CITY OF NANAIMO
THE HARBOUR CITY



BUSINESS PLAN 2027

Public Safety

COMMUNITY SERVICES

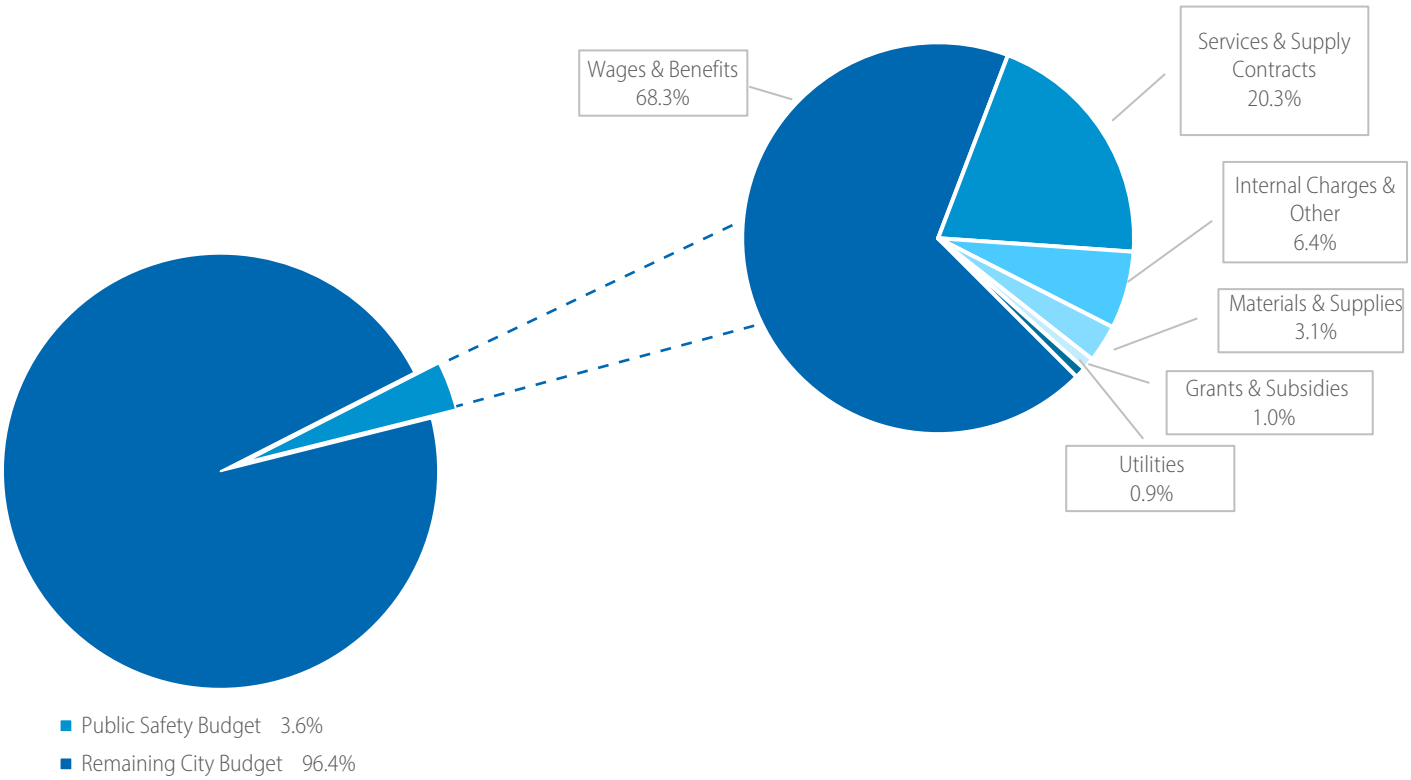
DEPARTMENT OVERVIEW

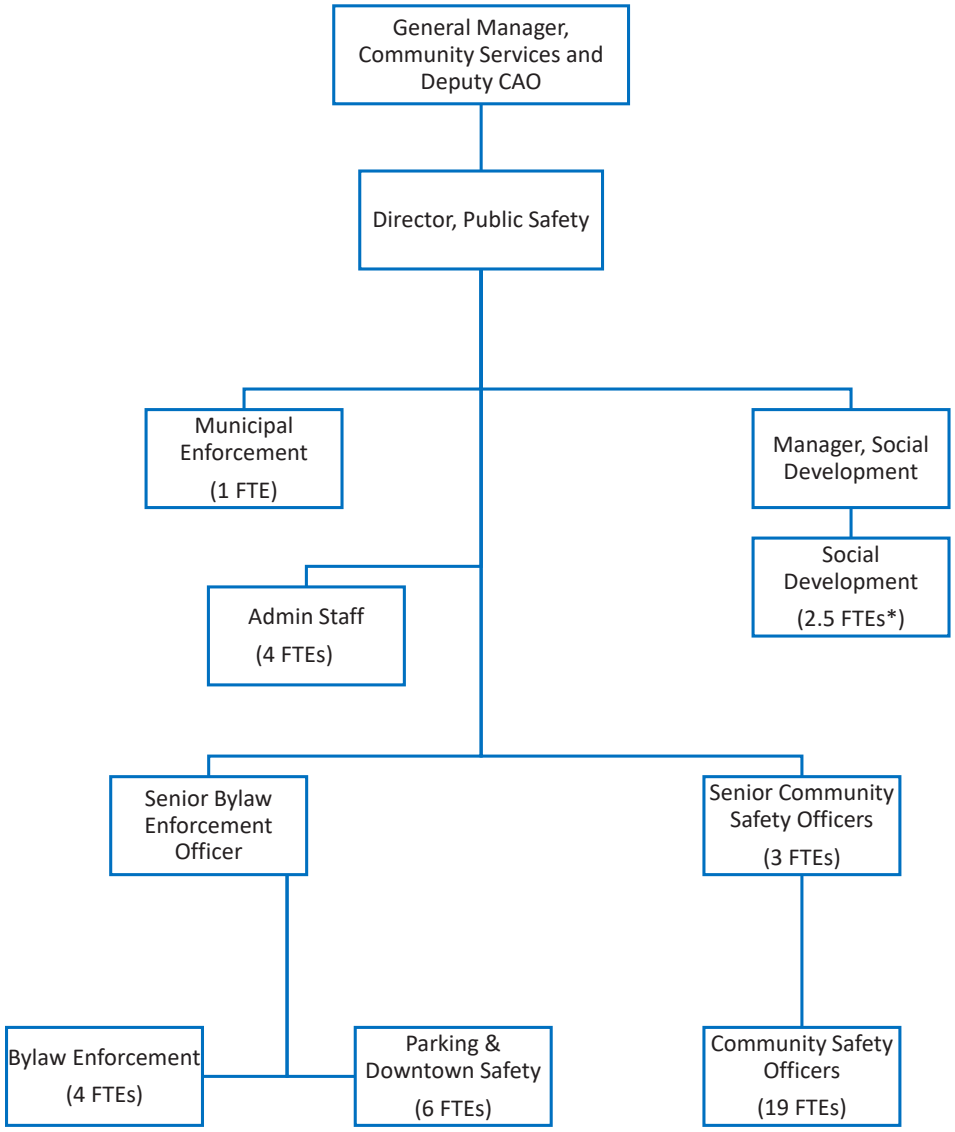
Reporting to the General Manager of Community Services, the Public Safety Department enhances community safety and contributes to creating safe neighbourhoods and public spaces through proactive education, enforcement of regulations and bylaws, and the planning, development, and coordination of programs that address the community's social needs.

