Strategic Priority – Maintaining and Growing Current Services)

2026 KEY INITIATIVES

Strategic Priority: Implementing City Plan

IAP Priority Action #62: Support the Nanaimo's Situation Table's work to address the needs of high-risk individuals.

IAP Priority Action #64: Work with BC Housing to identify opportunities for additional shelters and fund additional shelter space.

IAP Priority Action #66: Implement the Downtown Nanaimo Community Safety Action Plan.

IAP Priority Action #68: Work with BC Housing to establish a Navigation Centre for up to 60 transitional beds.

IAP Priority Action #79: Work with School District 68 to support and prioritize the integration of childcare spaces into elementary school sites across the City.

IAP C3.1.2: Support public safety and security through Bylaw Enforcement, Extreme Weather Response, Graffiti Program, Shower Program and Emergency Food.

IAP C3.1.8: Support grants to fund health, safety and security initiatives.

IAP C3.1.10: Provide and expand access to public water, washrooms and sanitation services to vulnerable populations.

IAP C3.1.16: In collaboration with SD68, MCFD, and other partners, support youth crime prevention and resilience.

IAP C3.2.3: Continue to fund the Nanaimo Rent Bank and Rent Supplement program in addition to Rent Bank Funds provided by BC Housing.

Strategic Priority: Social, Health and Public Safety Challenges

Onboard the final four members of expanded the Community Safety Officers program based on the business case approved in 2024 as an outcome of the review of the DNSCAP.

Strategic Priority: Maintaining and Growing Current Services

Re-implementation of pay parking in downtown areas previously serviced by parking meters removed in 2018 following vandalism spree.

PROPOSED OPERATING BUDGET

	2025 Approved Budget	2026 Draft Budget	2027 Draft Budget	2028 Draft Budget	2029 Draft Budget	2030 Draft Budget
Revenues						
Bylaw Enforcement	\$ 523,600	\$ 453,950	\$ 458,489	\$ 463,076	\$ 467,707	\$ 472,386
Community Safety Administration*	-	-	-	-	-	-
Community Safety	18,105	16,426	-	-	-	-
Parking	1,904,120	2,260,120	2,282,721	2,305,548	2,328,603	2,351,888
Social Planning	-	-	-	-	-	-
Annual Operating Revenues	\$ 2,445,825	\$ 2,730,496	\$ 2,741,210	\$ 2,768,624	\$ 2,796,310	\$ 2,824,274
Expenditures						
Bylaw Enforcement	\$ 2,474,365	\$ 2,468,459	\$ 2,494,104	\$ 2,515,161	\$ 2,545,814	\$ 2,572,174
Community Safety Administration*	154,888	149,981	153,585	155,287	156,315	156,750
Community Safety	2,274,449	2,882,116	2,958,486	2,955,641	2,970,118	2,978,135
Parking	1,686,577	1,760,949	1,780,550	1,805,007	1,829,040	1,852,298
Social Planning	425,168	430,710	432,573	433,199	435,794	437,190
Annual Operating Expenditures	\$ 7,015,447	\$ 7,692,215	\$ 7,819,298	\$ 7,864,295	\$ 7,937,081	\$ 7,996,547
Net Annual Operating Expenditures	\$ 4,569,622	\$ 4,961,719	\$ 5,078,088	\$ 5,095,671	\$ 5,140,771	\$ 5,172,273
Staffing (FTEs) - Budgeted	37.5	41.5	41.5	41.5	41.5	41.5

The CUPE contract is set to expire on December 31, 2025, a contingency for wage increases has been included in the Financial Plan under Corporate Services.

* Community Safety Administration includes GM Community Services/ Deputy CAO.