



2021 ANNUAL REPORT

for the fiscal year ended December 31, 2021

CITY OF NANAIMO
BRITISH COLUMBIA, CANADA





CITY OF NANAIMO ANNUAL REPORT

for the year ending December 31, 2021

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:
Sean Fenzl, Rachel Kirk, Sabrina Patrice, Mike Thompson, Doug
Wortley and City of Nanaimo staff.



Government Finance Officers Association

Canadian Award for Financial Reporting

Presented to

**City of Nanaimo
British Columbia**

For its Annual
Financial Report
for the Year Ended

December 31, 2020

Executive Director/CEO

Government Finance Officers Association of the United States and Canada (GFOA) awarded a Canadian Award for Financial Reporting to the City of Nanaimo for its annual financial report for the fiscal year ended December 31, 2020. The Canadian Award for Financial Reporting program was established to encourage municipal governments throughout Canada to publish high quality financial reports and to provide peer recognition and technical guidance for officials preparing these reports.

In order to be awarded a Canadian Award for Financial Reporting, a government unit must publish an easily readable and efficiently organized annual financial report, whose contents conform to program standards. Such reports should go beyond the minimum requirements of generally accepted accounting principles and demonstrate an effort to clearly communicate the municipal government's financial picture, enhance an understanding of financial reporting by municipal governments, and address user needs.

A Canadian Award for Financial Reporting is valid for a period of one year only. We believe our current report continues to conform to the Canadian Award for Financial Reporting program requirements, and we will be submitting it to GFOA to determine its eligibility for another award.

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Nanaimo's Harbour looking toward Mount Benson



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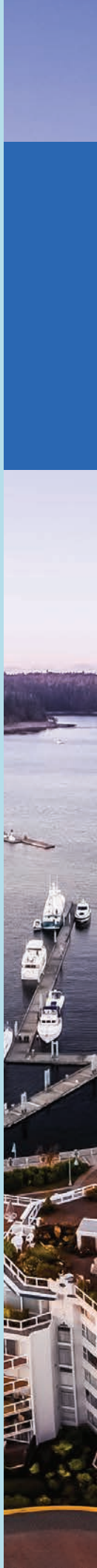
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WHO WE ARE



We respectfully acknowledge that the city boundary lies within the Traditional Territory of Snuneymuxw First Nation who have many significant ancestral village sites throughout the city including Stilinup (Departure Bay) and Sxwuyum (Millstone River). We recognize the Snuneymuxw Treaty of 1854, a trade and commerce treaty that forever and always preserves and protects Snuneymuxw villages, waters, enclosed fields, harvesting and gathering sites, and the right to hunt and fish as formerly.

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.



The City of Nanaimo is situated on the Traditional Territory of the Snuneymuxw First Nation. 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 plus helicopter and seaplane services linking Nanaimo with the rest of the world.

Nanaimo is an important service centre for a regional population of 360,000 people throughout central and northern Vancouver Island. 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.


Nanaimo boasts over 100 parks, an extensive trail system, public beaches, picnic areas and several recreational facilities, including Beban Park which houses Beban Pool, Frank Crane and Cliff McNabb Arenas; Nanaimo Aquatic Centre with its three pools; Nanaimo Ice Centre with two ice rinks as well as three golf courses all within the City's boundaries.

Residents can enjoy a leisurely stroll along the waterfront seawall or a vigorous hike up Mount Benson. Saysutshun (Newcastle

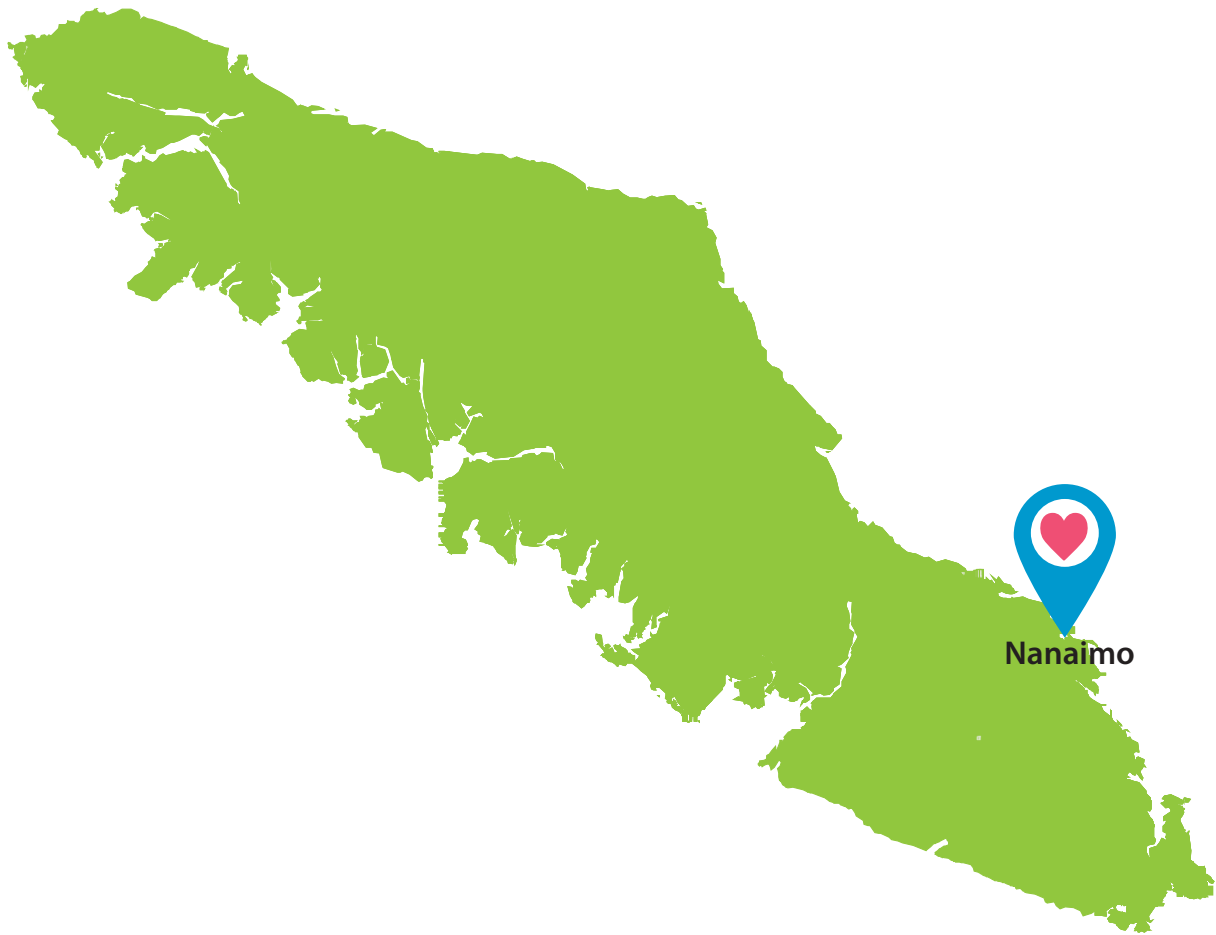
Island), a charming provincial park just off the shores of downtown Nanaimo, is a popular summertime picnic and camping area. Buttertubs Marsh, in the heart of the city, is a wonderful place to bird watch and learn about our delicate ecosystems. Neck Point Park is a 14.5 hectare waterfront park known for its views and natural features. The Linley Valley is a 156 hectare mainly undeveloped park. The park's trees, bluffs, creeks, wildlife and Cottle Lake contribute to the park's recreational appeal.