The Core Services are:

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

Department's Share of the Operating Expense Budget: $8.6 M
(includes 50% of General Manager, Community Services/Deputy CAO)





**Includes the 1.0 FTE Temporary Social planner position approved by Council until January 2028 and the 0.5 FTE clerk position budgeted under Planning and Development but reporting to Social Development.*

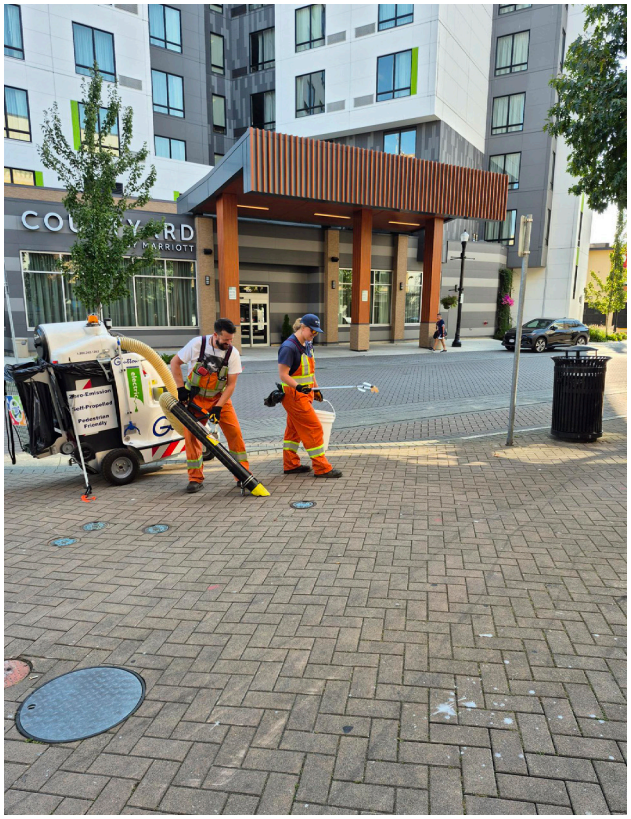
LEVEL OF SERVICE

Social Development 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 system-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 and participating in Community Advisory Committees 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 in the downtown area.
- Downtown through proactive vehicle, foot and bicycle patrols.



Bylaw Services Unit

- Diligent enforcement of local government bylaws and regulations (e.g. zoning, building, signs, property maintenance, nuisances, business licence, traffic, parking, and 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 and Highways Bylaw complaints city-wide.
- Proactive parking enforcement in Downtown, University, Hospital areas, City parklands and recreation facilities using 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 licences 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.

	2023 STATS	2024 STATS	2025 STATS
Community Safety Unit			
Service files	10,591	7,834	6,421*
Bylaw Services Unit			
Service files	2,287	2,090	2,209
Parking Services Unit			
Service files	2,277	2,326	2,877
Encampments			
Total	1,855	1,428	668
Overdose			
Total	66	60	84
Naloxone Administered			
Total	~2,300	1,875	1,020
Nuisance Properties			
Investigated	n/a	33	22
Designated	n/a	1	8
Remedial Action Requirement			
Total	n/a	8	5
Ticketing			
Total	13,750	15,253	15,338
Disputed	1,860	n/a	n/a
Disputed Tickets Voided	880	n/a	n/a
Fines			
Total	$506,425	$619,640	$625,040
Animal Control Services			
Total calls	2,457	1,819	1,876
Dog attacks	78	82	82
Animal impounds	377	450	347
Adoptions	131	112	91
Hours of animal care	2,181.5	3,465.45	5,468.25
Social Development			
# of organizations Social Development Grants distributed to	n/a	6	7
Distributed rent supplements funds	n/a	$150,000	$150,000
Distributed rent bank funds	n/a	$150,000	$111,500
Nanaimo Acute Response Table referrals	n/a	31	40

2026 ACHIEVEMENTS

Department Achievements

- Reviewed and enhanced business rules for public safety service files, improving the consistent application of Bylaw and Community Safety Officer problem codes to support more accurate data collection, reporting, and analysis.
- Developed and launched a Public Safety Data Dashboard integrating GIS and real-time data sources to enhance operational awareness and support evidence-based decision-making.
- Updated the Bylaw Notice Enforcement Policy and related Standard Operating Procedures to improve consistency, efficiency, and compliance in enforcement practices.
- CCTV systems in downtown parkades have improved situational awareness, supported incident response, and enhanced overall facility security.
- Continued engagement with downtown businesses through the Downtown Public Safety Stakeholder meetings to identify opportunities for collective action, share and identify data and other needs for effective advocacy, coordinate individual actions and programs, and monitor changes and improvements in the city centre with RCMP, Fire, Island Health and others (IAP C3.1.2, C3.1.35, C3.1.7).
- Supported updates and amendments to Respectful Spaces Bylaw No. 7381 to improve clarity, enforceability, and alignment with operational needs..

