



# **CITY ADMINISTRATION**

## **Chief Administrator's Office**

*2021 Business Plan*

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# Chief Administrator's Office

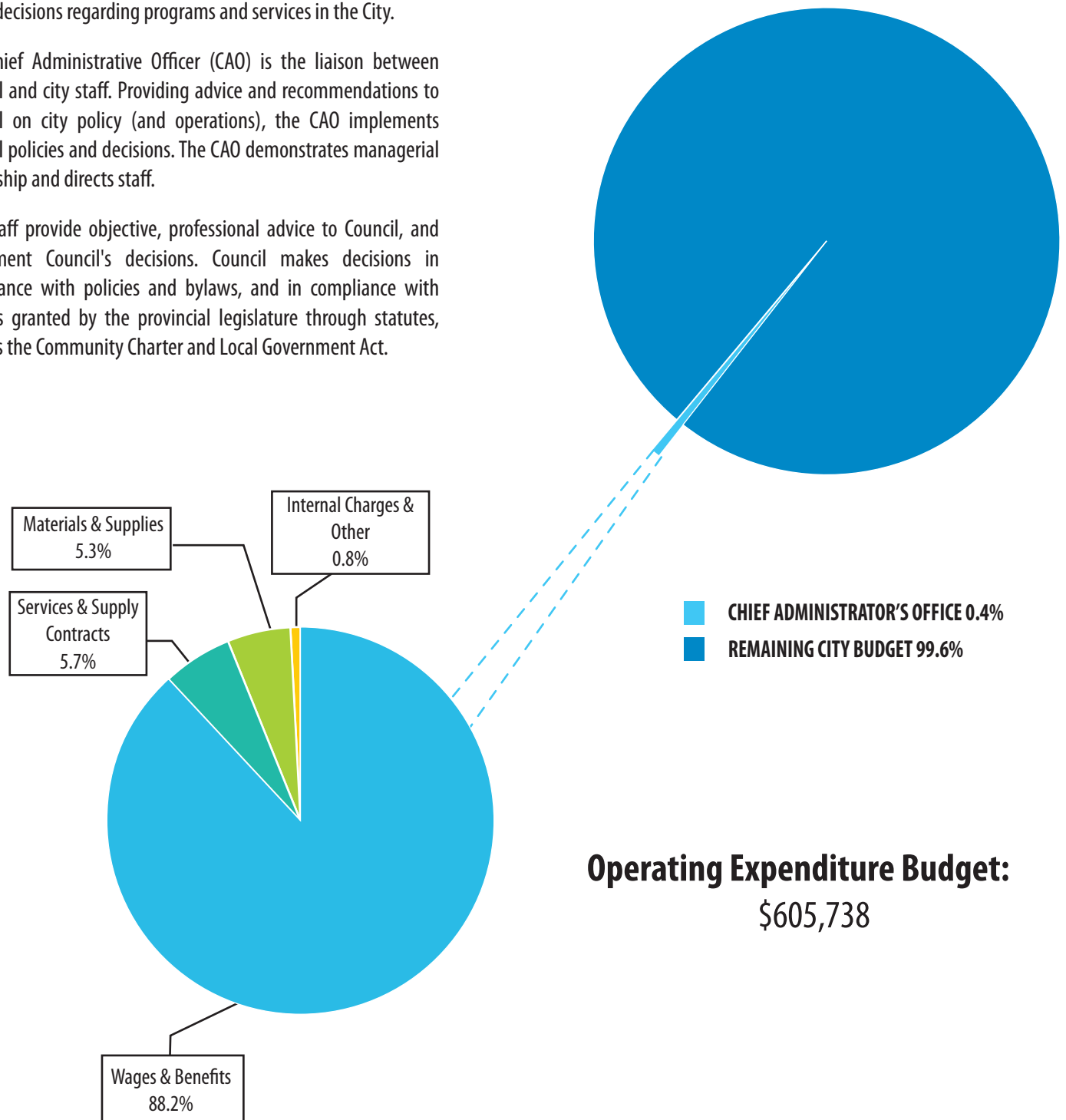
## OVERVIEW

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.