Nanaimo has a wide variety of art galleries and museums. The Nanaimo Museum can be found in the Port of Nanaimo Centre and the Nanaimo Military Museum is located downtown near the waterfront. Take in a Vancouver Island Symphony performance at the Port Theatre, an 800-seat facility on the waterfront where more than 270 shows typically take place annually.

You can even combine arts with the outdoors and take in the annual Symphony in the Harbour, Concerts in the Park or the annual Blues Festival. Under normal circumstances, Nanaimo is also a festival city. Annual events include the Maple Sugar Festival, the Children's Festival, the Marine Festival, the Dragonboat Festival and everything in between.

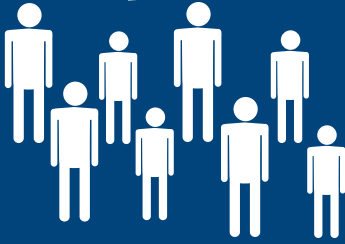


NANAIMO AT A GLANCE

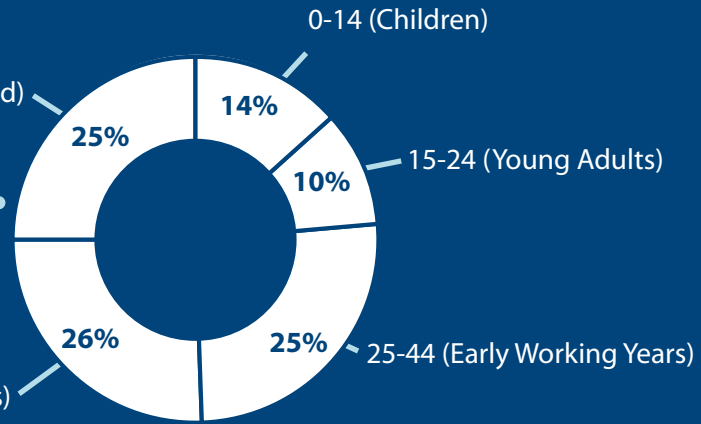


The City of Nanaimo occupies a land mass of just under 91 km² on the east coast of Central Vancouver Island on the Traditional Territory of Snuneymuxw First Nation. The Salish Sea to the east, and mountains and forests to the west, form Nanaimo's natural boundaries and define the long linear shape of our city. Nanaimo is only 5 km wide but stretches over 20 km from the Nanaimo River estuary in the south to the District of Lantzville border in the north. Nanaimo is referred to as the "Harbour City" due to its large protected natural harbour, which has led to the City becoming a key transportation hub for Vancouver Island.

99,865



People call Nanaimo home



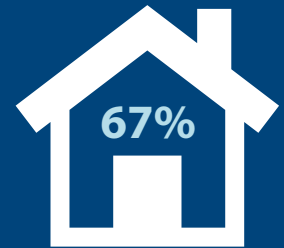
Total # of households



Average household size



Rent



Own



Average household income: \$93,487
Median household income: \$74,102



Average assessed value (residential property)



In labour force

6,214



Licensed businesses operate in our community

Sources: 2021 Statistics Canada Census of Population, City of Nanaimo Finance Department, 2022 State of the Nanaimo Economy Report

RESILIENCE

What am I?

Who am I?

A puny creature with a fist-size heart?
A giant microcosm of cells working in split-second precision?
A body of electrical charges and countless nerve impulses firing non-stop?
An engineered structure of skin and bone with microscopic tubes coursing through it,
all programmed and timed,
that runs its course or vanishes into the blue, like a candle in the wind.

Wait a minute,
I am much more than what you say.
I am a reservoir of strength.

I am a mountain peak
that faces blinding blizzards,
lashing winds.
I remain unscathed.
'cause I am strong.

I am that trickle of water
that drips down softly and steadily,
never giving up,
till I become a thunderous waterfall
that can tear through rocks
and chisel granite.

I am that tiny seed,
half-buried under gravel,
who has not seen the light of the day,
yet, is able to rise
to break through the hard crusty soil,
its tender leaves curling to breathe a new life

I may be puny.
I may be frail,
yet my spirit remains unvanquished.
never giving up
'cause the sun always shines
no matter how menacing the clouds are.
I will overcome the unexpected and stand in the storm
till it dies down.

I am a boat
that crosses uncharted angry seas,
spilling with lashing waters and giant waves—
yet, I sail on.

There are many moments when my boat
rocks so hard that it almost overturns,
like a smashed matchbox.
When the wind blows me away,
I will adapt my sails to it.

I will not just jump puddles
I will cross oceans where there is no land to see.
I will get up,
even when I have fallen many a time.
'cause I have resilience.

*Submitted by Kamal Parmar
Poet Laureate of City of Nanaimo*

NANAIMO'S POET LAUREATE



At the beginning of August 2021, Kamal Parmar began a two-year term as the City of Nanaimo's Poet Laureate. The purpose of Nanaimo's Poet Laureate program is to raise awareness of poetry, the literary arts and the positive impact literature and poetry can have on community life.

Kamal is a poet and writer who has been passionately engaged with writing from a very early age. She experiments often with Haiku poetry and also with creative non-fiction. Her work has been published in the UK, Canada and India. Her books include *Still Waters* (2020), *Letters to a Son and a Daughter* (2019), *In the Rising Mist* (2013), *Fleeting Shadows* (2010) and *Filigree and Flint* (1997).

We would like to thank Kamal for contributing this piece, *Resilience*, to the 2021 Annual Report. We feel it is a fitting message of our community's ability to be resilient in the face of the many challenges we have faced over the past two years.