Social Development Achievements

- Continued coordination and facilitation of the Nanaimo Situation Table. In 2025, 40 referrals were received, compared to 31 referrals in 2024. Of the 2025 referrals, 23 vulnerable individuals experiencing acutely elevated risk were connected to appropriate support services, resulting in a reduction of overall risk levels (IAP Priority Action #62).
- Continued support for the implementation of BC Housing's HEART and HEARTH programs, helping advance coordinated housing and support responses for vulnerable populations (IAP Priority Action #68 and IAP C3.2.8).
- Completed Health Canada grant administration and project coordination to fund health, safety, and security initiatives for the Community Safety Officer team (IAP C3.1.8).
- Collaborate with community partners to identify, monitor, and track existing and planned childcare spaces within the City, and explore opportunities to support and advance the development of additional childcare capacity (IAP Priority Action #79)
- Worked with community partners to support the relocation of the drop-in hub and coordinate emergency responses during extreme cold and heat weather events (IAP C3.1.2).
- Collaborated with community partners to support the 2025 Homeless Point-in-Time Count, strengthening local data collection in partnership with the GIS team and planning efforts related to homelessness (IAP C3.1.6).
- Coordinated and distributed over $1.66 million in four years through the Building Safer Communities Fund to seven partner agencies, supporting youth-focused programming aimed at preventing gun and gang violence (IAP C3.1.16 and C3.1.38).
- Implemented a rent supplement program in partnership with four community agencies in 2026 and provided ongoing support to the Nanaimo Region Rent Bank to help maintain housing stability for residents (IAP C3.2.3).
- Maintained and regularly updated the Surviving in Nanaimo Guide and developed a Basic Needs Pocket Guide featuring community services and resources available to vulnerable populations (IAP C3.4.1 and C3.1.10).
- Distributed Social Development Grant funding to seven community partner agencies in support of community-based social development initiatives.
- Added a Temporary Full-Time Social Planner position to advance the work of the Nanaimo Systems Planning Organization and support systems planning initiatives. (IAP Priority Action #68 and Council Strategic Priority – Social, Health and Public Safety Challenges)
- Coordinated and implemented the Alignment Project in partnership with BC Housing and United Way BC to advance a systems-planning approach to addressing housing, health, and homelessness challenges across the community (IAP Priority Action #68 and Council Strategic Priority – Social, Health and Public Safety Challenges).

- Successfully secured an Age-Friendly Communities Grant to develop and distribute an emergency preparedness guide for seniors, improving access to emergency information and supporting preparedness, resilience, and equitable outreach for vulnerable older adults (IAP C3.5.11, C3.5.12, C3.5.16, C3.5.17, C3.3.8, and C1.2.2).
- Coordinated the Food Service Providers Collaboration to implement a coordinated emergency food response for unsheltered individuals following the closure of key meal providers, shelters, and daytime service spaces, helping ensure continued access to food supports for vulnerable residents during a period of service disruption (IAP C3.4.9).
- Provided ongoing support for the City-funded Shower Program, improving access to essential hygiene services for vulnerable residents (IAP C3.1.2 and C3.1.10).

Community Safety Unit Achievements

- Actively participated in the BC Housing Vacancy Matching Table, contributing to the successful placement of more than 100 individuals into temporary supportive housing (HEARTH units) and permanent supportive housing.
- Maintained strong working relationships with the Repeat Violent Offender Initiative (ReVOII) Team and the North Island Forensic Community and Liaison Nurse to support coordinated responses for individuals with complex needs (IAP C3.1.2).
- Supported the coordinated extreme weather response alongside City departments and community partners to enhance safety and support for vulnerable populations during severe weather events (IAP C3.1.2).
- Provided ongoing support to the RCMP in locating missing persons, high-risk youth, and repeat violent offenders, contributing to improved community safety outcomes.
- Continued participation in the Nanaimo Acute Response Table, a multi-agency collaborative involving Island Health Mental Health and Substance Use Services, CLBC, MCFD, RCMP, School District 68, and Snuneymuxw First Nation to address situations of acutely elevated risk (IAP Priority Action #62).
- Updated training programs and enhanced standard operating procedures for the Community Safety Officer team to align with best practices.
- Coordinated field outreach responses with community partners participating in BC Housing's HEART program and continued to strengthen collaborative outreach efforts to support vulnerable individuals.
- Successfully onboarded three Community Safety Officers and one Senior , strengthening operational capacity (IAP Priority Action #66).
- Provided education and awareness about various public safety services and "Who to Call" within City departments and community organizations (IAP C3.1.1)