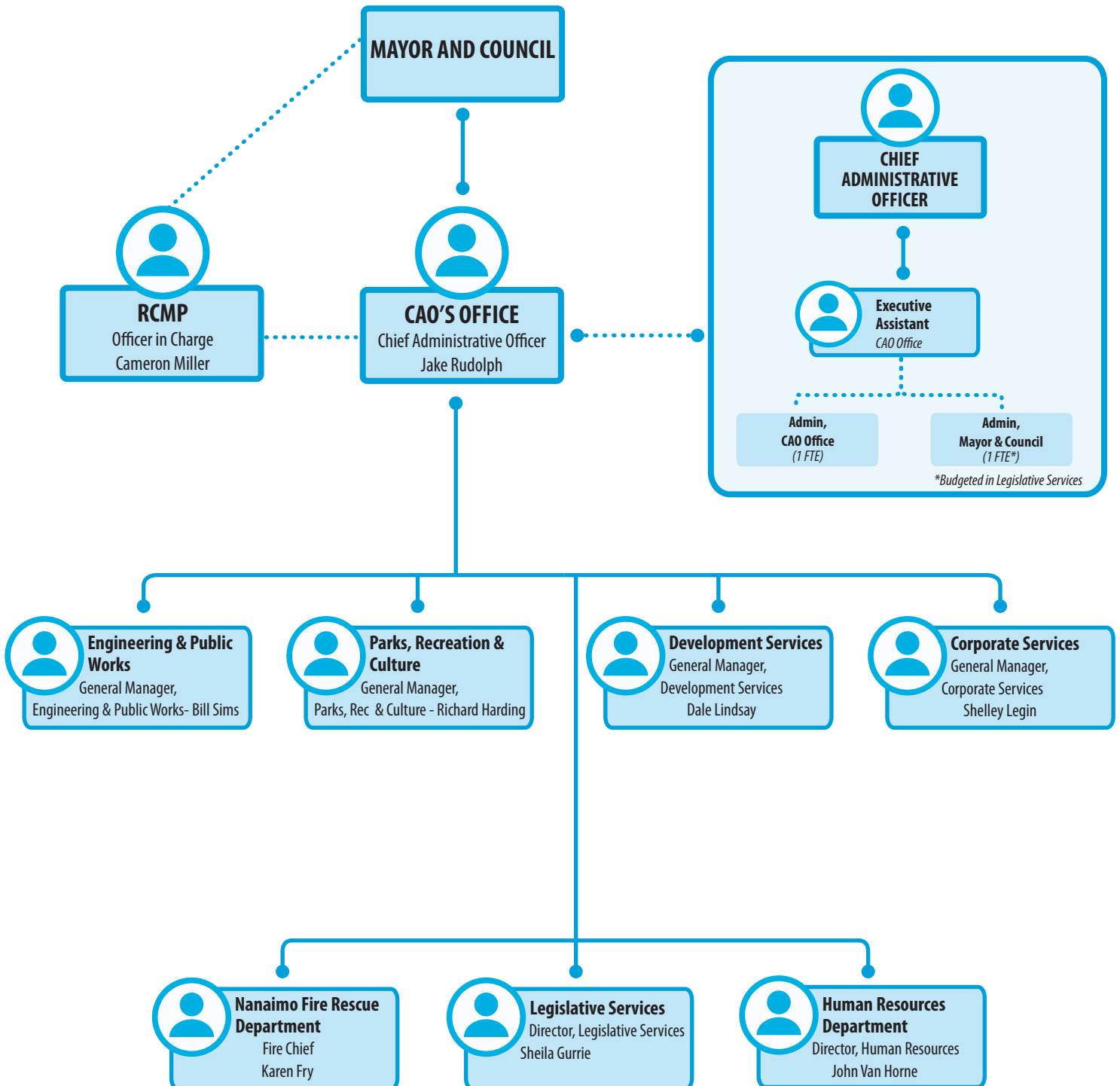
City staff provide objective, professional advice to Council, and implement Council's decisions. Council makes decisions in accordance with policies and bylaws, and in compliance with powers granted by the provincial legislature through statutes, such as the Community Charter and Local Government Act.