2021 CULTURE & HERITAGE AWARDS

Every year since 1998, the City of Nanaimo has celebrated local excellence in arts and culture through the Culture & Heritage Awards. The annual awards program is an opportunity to honour extraordinary achievement while generating awareness and pride for the calibre of arts and

culture activity in Nanaimo, as well as the dynamic impact of the sector on our community's economic, social and cultural well-being. Congratulations to the 2021 Culture and Heritage Award recipients.

Excellence in Culture Award Ay Lelum–The Good House of Design

Emerging Cultural Leader Eliot White-Hill, Kwulasultun



 **SHOW ME MORE!**



This video, titled **Ay Lelum - The Good House of Design, Excellence in Culture Award**, shows why this family-run design house was nominated and won this award in 2021. Video by Kelly Adam Video & Photography

Use the QR code to watch the video.



 **SHOW ME MORE!**



This video, titled **Eliot White-Hill, Emerging Cultural Leader Award**, shows why this writer and artist was nominated and won this award in 2021.

Video by Kelly Adam Video & Photography

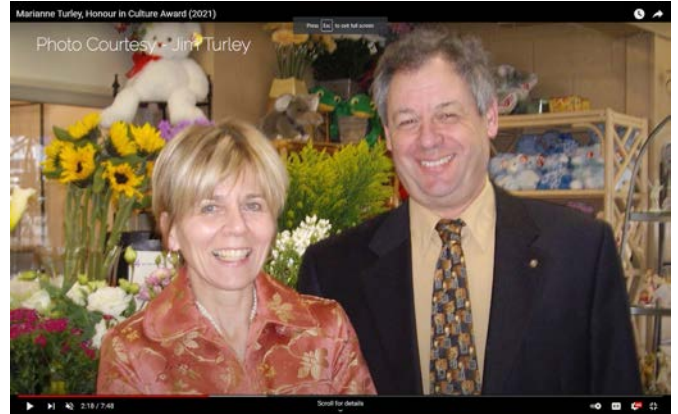
Use the QR code to watch the video.



Honour in Culture Award Marianne Turley



SHOW ME MORE!



This video, titled **Marianne Turley, Honour in Culture Award**, shows why this long-time champion of Vancouver Island Symphony was nominated and won this award in 2021. Video by Kelly Adam Video & Photography



Use the QR code to watch the video.

Honour in Culture Award Christine Whitelaw



SHOW ME MORE!



This video, titled **Christine Whitelaw, Honour in Culture Award**, shows why this passionate volunteer was nominated and won this award in 2021.

Video by Kelly Adam Video & Photography



Use the QR code to watch the video.

AWARDS



The Institute of Transportation Engineers awarded the City with the **2021 North American Complete Streets Transportation Achievement Award** for the Metral Drive Complete Street project which used the City's Complete Streets Engineering Standards.



The Union of BC Municipalities awarded the City the **2021 Community Excellence Award for Excellence in Sustainability** for the Metral Drive Complete Street project.



The Canadian Public Works Association awarded the City with the **Most Creative Entry Award** for National Public Works Week.

The Government Finance Officers Association of US & Canada awarded the City with the **Popular Award for Financial Reporting** for the 2020 Annual Municipal Report Highlights for the year ended December 31, 2020.

The Government Finance Officers Association of US & Canada awarded the City with the **Canadian Award for Financial Reporting** for the City's 2020 Annual Municipal Report for the year ended December 31, 2020.

The Public Works Association of BC awarded the City with the **Public Works Week Celebration Award** for the City's activities to bring awareness and educate about the role Public Works plays in our everyday lives.



Looking toward Saysutshun (Newcastle Island)



Left to Right: Hon. Sheila Malcolmson, Minister of Mental Health and Addictions, Elder Jerry Brown, Snuneymuxw First Nation, Chief Michael Wyse, Snuneymuxw First Nation and Mayor Leonard Krog on National Day for Truth and Reconciliation

A MESSAGE FROM MAYOR LEONARD KROG

In 2021, our community pressed on in the face of a number of challenges that included a heat dome, economic disruptions and the ongoing COVID-19 pandemic.

We continued to build a plan for our future with the largest public engagement exercise in our local history – **REIMAGINE NANAIMO**. Along the way, we adopted a new model to guide our vision for a healthy, prosperous and inclusive community, and called it the Nanaimo Doughnut.

Doughnut economics offers a planning framework that seeks the ‘sweet spot’ where we can meet our social and physical needs while respecting the limits of the environment that supports us. Community input articulated the areas of focus that matter most and translated those into five goals for a city that is green, connected, healthy, empowered and prosperous.

In spite of the impact COVID-19 has had on our economy, Nanaimo’s economy remains strong and our population is growing, and growing younger. As we move closer to our 150th birthday in 2024, our city is emerging as a destination for investment, visitors and new residents.

In 2021, housing starts were up 50 per cent over the previous year and building permit values were the second highest ever. Over four years, we were in the top five fastest-growing cities in Canada, receiving new residents from across BC and Canada. Our jobless rate is lower than provincial and national averages, and for the first time in memory, the fastest growing demographic is young people aged 25 to 44.

A younger population means more business activity, more demand for entertainment and recreation and more people to fill the many roles that make Nanaimo a vibrant, healthy community.

Private sector investment includes a new Marriott Hotel, a promised foot-passenger ferry and new, dedicated rental housing downtown. Along with the Province and the Nanaimo Port Authority, the City is working to develop economic agreements and partnerships with Snuneymuxw First Nation, an important part of reconciliation with indigenous peoples that helps us achieve our city’s goals.

Our plans to support our downtown and work to reduce public disorder related to homelessness, mental illness and drug addiction are well underway. We still need – and continue to seek – much more support from senior governments whose mandates and resources are essential to provide housing, health care and public safety.

I am proud of the work we have done to set Nanaimo on a path toward a sustainable, prosperous future. With more than 10,000 community members’ voices informing our new City Plan: Nanaimo ReImagined, we have a clear vision of the future people hope to see, even as our world continues to change.

This annual report comprises the work of City of Nanaimo staff and Council who have delivered an impressive array of programs, projects and services in some of the most difficult times we have ever faced. We see better days ahead while we plan for even greater adaptability and resilience in the quirky, endearing harbour city we love so well.



Leonard Krog
Mayor, City of Nanaimo



Nanaimo City Council

City Council is responsible for local government leadership and decision-making. Their responsibilities include establishing and implementing the priorities of the City of Nanaimo as well as overseeing the overall administration of civic business.

The Mayor and Councillors also serve on many committees, boards and advisory groups where they provide strategic input and direction on City initiatives, set budget priorities and advise on regional issues.