Parking Service Unit Achievements

- Successfully reintroduced paid parking in Downtown Nanaimo on March 2, 2026, including the implementation of new payment technologies and mobile payment options.
- Enhanced street, pedestrian, and parkade safety through targeted enforcement, signage improvements, and parking management support during major downtown events, including the Night Market and events at the Port Theatre and VICC (Council Strategic Priority – Maintaining and Growing Current Services).
- Provided customer-focused parking information and support to residents, businesses, and visitors, while connecting vulnerable individuals with appropriate community and outreach services.
- Implemented parking management strategies at high-demand locations, including Westwood Lake, Downtown, and City parkades, while coordinating temporary parking reservations to support local contractors, businesses, and hotel partners (IAP Priority Action #37).
- Increased enforcement and compliance initiatives during major community events, addressed derelict vehicles and vessels on City property, introduced public education on new parking platforms, and improved revenue recovery through targeted enforcement of chronic parking violations.
- Delivered parking planning and logistical support for major community events, including VIEX and the Nanaimo Dragon Boat Festival.

Bylaw Enforcement Achievements

- Coordinated the removal of debris, hazardous waste, and derelict vehicles from public and private properties to improve safety, cleanliness, and compliance.
- Coordinated the transition and resolution of multiple unauthorized encampments, including high-impact sites such as BC MOTI property, Participark, Parkway Trail, and various private lands, to support community well-being, site restoration, and alignment with City bylaws (Council Strategic Priority – Social, Health and Public Safety Challenges).

- Addressed 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 help keep transportation corridors free from encampments and related hazards.
- 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.

Adjudications

- Added nine new municipalities to the City's Dispute Adjudication Registry System expanding, regional access to adjudication services.
- Held four adjudication hearings with partner municipalities, supporting timely resolution of disputed bylaw notices.

Animal Shelter Achievements

- Completed planning and construction of new canine kennels at the Animal Shelter, improving sanitation, maintenance efficiency, animal care, and contractor staff morale (Council Strategic Priority – Maintaining and Growing Current Services).

2027 OPPORTUNITIES AND CONSIDERATIONS

Public Safety

- Advance the development and implementation of the Social Services Mapping Tool and Public Safety Dashboard in partnership with the IT and GIS Departments to improve data-driven decision-making and service coordination (Council Strategic Priority – Social, Health and Public Safety Challenges).

Animal Control

- Support enforcement partners with implementation of the new Animal Responsibility Bylaw, which includes more than 80 enforceable sections. This includes working with the RCMP to take custody of animals when owners have are unable to care for them (Council Strategic Priority – Maintaining and Growing Current Services).
- Build additional capacity and identify funding opportunities to respond to increased demand and the growing number of cats coming into the Pound. Additional office space, dedicated cat rooms, and renovations to the existing kitchen are needed to provide staff with the tools and facilities required to deliver high-quality animal care (Council Strategic Priority – Maintaining and Growing Current Services).