## DEPARTMENT'S SHARE OF CITY'S OPERATING EXPENDITURE BUDGET



**Operating Expenditure Budget:**  
\$605,738

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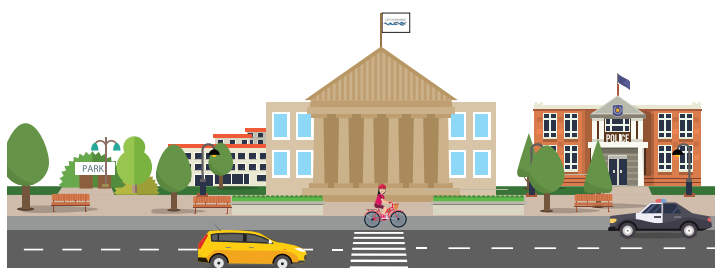
## 2020 ACHIEVEMENTS

One year ago I reported to Council on the accomplishments in 2019 and the ambitious work plan and forecasted challenges for 2020. I am pleased to report that the work program as outlined in the Council Strategic Plan and departmental business plans has achieved most targets. Conversely, the challenges of maintaining service levels in a year impacted by a worldwide pandemic cannot be overstated.

In March 2020, the City activated its Emergency Coordination Center (ECC). Pandemic impacts on the organization were immediate and significant as the City facilities were closed, and the community reeling from media reports and government alerts. Measures were implemented immediately to identify and maintain key services in public safety, utilities, technology, and communications, and the City transitioned to a virtual platform for Council and administrative City services. While the closures had significant staffing implications across the organization, particularly with recreation services, the support from Council and the community throughout the pandemic has been most appreciated. Governance stability and the organizational changes since 2019 positioned the City well to address the pandemic.

Throughout the year, the City has aligned its service delivery in accordance with the directives from the government and the Provincial Health Officer. Operational procedures have also adhered to the advice from the Union of BC Municipalities, WorkSafe BC, the BC Recreation and Parks Association, and other organizations.

Asset management is a core function for the City, and this responsibility was evident in a major water main failure in April. Maintaining core services during the pandemic has not been an option. I am grateful to the staff in Public Works, Fire Services, the RCMP, and numerous back-of-house support services in human resources, information technology, legislative services, communications, finance, engineering, and development services who have all contributed to a safe and functional City in 2020. Particular acknowledgment is owing to the Parks, Recreation, and Culture staff who have had a very challenging year, with significant staffing and operational impacts. I further wish to acknowledge our CUPE and IAFF unions who have been very supportive.



The collaborative work of the Senior Leadership Team (SLT) during 2020 allowed the City to address priority services impacts, stabilize the organization and pivot to digital services, the original work program, and reopening.

In addition to business continuity, the City has been proactive on several fronts with three task forces:

- Mayor's Task Force on Recovery and Resilience
- Health and Housing Task Force
- Economic Development Task Force

The City has also established two new committees in 2020:

- Advisory Committee on Accessibility and Inclusiveness
- District 68 Sports Field and Recreation Committee.

Service delivery reviews in 2020 have included:

- Animal Control
- Sanitation Services
- Building Permit Process
- Tourism Function
- Fire Services

Capital projects of note in 2020 include:

- Fire Hall #1
- Metral Drive Corridor Plan
- Bowen Road, Haliburton Street, and Hammond Bay improvements
- Recreation projects – Maffeo Sutton playground, Rotary Centennial Peace Garden, Serauxman Stadium lighting upgrade, Harewood Youth Skate Park

Other key initiatives for 2020 include:

- Continued work with Snuneymuxw First Nation, School District 68, and Nanaimo Port Authority
- Manuel of Engineering Standards and Specifications (MOESS)
- BC Housing Memorandum of Understanding (MOU)
- REIMAGINE Nanaimo
- Social Disorder Response Team

## KEY ACHIEVEMENTS IN 2020

### GOVERNANCE EXCELLENCE

- Business Continuity
- Mayor's Task Force on Recovery and Resilience
- Governance and Priorities Committee
- Inclusiveness and Accessibility Committee
- Recreation Services Committee
- SFN Protocol Agreement Working Group
- Te'tuxwtun
- Digital Process Improvements
- Human Resource Management
- Policy and Bylaw Review Initiative
- SARC/VICC Improvements
- Animal Control Review
- Capital Works Program
- Communications – Bang the Table