Councillors serve on various boards including:

- Regional District of Nanaimo (RDN) Board
- Vancouver Island Library Board
- Nanaimo Port Authority/City Liaison Committee
- Snuneymuxw First Nation Liaison Committee Protocol Agreement Working Group (PAWG)

Council's Boards and Committees include:

- Advisory Committee on Accessibility and Inclusiveness
- Design Advisory Panel
- Economic Development Task Force
- Environment Committee
- Finance and Audit Committee (all members of Council)
- Governance and Priorities Committee (all members of Council)
- Health and Housing Task Force
- Mayor's Leaders' Table
- Nanaimo Youth Advisory Council
- Parcel Tax Roll Review Panel
- Special District 68 Sports Field and Recreation Committee

Declarations of disqualified Council Members: No members of Council were disqualified in 2021.



Mayor Leonard Krog

- Mayor's Leaders' Table
- PAWG
- RDN Board



Councillor Sheryl Armstrong

- Advisory Committee on Accessibility and Inclusiveness
- Mayor's Leaders' Table
- PAWG
- RDN Board



Councillor Don Bonner

- Environment Committee
- Health and Housing Task Force
- RDN Board



Councillor Tyler Brown

- Design Advisory Panel
- Environment Committee
- 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
- Parcel Tax Roll Review Panel (Alternate)



Councillor Ian Thorpe

- District 68 Sports Field and Recreation Committee
- Mayor's Leaders' Table
- Nanaimo Port Authority/City Liaison Committee
- RDN Board
- Parcel Tax Roll Review Panel
- PAWG



Councillor Jim Turley

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

A MESSAGE FROM JAKE RUDOLPH, CAO

It has been my pleasure and privilege to lead the City's administration through the most challenging times we have faced in living memory. With the guidance of City Council, and the strength of engaged, talented and committed staff, we have weathered multiple waves of the pandemic and emerged with our foundations intact. As we continue to recover from the effects of COVID-19 and climatic events, the City has remained resilient and maintained its focus on the priorities Council set out when they were elected in 2018.

With a commitment to fostering a culture of governance excellence at the forefront, Council is well on its way to completing the work they set out for themselves in their four-year strategic plan.

Despite the constraints required to contain COVID-19, the City accepted the challenge of undertaking REIMAGINE NANAIMO, the public engagement process that has informed a refreshed and updated suite of plans: our Official Community Plan; Parks, Recreation and Culture Master Plan; and the Active Transportation Plan. A new City Plan: Nanaimo Reimagined will be completed in 2022. The vision and goals of that plan will guide future Councils as they set out strategies and plans for years to come.

We have strengthened our relationships with community stakeholders through the Mayor's Task Force on Recovery and Resilience and the working groups that came together to help Nanaimo rebuild on the best foundation possible. A report on their findings and recommendations will be completed in 2022, prior to the General Municipal Election.

The City's relationships are producing results. Strategic partnerships with Snuneymuxw First Nation, Nanaimo Port Authority, School District 68 and BC Housing – amongst others – are helping us to develop social and economic assets to serve our community better.

The economic impact of COVID-19 and climate change on our city's revenues and expenses is less acute than in 2020, but we continue to adjust our priorities and plans to meet current fiscal realities. Our capital plan and the necessary maintenance of \$3 billion in City assets will be adjusted to reflect rising inflation, slower-than-usual delivery schedules and labour supply shortages.

Rebuilding trust within the business community has allowed us to create new agencies to promote tourism and attract investment. Tourism Nanaimo and the Nanaimo Prosperity Corporation will be fully incorporated and functional in 2022, bringing in the people and resources that will help us expand on our current strengths and enhance our ability to manage whatever the future brings.

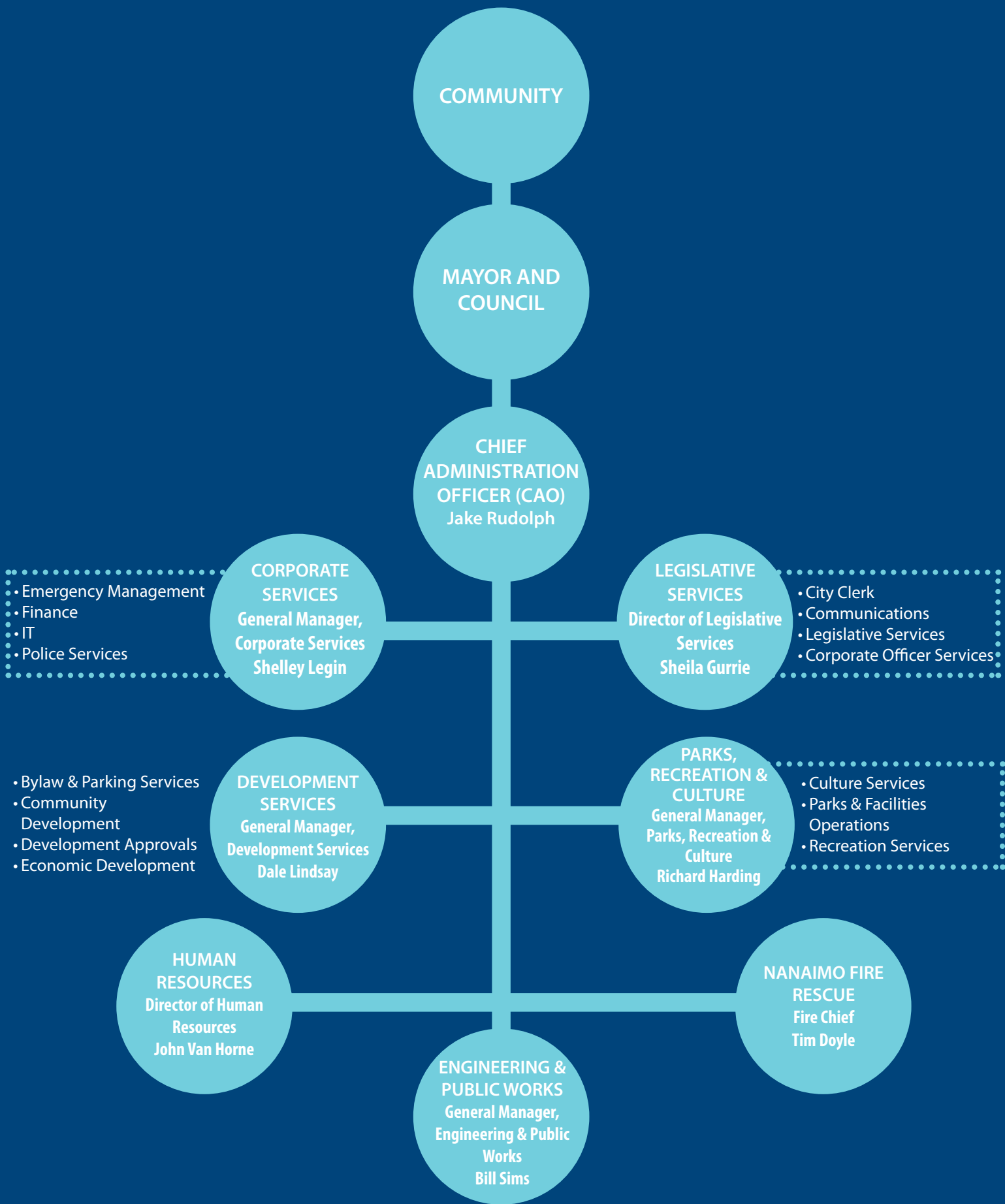
You can find more detailed information on our performance within the pages of this report.