Social Development

- Support community partners in the relocation and long-term sustainability of the Drop-In Hub(s), including identifying alternative funding sources and opportunities to enhance service delivery for vulnerable populations (IAP Priority Action #64; IAP C3.1.2 and C3.1.10).
- Complete and distribute an emergency preparedness guide for seniors through the Age-Friendly Communities Grant, improving access to emergency information and supporting preparedness, resilience, and equitable outreach for vulnerable older adults (IAP C3.5.11, C3.5.12, C3.5.16, C3.5.17, C3.3.8, and C1.2.2).
- Conduct an assessment of emergency food system needs, assets, service gaps, and response capacity, with a focus on vulnerable populations and community resilience during emergencies and climate-related disruptions. Engage emergency management staff, food system partners, social service providers, community organizations, and priority populations to identify barriers and opportunities for improving food security and emergency response planning (IAP C3.4.2, C3.4.3, C3.4.5, C3.4.6, C3.4.9, C3.4.10, C3.4.11, C3.5.1, and C3.5.3).
- Continue implementation of the Alignment Project in partnership with BC Housing and United Way BC to advance a coordinated systems-planning approach to addressing housing, health, and homelessness challenges across the community (IAP Priority Action #68; Council Strategic Priority – Social, Health and Public Safety Challenges).

Community Safety Unit

- Enhance overdose response, wellness checks, and support for vulnerable populations through the deployment of new equipment and vehicles, expanded training, and strengthened partnerships with health and social service agencies (IAP Priority Action #66).
- Complete recruitment and onboarding of new Community Safety Officers to fill vacant positions, strengthening frontline response capacity and improving service delivery in the City's downtown core (IAP Priority Action #66).
- Continue enhancing Community Safety Officer training, operational procedures, and data collection practices to align with emerging best practices and support evidence-based service delivery (IAP Priority Action #66).

Bylaw Services Unit

- Enhance Bylaw Services through professional development, continuous improvement of standards of practice, and a comprehensive review of enforcement policies and procedures to improve service delivery, consistency, and operational effectiveness (Council Strategic Priority – Maintaining and Growing Current Services).

Parking Enforcement Unit

- Focus on high-demand and pay parking zones, and support broader enforcement in areas such as Wallace Street (with new pay parking implementation) and support broader enforcement in revitalized downtown areas, the Hospital district, and other growing neighbourhoods while identifying opportunities to improve parking related revenue generation (Council Strategic Priority – Maintaining and Growing Current Services).
- Advance citywide parking and traffic management through signage reviews and recommendations that improve parking clarity, traffic flow, safety, and user experience, while supporting congestion mitigation initiatives in key locations (Council Strategic Priority – Maintaining and Growing Current Services).
- Collaborate with the Transportation Department in the drafting of an updated Traffic and Highways Bylaw to enhance to enhance enforcement tools, improve regulatory compliance, and respond effectively to evolving transportation and parking management needs across the city (Council Strategic Priority – Maintaining and Growing Current Services).

2027 KEY INITIATIVES

Strategic Priority: Implementing City Plan
IAP Priority Action #37 – Implement paid parking technologies that support multiple payment methods and remote payment extensions.
IAP Priority Action #62 – Continue to support the Nanaimo Situation Table in addressing the needs of individuals experiencing acutely elevated risk.
IAP Priority Action #64 – Work with BC Housing and community partners to support shelter capacity and identify opportunities for sustainable service delivery and funding.
IAP Priority Action #66 – Complete recruitment of the expanded Community Safety Officer team and continue to enhance training, standards of practice, and service delivery in support of the Downtown Community Safety Action Plan.
IAP Priority Action #68 – Advance local implementation of BC Housing's HEART and HEARTH programs and support systems planning initiatives that address housing, health, and homelessness challenges.
IAP Priority Action #79 – Collaborate with community partners to identify opportunities to increase childcare capacity and monitor existing and planned childcare spaces.
IAP C3.1.2 – Coordinate community partners to strengthen emergency food response and support vulnerable populations during service disruptions and extreme weather events.