### ENVIRONMENT

- Environment Committee Work Plan
- Climate Resiliency Strategy
- Green Fleet Strategy
- Sanitation Service Review
- Plastic Bag Policy

### ECONOMIC HEALTH

- Economic Development Task Force
- Strong Building and Development Activity
- Building Permit Process Review
- Sustainable Procurement Initiative
- Fiscal Stewardship
- Gordon Street Hotel

### LIVEABILITY

- Health and Housing Task Force
- MOU with BC Housing
- REIMAGINE Nanaimo
- Fire Service Operational Plan
- Strategic Property Initiatives – Fire Hall #1
- Manual of Engineering Standards and Specifications (MOESS)
- Downtown Initiatives
- Waterfront Walkway
- Social Disorder Response Team

## 2021 KEY OPPORTUNITIES

2021 will be the third year of implementation for the 2019-2022 Council Strategic Plan. The enclosed summary chart identifies priorities that are complete, in progress, and ongoing. Numerous initiatives will carry over into 2021 and 2022, including:

- REIMAGINE Nanaimo coordinated review of several City plans and strategies
- Implementation of Task Force recommendations on recovery and resiliency, health and housing, and economic development
- Environment Committee and Accessibility and Inclusiveness work program
- Strategic partnerships with Snuneymuxw First Nation, Nanaimo Port Authority, School District 68, BC Housing, amongst others
- Significant capital projects such as Metral Drive, Boxwood Connector, and Fire Hall #1

COVID-19 presented an unprecedented challenge for the City in 2020 which impacted the service delivery across the organization and impeded progress on some initiatives. The impacts of COVID-19 will continue to be a prominent factor in 2021 and beyond for the organization. As such, the proposed budget and departmental business plans reflect the forecasted impact on revenue and operational challenges in areas such as recreation, for example.

# Chief Administrator's Office

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## 2021 KEY OPPORTUNITIES, cont'd

Notwithstanding the uncertainty for 2021, the work program is ambitious. Much of what the organization is responsible for is not top of mind in the daily lives of residents, but nonetheless draws a significant amount of resources. The City's \$3.0 billion in assets requires constant maintenance and investment as infrastructure ages and the City grows. Departments such as technology, human resources, legislative and financial services all have important support functions and growing demands. Across the organization, the impacts of our changing world require constant monitoring, adaptation, and investment. Change is a constant and the organization continues to evolve in fiscally prudent and measured steps.

Council's strategic plan speaks to areas of emphasis to focus resources during the timeframe of the plan. Generally speaking, and notwithstanding COVID 19, implementation of the strategic plan is on time and on track. The accomplishments of Council and the administration are outlined in the departmental business plans, and are numerous. Again, many improvements are not highly impactful in the daily lives of residents, but ensure the City continues to maintain its core services.

Last year, I outlined some of the key challenges facing the City. Nowhere did the commentary anticipate an issue as consequential as COVID-19. This will undoubtedly be a key influencing factor for the City in 2021. Can the recreation facilities function in a safe and fiscally responsible manner during COVID-19? How can the organization ensure its essential services continue without interruption? What will be taxpayers' primary needs from the City during COVID-19? What is the City's role during these challenging times?

As CAO, I would like to outline some key principles which shape the administration's approach heading into the next 12 months:

**1.) Stable governance** – Governance has been a major component of the Council mandate since the election. Many changes to the organization, legislative procedures, and Council conduct have yielded a stable governing environment. This in turn has permitted the City to restore and enhance service levels. It also permits the City to achieve progress where service demands warrant. During COVID-19, the importance of stable governance cannot be understated.

**2.) Resilience** – Resilience is one of the more fundamental issues for all cities. The issue touches on many subjects, such as emergency preparedness, the impacts of climate change, asset management, and the City's human capital, to name a few. 2021 will be a year to focus on organizational resilience. This may be at the expense of some components in the aspirational work plan, and the departmental leaders have been asked to make resilience a focus. During times of uncertainty, it is important to ensure the fundamental requirements of the organization and the community are addressed. This provides stability and provides for confidence.