Nanaimo's greatest strength, regardless of the challenge, is its people. As CAO, I am fortunate to work with some of Nanaimo's best. With the collaboration of City Council, staff and our dedicated community partners, we are positioned well to recover from the immense challenges of the past two years as we continue to grow and build a vibrant, thriving community.



Jake Rudolph

Jake Rudolph
CAO, City of Nanaimo





NATIONAL DAY FOR TRUTH AND RECONCILIATION

On Thursday, September 30, 2021, the first National Day for Truth and Reconciliation was held. This is an annual day of observance to honour First Nations, Inuit and Métis residential school survivors, their families and communities.

The City of Nanaimo worked alongside Snuneymuxw First Nation and Nanaimo Ladysmith Public Schools to plan and host an event, Honouring our Children and Survivors on National Day for Truth and Reconciliation, to observe the day in Maffeo Sutton Park.







STRATEGIC PRIORITIES



Waterfront Walkway

Our vision is...

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

In early 2019, Mayor and Council underwent a planning process with an independent consultant to define their vision and values for their term on council. The 2019-2022 Strategic Plan is the result of that process.

The plan sets out four important strategic themes that represent the values of Council and the community. These pillars are Environmental Responsibility, Governance Excellence, Livability and Economic Health. Within these priorities

are key focus areas to elaborate on the vision, and many action items listed to see that vision through.

As strategic priorities move to an operational level and are accomplished, Council develops new priorities. Council's Strategic Plan provides a clear road map, focusing resources and energies on priority projects and initiatives that benefit the people who live, work, play, visit and invest in our spectacular city.



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.



ECONOMIC HEALTH

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



GOVERNANCE EXCELLENCE

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



ENVIRONMENTAL RESPONSIBILITY

Buttertubs Marsh

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

Environmental Responsibility	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 the Regional District of Nanaimo and other community organizations to develop food security for the region				

Colour Legend: Green - In Progress Blue - Ongoing Purple - Complete

2021 Highlights

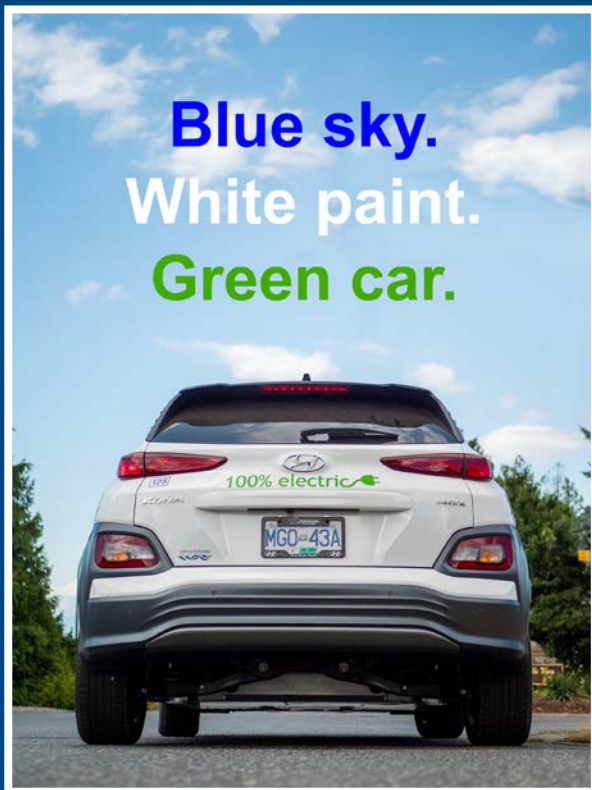
- Council adopted an Energy Step Code Rezoning Policy to increase building energy efficiency and reduce greenhouse gas emissions in Nanaimo.
- The Checkout Bag Regulation Bylaw No. 7283 eliminating plastic carry out bags was adopted in 2021 and took effect on July 1.
- The City maintains a utility monitoring service at 11 of our highest usage sites. This allows staff to monitor usage and follow up with anomalies efficiently. This also provides real world reporting on the effectiveness of our infrastructure initiatives and the impact on our utility needs, including fossil fuel consumption.
- Completed a Feasibility Analysis at Beban Pool and Nanaimo Aquatic Centre to identify opportunities to reduce the carbon footprint of our two highest GHG-producing facilities.
- Upgraded to LED lighting in Nanaimo Ice Centre.
- Completed a Low-Carbon Electrification Study at the Port Theatre.
- Enhanced the salmonid population in Departure Creek, in partnership with Snuneymuxw First Nation and the neighbourhood association, through cleaning of the creek diversion sediment removal.
- Implemented energy and emissions reduction strategies at the new Fire Station #1.
- Used sustainability standards during purchase of new Fire Station #1 furniture including sourcing products made with natural fibers, eco label policies and end of life recycling.
- Construction and delivery of one Wildland Apparatus.
- Continued to reduce Green House Gas Emissions by adhering to the City's Green Fleet Strategy.
- Purchased three fully electric passenger vehicles and two Compressed Natural Gas automated refuse trucks.
- Planted a Living Wall at Oliver Woods Community Centre.
- Completed upgrades to Woodstream Park for fish habitat restoration.
- Planted over 250 trees and 350 shrubs as part of a City-wide Tree Relay in November 2021.
- Enhanced the native plant listing on the City website.
- Moved to an online-only Activity Guide.
- A volunteer group pulled invasive species at the Cable Bay trail head and, through funding from Uhaul, planted 80 native trees and 500 native shrubs.
- Planted 100 small native trees along the E&N trail by the Green Faith Circle.
- Protection Island residents planted 45 native trees and 265 native plants that were purchased with funds from a BC Hydro grant.
- Carried out a prescribed stand management plan in Beban Park, which consisted of selective tree removal, invasive species removal and the replanting of 100 native trees and 1,000 native plants. Planting was done by volunteers.
- Decommissioned a trail at the Chase River Estuary and planted 63 native trees and 300 native shrubs
- Reclaimed park area in Westwood Lake Park and planted 50 native trees and 720 native shrubs.
- Held the annual Invasive Plants Awareness month with events that include invasive plant removal work parties and an invasive plants drop zone where residents can dispose of invasive plants they have removed from their yards.
- Completed habitat restorations in Beban Park's Participatory Park, Neck Point Park and Pipers Lagoon Park.