IAP C3.1.6 – Support and participate in the 2026 Homeless Point-in-Time Count, including coordination of outreach activities.
IAP C3.1.8 – Administer and support grants that enhance health, safety, and security initiatives.
IAP C3.1.10 – Maintain and improve access to public water, washrooms, showers, and sanitation services for vulnerable populations.
IAP C3.1.16 – Support youth crime prevention and resilience initiatives in partnership with schools, government agencies, and community organizations.
IAP C3.1.38 – Support programs and initiatives that engage youth at risk of involvement in gun and gang violence.
IAP C3.2.3 – Continue funding and administration of the Nanaimo Rent Bank and Rent Supplement Program to support housing stability.
IAP C3.2.4 – Support affordable housing initiatives through Municipal and Regional District Tax Program revenues.
IAP C3.4.1 – Maintain and update the Surviving in Nanaimo Guide and related resource materials for vulnerable populations.
Strategic Priority: Social, Health and Public Safety Challenges
Continue to advance systems planning initiatives through the Alignment Project in partnership with BC Housing and United Way BC to address housing, health, and homelessness challenges across the community.
Continue to coordinate responses to unauthorized encampments in partnership with internal departments, external agencies, and property owners to support public safety, environmental stewardship, and community well-being.
Advance the development of the Public Safety Dashboard to improve data-informed decision-making, service coordination, and community safety outcomes.
Strategic Priority: Maintaining and Growing Current Services
Enhance Bylaw Services through ongoing staff training, continuous improvement of standards of practice, and regular reviews of policies and procedures.
Maximize the benefits of the new canine kennel facilities to improve operational efficiency, animal care, and service delivery at the Animal Shelter.
Enhance street, pedestrian, and parkade safety through targeted enforcement, parking management, and signage improvements in high-demand areas and during major events.

PROPOSED OPERATING BUDGET

	2026 Approved Budget	2027 Draft Budget	2028 Draft Budget	2029 Draft Budget	2030 Draft Budget	2031 Draft Budget
Revenues						
Bylaw Enforcement	$ 453,950	$ 447,250	$ 451,723	$ 456,240	$ 460,803	$ 465,411
Community Safety	16,426	-	-	-	-	-
Community Services Administration	-	-	-	-	-	-
Parking	2,260,120	2,408,500	2,432,285	2,426,311	2,450,573	2,475,080
Social Development	-	-	-	-	-	-
Annual Operating Revenues	**$ 2,730,496**	**$ 2,855,750**	**$ 2,884,008**	**$ 2,882,551**	**$ 2,911,376**	**$ 2,940,491**
Expenditures						
Bylaw Enforcement	$ 2,482,607	$ 2,668,149	$ 2,751,419	$ 2,822,764	$ 2,891,349	$ 2,962,395
Community Safety	2,915,360	3,222,477	3,323,626	3,426,884	3,525,600	3,617,665
Community Services Administration	75,410	172,123	180,595	185,530	189,896	194,396
Parking	1,772,016	1,887,183	1,928,760	1,974,582	2,020,421	2,068,933
Social Development	564,608	609,943	485,726	491,671	502,352	513,463
Annual Operating Expenditures	**$ 7,810,001**	**$ 8,559,875**	**$ 8,670,126**	**$ 8,901,431**	**$ 9,129,618**	**$ 9,356,852**
Net Annual Operating Expenditures	**$ 5,079,505**	**$ 5,704,125**	**$ 5,786,118**	**$ 6,018,880**	**$ 6,218,242**	**$ 6,416,361**
Staffing (FTEs) - Budgeted	41.5	41.5	41.5	41.5	41.5	41.5

**Community Services Administration includes 50% of the General Manager, Community Services/Deputy CAO*

***For 2026 funding for the new CUPE contract and management increases is budgeted in committed contingency under Corporate Services*

	2026 Approved Budget	2027 Draft Budget	2028 Draft Budget	2029 Draft Budget	2030 Draft Budget	2031 Draft Budget
Expenditure Summary						
Wages & Benefits	$ 5,178,661	$ 5,841,589	$ 5,938,527	$ 6,113,419	$ 6,280,379	$ 6,455,150
Services & Supply Contracts	1,568,921	1,740,947	1,772,973	1,807,656	1,844,339	1,883,092
Materials & Supplies	300,272	264,180	232,906	241,841	253,316	253,718
Utilities	75,400	77,300	78,846	80,422	82,030	83,670
Internal Charges & Other	571,747	550,859	561,874	573,093	584,554	596,222
Grants & Subsidies	115,000	85,000	85,000	85,000	85,000	85,000
Annual Operating Expenditures	**$ 7,810,001**	**$ 8,559,875**	**$ 8,670,126**	**$ 8,901,431**	**$ 9,129,618**	**$ 9,356,852**