**3.) Fiscal Sustainability** – COVID-19 has significantly impacted City revenues and expenditures. Recreation and cultural facilities, parking revenues, casino revenues, the Vancouver Island Conference Centre, and other service delivery partners have all been impacted. As a result, the proposed budget has made assumptions resulting in deferrals of business cases, capital projects, and other desirable initiatives. At the same time, costs for public safety, insurance, technology, and asset management continue to demand increased funding.

The City requires adequate funding to support its service delivery responsibilities. The City is also a major contributor to the local economy. These factors will play into the budget decision process for 2021. While attention is focused on immediate budgetary needs, it is also important to keep an eye to the future to provide ongoing fiscal sustainability.

**4.) One Community** – COVID-19 provides an opportunity, if not necessity, for Nanaimo to come together and do what it takes to keep our community healthy and moving forward. The Task Force on Recovery and Resilience report speaks to the key challenges and opportunities to forge forward and focus on key priorities. The City is being looked upon for leadership, but also to facilitate a collaborative approach to address key community issues.

Both the Health and Housing, and the Economic Development Task Forces are key examples of stakeholders coming together. Implementation of Task Force recommendations will be a focus for 2021.

## 2021 KEY OPPORTUNITIES, cont'd

**5.) Immediate Priorities** – A fundamental tenant for this Council term has been to restore, and be loyal to, good governance principles. This is very helpful in order to remain focused on immediate priorities:

*a.) Social Disorder* – The impacts of homelessness, mental health, addiction, and related matters are highly visible and consequential for the community. It is also a significant drain on resources which is not sustainable. Nanaimo and many other cities continue to advocate for a call to action by senior governments to effectively address these social issues. The collaboration with BC Housing is welcome and needed, and the City looks forward to working with the health authority and local service providers to address this important issue. In the interim, the City will be challenged to keep up with the impacts on City parks, streets, the downtown, and other areas, and will require funding to support these challenges.

*b.) Major Capital Needs* – Staff have presented to Council the unfunded major capital investment challenges for the City. The RCMP facility has required a major investment for over 10 years and does not meet current needs or standards. Similarly, the Public Works facility has a very dated fleet facility and modular trailer complex.

The community has spoken in favour of waterfront improvements, including an ambitious connection to Departure Bay and a south side community centre. Other projects to enhance the community's livability either do not have sufficient funding or are funded for the longer term. There generally appears to be support for an accelerated capital investment program for public transit and transportation projects. Funding limitations do impact the ability to advance some of these projects.

A focus of 2021 will be to advance planning for these projects and position the City to consider financial options moving forward.

*c.) Local Economy* – The Economic Development Task Force is producing a blueprint to support and grow the local economy. The new economic development strategy will require funding to support its recommendations.

The City is also moving forward with a sustainable procurement program in 2021, which aims to benefit the local economy. Other initiatives to assist the local businesses, in particular those most impacted by the COVID-19 pandemic, are anticipated to be a focus in 2021.

Council has cited the need to maintain the capital works program as a contributor to the local economy. The fiscal challenge will be to find the wherewithal to achieve this goal within the financial parameters available.

*d.) Organizational Resiliency* – At an administration level, the continuation of service delivery has been an unparalleled challenge since March 2020. Several departments are under tremendous strain and warrant ongoing support to maintain performance and morale.

*e.) Strategic Focus Areas* – The CAO Office is involved in a diversity of issues and is the pivot point linking Council and the administration. The focus of the CAO is a balance between the administrative requirements of the organization, and the support requirements of Council. It is anticipated that the following additional matters will be a focus for the CAO in 2021:

- REIMAGINE Nanaimo
- Fire services
- Business process enhancements
- Organizational leadership and change
- Issues of strategic importance including 1 Port Drive, partnerships, and task force implementations

*f.) Relationships* – The importance of working collaboratively with our key stakeholders and partners has been addressed earlier, but warrants reiteration. As noted, the Task Force on Recovery and Resiliency speaks to this. A priority of 2021 will continue to be the City relationship with Snuneymuxw First Nation and other partners. Both Council and staff understand the need for partnerships, and continued commitment to maintaining these relationships is recommended in 2021.