Performance Metrics

Measure	2020	2021
Tree Vouchers sold through annual Tree Voucher program (funded by tree replacement cash-in-lieu payments)	173 (sales began in September due to COVID-19)	1,339
Tree removal permits	121	146
Waste Diversion rate from regional landfill	65%	65%
Curbside collection solid waste (kg per household)	Garbage 227 kg/hh Recycling 129 kg/hh Organics 293 kg/hh	Garbage 220 kg/hh Recycling 125 kg/hh Organics 279 kg/hh



New energy-efficient LED lighting was installed in Nanaimo Ice Centre in 2021.

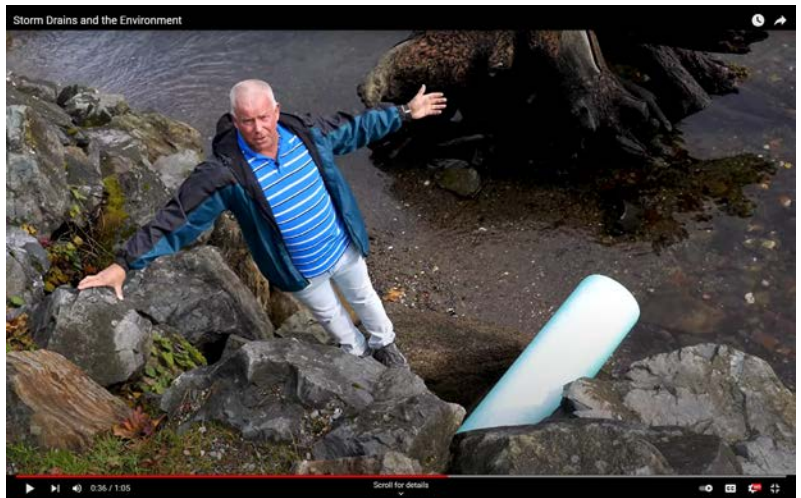


Blue sky.
White paint.
Green car.

We added to our Green Fleet in 2021 with the purchase of two new electric vehicles.



SHOW ME MORE!



In 2021, we produced the **Storm Drains and the Environment** video with the purpose to educate residents on storm drains and the only thing that should go in them (hint, it's rainwater).

Use the QR code to watch the video.





Planting the Living Wall at Oliver Woods Community Centre



Cyclists on the completed Phase 1 section of the Metral Drive Complete Street project



Volunteers at the Cable Bay Invasive Plants Clean Up



GOVERNANCE EXCELLENCE

National Day for Truth and Reconciliation

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

Governance Excellence	2019	2020	2021	2022
<ul style="list-style-type: none"> ▪ Implement a new model of governance that allows Council to participate in an enhanced decision making process 	✓			
<ul style="list-style-type: none"> ▪ Undertake a review and update Council Policies and Bylaws 				
<ul style="list-style-type: none"> ▪ Continue to work with Snuneymuxw First Nation through the Protocol Agreement Working Group to address issues and topics of mutual interest 				
<ul style="list-style-type: none"> ▪ Enhance stakeholder relations with the Nanaimo Port Authority, School District 68, the Greater Nanaimo Chamber of Commerce and the Regional District of Nanaimo 				
<ul style="list-style-type: none"> ▪ Seek grant funding opportunities from the Federal and Provincial government for capital projects 				
<ul style="list-style-type: none"> ▪ Advocate to the Federal and Provincial governments to take responsibility for mental health, affordable housing and social disorder issues 				
<ul style="list-style-type: none"> ▪ Undertake a review of civic facilities to prioritize and plan for necessary upgrades, expansion and/or replacement 				

Colour Legend: **Green** - In Progress **Blue** - Ongoing **Purple** - Complete

2021 Highlights

- Worked alongside Snuneymuxw First Nation and Nanaimo Ladysmith Public Schools to jointly plan and host the first National Truth & Reconciliation Day on September 30 at Maffeo Sutton Park. This was live-streamed on Shaw Community Channel 4 and attended in person by an estimated 3,000 people.
- Council adopted a Community Amenity Contribution (CAC) Policy to offer guidance, transparency and certainty for the provision of amenities at the time of a rezoning application or land use covenant amendment application. The Policy, which came into effect January 1, 2022, encourages greater contributions for public amenities as the city grows and supports the direction provided in the City's Affordable Housing Strategy through a balanced approach that reflects local market conditions and phased CAC rate increases that reduce the impact on the development community.
- Reviewed and assessed civic facilities to plan for necessary renewals and upgrades. This multi-year project is 84% complete with five major facilities remaining.
- Continued to support the Province by providing the public with information on the COVID-19 pandemic and updated Provincial Health Orders.
- Continued to guide the organization through its COVID response and recovery, including developing a COVID Vaccination policy and Rapid Testing Program to enhance the health and safety of our employees as well as the patrons coming to our facilities.
- Reintegrated the dozens of employees who had worked remotely during the pandemic or who had been redeployed to other duties.
- Developed a Remote Work Assignment policy.
- Council endorsed the recommendations of an independent Building Permit Function Review to ensure that the City's building permitted processes remain efficient and effective.
- Completed a number of updates to the City's Zoning Bylaw and Off-Street Parking Regulation Bylaw.
- Updated and modernized the City's standard tender document.
- Developed a Quality Management System for Engineering to be compliant with the Provincial Professional Governance Act.
- Selected a new Corporate Asset Management System to manage City Assets. This multi-year project will enhance the management of all City assets including water, dams, sewers, roads, signage, fleets, facilities and other assets.
- Completed an electrical upgrade at Beban Park including sub-metering and supporting infrastructure for back-up power generators.
- Council repealed 101 outdated policies.
- Began the process of evaluating the decision to upgrade the City's SAP accounting software to a new version or selecting a new accounting software.
- Continued to staff vacancies, while minimizing in-person interactions during the pandemic, by conducting all interviews online.
- Held three staff events to learn about local First Nations protocols and history.
- Negotiated a new collective agreement with IAFF Local 905. With the full support of both parties and in support of the work of the Advisory Committee on Accessibility and Inclusiveness, we made this new agreement fully gender neutral/gender inclusive.
- Completed a Request for Proposal process for the City's benefit carrier and another such process for the Employee and Family Assistance Program.
- Council adopted a new Business Licence Bylaw, Animal Control Bylaw, Political Signage Bylaw and Business Improvement Association (BIA) Bylaw and Checkout Bag Regulation Bylaw.
- Completed the scanning of all City of Nanaimo bylaws.
- Completed inventories of Council and City Administrative policies.
- Signed on North Cowichan to the Dispute Adjudication Registry System.
- Completed a comprehensive condition assessment and risk of failure analysis of the Sanitary Lift Station assets to inform future capital investment to maintain reliable service of the infrastructure.
- Developed a new streamlined Public Hearing Process policy.

- Completed integration of all shared drive records in Legislative Services Department into the recently procured Electronic Document Records Management System, Laserfiche.
- Established a Terms of Reference for the Privacy and Information Security Committee, a staff committee that reviews and improves privacy and information security efforts for the City of Nanaimo.
- Updated the Video Surveillance of Civic Property Policy to ensure the policy meets current privacy standards and responsibilities. Council adopted the new policy in July 2021.
- Updated processes and procedures to align with updates to the *Freedom of Information and Protection of Privacy Act*.
- Added new inventory of retaining walls to GIS mapping to support risk management and asset management efforts.
- Updated Asset Management platform for Traffic Management Unit.
- Hired Traffic Signal Technician to improve internal capacity to operate and maintain traffic and pedestrian signal infrastructure, reducing reliance on external contractors.
- Adapted work programs for street markings in response to supply chain constraints for certain materials.
- Ongoing replacement of existing Fire Station #1 at same location for minimal disruption and to reduce costs.
- Ongoing development of Nanaimo Fire Rescue's Master Plan to provide recommendations to Council.
- Expanded support for staff facing occupational stress injuries.
- Replacement of Fire department's Self-Contained Breathing Apparatus.
- Preparation for adoption and changes to the BC Fire Code, BC Building Code and new Fire Safety Act.
- Achieved statutory completion of the 2021-2024 Financial Plan Bylaw, 2021 Property Tax Rates Bylaw, 2020 Annual Financial Statements, and 2020 Statement of Financial Information Report.
- Moved from biannual to seasonal recreation program registration.
- Revamped the Operating, Project and Downtown Events Grants processes.
- Created the Resilience Grant opportunity.
- Developed a Public Art Maintenance program.
- Created a new Urban Design Roster.
- Created a Community Tourism & Special Events Working Group.
- Supported the Nanaimo Art Gallery Feasibility Study as members of the Working Group.
- Enhanced the Online Public Art Inventory.
- Created and initiated Art in Public Spaces Working Group.
- Continued to work with the Advisory Committee on Accessibility and Inclusiveness as per new BC legislation.
- Completed an accessibility audit on Beban Pool.
- Created a Community Special Events Working Group.
- Updated the map and interface on the website's very popular Fire Rescue Incidents application. Assisted Fire Rescue with the transition of fire dispatch communications and information technologies.
- Implemented a new cloud-hosted transportation analysis toolset.
- Transitioned to new water modeling software used across the Engineering department.
- Divided and rebalanced existing collection zones into garbage and recycling specific subzones.
- Revamped internal HubMap application with new capabilities and features, added new data layers and streamlined update processes.
- Captured new Oblique aerial photography for internal staff to observe detailed imaging without having to travel to the field.
- Upgraded the audio-visual technology in the VICC Shaw Auditorium and Rispin Committee Room to improve the technology for hybrid Council meetings and live-streaming events.
- Started implementation of a new budget planning software system, UNIT4, with the goal of improving efficiency of budget development, management and reporting processes.
- Completed an Office 365 pilot project of 50 users in anticipation of a full City rollout in 2022.
- Implemented a new purchasing vendor portal system, Bids&Tenders.
- Developed an RFP for the modernization of the City's Enterprise Resources Planning System.
- Implemented IT process improvements to increase system availability and reliability.

- Completed technology refresh of virtual servers and storage technology in the Nanaimo Data Centre.
- Conducted a study as part of an Intelligent City Strategy to plan wireless and dark fibre cable development to support City operations and facilities, economic development, smart city technologies and connect community partners.
- Established a working group to scope out tangible capital assets that will have a legal obligation at retirement as part of a new accounting standard PS3280 - Asset Retirement Obligations (ARO), which will need to be incorporated into the annual financial statements.
- Began the process of updating the Asset Management Plan and 20 Year Investment Plan.
- Revenue Services promoted online payments and, as a result, approximately 77% of all 2021 tax payments were made electronically.
- Developed and implemented a Sustainable Procurement Policy.
- Hired an additional seven municipal police officers and seven municipal police services support staff.
- The Nanaimo RCMP detachment continued to work with Municipal, Provincial and Federal Partners to address social pressures.
- Provided Community Evacuation Training with Justice Institute of BC to partner agencies.
- Maintained consistent stock levels of personal protective equipment (PPE) and other materials for all Public Works staff during a time of extreme material shortages due to COVID-19.
- Engaged an engineering consultant to list the steps, resources and staff needed for the creation of the storm water utility.
- Secured a FireSmart Grant to educate the public on ways to protect their homes from and reduce the spread of wildfires.
- Adapted education and training programs to allow for more access to online training throughout the province and increase revenues to offsets to the fire department budget.

Performance Metrics

Measure	2020	2021
Council, Governance & Priorities meetings	49	54
Committee meetings	31	31
Freedom of Information requests	299	302
Liability claims processed (opened and closed)	70	73
Privacy Impact Assessments initiated	23	21
News Releases issued	153	133
My Nanaimo This Week eNews published	43	51
Informational/Awareness videos produced	67	26
Permit processing time for Single Dwelling	6.2 weeks	7.9 weeks
Processing time for Rezoning	46.7 weeks	63 weeks
Number of purchasing files opened for new or renewed contracts	255	403
Number of invoices processed by Accounts Payable	21,949	21,891
Drainage mains condition assessment	16.4 km	11.1 km
Sanitary sewer mains condition assessment	45.1 km	45.0 km



New electrical substation at Beban Park Recreation Facility



New sewer truck to assess conditions of sewer mains



Inside the new sewer truck



SHOW ME MORE!