# Chief Administrator's Office

## STRATEGIC PLAN PRIORITIES

The 2019 – 2022 Strategic Plan identifies a number of key focus areas under each strategic theme to be integrated in annual operating plans and five-year investment plans.

Strategic Plan - Key Priorities Action Items				
<b>ENVIRONMENTAL RESPONSIBILITY</b>	2019	2020	2021	2022
Complete Climate Resiliency Strategy				
Recognize climate change and the impact on our community through our plans, strategies bylaws and actions				
Complete a Natural Asset Inventory and Strategy				
Conduct Downtown Mobility Study				
Update Community Sustainability Action Plan				
Work with Regional District of Nanaimo to increase the efficiency and effectiveness of public transit services in the City				
Work with Regional District of Nanaimo and other community organizations to develop food security for the region				
<b>GOVERNANCE EXCELLENCE</b>	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 governments 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				

LEGEND: In Progress Ongoing Complete Complete In Progress



Strategic Plan - Key Priorities Action Items				
LIVABILITY	2019	2020	2021	2022
Undertake a coordinated review of the Official Community Plan; Parks, Recreation and Culture Master Plan; 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 people 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	√	☑		

LEGEND:  In Progress  Ongoing  Complete  Complete  In Progress

# Chief Administrator's Office

Strategic Plan - Key Priorities Action Items				
ECONOMIC HEALTH	2019	2020	2021	2022
Identify and implement the most appropriate Economic Development model for Nanaimo	√	☑		
Complete an Economic Development Strategy		☑		
Continue to work with tourism sector (i.e. Nanaimo Hospitality Association, Tourism Nanaimo, Vancouver Island Conference Centre) to increase tourism in Nanaimo	√	☑		
Complete feasibility work and conceptual design for on-beach options for the Departure Bay Waterfront Walkway	√	☑		
Construct an interim walkway around One Port Drive	√			
Develop City property at One Port Drive	√	☑		
Implement improvements in the downtown core to increase pride of place, stimulate the economy and address public safety concerns.	√	☑		
Council advocate for a fast ferry service or other forms of transportation improvements for connectivity	√	☑		

LEGEND:  In Progress  Ongoing  Complete  Complete  In Progress

## PROPOSED OPERATING BUDGET

	2020	2021	2022	2023	2024	2025
<b>Revenues</b>	<b>Approved Budget</b>	<b>Draft Budget</b>	<b>Draft Budget</b>	<b>Draft Budget</b>	<b>Draft Budget</b>	<b>Draft Budget</b>
CAO Office	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Annual Operating Revenues</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Expenditures</b>						
CAO Office	\$ 595,067	\$ 605,738	\$ 617,660	\$ 629,821	\$ 642,224	\$ 654,876
<b>Annual Operating Expenditures</b>	\$ 595,067	\$ 605,738	\$ 617,660	\$ 629,821	\$ 642,224	\$ 654,876
<b>Net Annual Operating Expenditures</b>	\$ 595,067	\$ 605,738	\$ 617,660	\$ 629,821	\$ 642,224	\$ 654,876
Staffing (FTEs) - Budgeted	3.0	3.0	3.0	3.0	3.0	3.0

*Excludes legal budget.*

# Chief Administrator's Office

## PROPOSED OPERATING BUDGET

	2020	2021	2022	2023	2024	2025
<b>Expenditure Summary</b>	<b>Approved Budget</b>	<b>Draft Budget</b>	<b>Draft Budget</b>	<b>Draft Budget</b>	<b>Draft Budget</b>	<b>Draft Budget</b>
Wages & Benefits	\$ 519,170	\$ 534,269	\$ 544,955	\$ 555,854	\$ 566,971	\$ 578,310
Services & Supply Contracts	36,700	34,650	35,343	36,049	36,771	37,506
Materials & Supplies	33,200	31,935	32,382	32,838	33,302	33,776
Internal Charges & Other	5,997	4,884	4,980	5,080	5,180	5,284
<b>Annual Operating Expenditures</b>	<b>\$ 595,067</b>	<b>\$ 605,738</b>	<b>\$ 617,660</b>	<b>\$ 629,821</b>	<b>\$ 642,224</b>	<b>\$ 654,876</b>

*Excludes legal budget.*