In 2021, we produced the **Bring Your Own Bag - BYOBAG!** video with the purpose to educate residents on the new Checkout Bag Regulation Bylaw, which came into effect on July 1.

Use the QR code to watch the video.





Looking toward Cameron Island



Metral Drive Complete Street Phase 1



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

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 Strategy				
▪ 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				

Colour Legend: **Green** - In Progress **Blue** - Ongoing **Purple** - Complete

2021 Highlights

- Completed the installation and held a blessing ceremony for a new artwork at Beban Pool titled, *ǂeǂe' Sǂupǂstul u tu ǂhewum Qa' 'i' Kǂwaǂlkwa/Sacred Gathering of the Freshwater and Saltwater*, by Snuneymuxw First Nation artist Eliot White-Hill, Kwulasultun. Inspired by the Nanaimo River Estuary, Eliot designed giant wall paintings and a series of colourful fabric banners about the life that exists here in Nanaimo, on the lands of the Snuneymuxw people.
- Completed Metral Drive Phase 1, a major Utility and Transportation Project that includes renewal of aging assets and the extension of the primary active transportation spine within the City. Extension of the active transportation spine will create an important link between a major mobility hub in the north and the rest of the City.
- Council allocated an additional \$700,000 (for a total of \$1,000,000) toward pedestrian mobility enhancements. These funds will enhance eight pedestrian crossings within the City and address accessibility barriers at 10 traffic signals and 20 transit stops.
- Continued to work with BC Housing to support the implementation of the Memorandum of Understanding to develop four purpose built permanent supportive housing developments for people experiencing or at risk of homelessness. Approved development permits for 59 supportive housing units at 702 Nicol Street and 51 supportive housing units at 285 Prideaux Street, and issued an occupancy permit for 702 Nicol Street. Supported BC Housing in preparing rezoning applications for supportive housing developments at 250 Terminal Avenue and 355 Nicol Street.
- Finalized and endorsed the Health and Housing Action Plan wrapping up the work of the Health and Housing Task Force. The plan includes specific recommendations on how to improve the coordination of resources for vulnerable members of Nanaimo's community and identify where more resources are needed from various stakeholders.
- Successfully applied for and received \$2.5 million in funding for several projects to address the needs of homeless community members and the impacts of homelessness on the wider community including partnership projects with Snuneymuxw First Nation to rehouse people, as well as support for existing City response initiatives related to downtown security and clean up, the shower program and urban clean up.
- Funded the Salvation Army to provide a temporary emergency breakfast program to cover gaps in meal service.
- Funded the 7-10 Club to provide respite space for extreme heat and cold weather events.
- Continued to fund and support the Caledonia Shower Program for unhoused community members to access facilities through a contract with the Unitarian Church including resourcing a temporary COVID expansion of services due to increased demand.
- Constructed the Front Street Cycle Track.
- Continued to fund the John Howard Society to run an Urban Clean Up Program through a peer employment program designed to help keep the downtown public areas clean.
- Conducted a renter and landlord experience survey that provided information on the barriers for renters in finding suitable housing including a need for family-friendly housing and accessible housing and challenges faced by landlords.
- Initiated a project to inform future potential policy changes to increase the amount of family-friendly, accessible, and adaptable housing units in the City.
- Engaged in multiple large-scale land redevelopment master plan reviews including Sandstone, Bowers District, Woodgrove, Nanaimo North Town Centre and Oceanview.
- Implemented a Citywide Centralized Traffic Signal Management System (TSMS).
- Launched new web-based traffic data and analysis platform (internal use).
- Commenced work on the creation of a Systems Planning Organization (SPO) to help implement the findings of the Health and Housing Task Force and provide coordination and better research into the City's vulnerable population.
- Provided Concert in the Park series through the summer months.

- Completed electrical upgrades to the South Fork Water Treatment Plant to provide additional resilience in the event of a power failure.
- Completed the Emergency Water Pump Station, a post disaster facility that will provide a redundant secondary source of water to the City in case of disruption that will preserve fire-fighting capability and will help prevent environmental and public health disasters by allowing sanitary sewers to continue functioning.
- Reviewed routing options for the Mid-Town Water Supply Project to provide a resilient water supply network for the mid-town region.
- Studied the potential to proceed with a detention pond facility within Harewood Centennial Park.
- Worked with Snuneymuxw First Nation artist, Noel Brown, to create and install a new Welcome Pole at Maffeo Sutton Park.
- Continued to offer Street Banner program, Poet Laureate program, Culture and Heritage Awards.
- Continued to support local events and celebrations.
- Provided support and guidance to the Port Theatre, the Nanaimo Museum, the Nanaimo Art Gallery, the OV Arts Centre, and the Military Museum.
- Relocation and re-installation of Public Art pieces within the City of Nanaimo inventory.
- Provided support and guidance to host opening event for Nanaimo Search and Rescue.
- Supported Nanaimo Track & Field Club with bid to host the 2024 Olympic/Paralympic Trials.
- Completed the Bowen Road Upgrade, a major project on the City's primary arterial corridor that included utility renewal, repaving and establishment of a separated cycle track within the road cross section.
- Started a review and update of the Pedestrian Prioritization Planning process.
- Completed the Active School Travel Guide and started a pilot with Uplands Elementary School.
- Completed the Millstone Trunk Sewer project, a major sewer upgrade project that replaced an aging undersized sewer, creating capacity for growth and reducing risk of environmental spills in the future.
- Completed construction of sidewalk upgrades for Haliburton Street from Woodhouse Street to Robins Street.
- Continued to offer and adapt recreation programming to comply with changing provincial health orders for all ages and abilities throughout the year.
- Replaced Stephenson Point and Seabold Park stairs.
- Began creating and printing up-to-date public drop in brochures for each service (swimming, skating, pottery, gymnasiums, weight rooms).
- Completed upgrades to playgrounds in John Weeks Park, Harewood Centennial Park and McKinnon Park.
- Installed a playground in Cambie Park.
- Improvements and upgrades to the bridges in Maffeo Sutton Park and Bowen Park.
- Participated in a healthy aging project assessment in conjunction with the United Way.
- Completed the Diver Lake boardwalk replacement and gravel surface upgrade.
- Completed the Benn Gunn Trail improvements on Protection Island.
- Installed fencing around the May Bennet Pioneer Dog Off-leash Park.
- Completed a review of the Zoning, Business Licence and Parking regulations as they relate to short-term rentals and bed and breakfast accommodation.
- Implemented recommendations from the City's 2018 Affordable Housing Strategy including amendments to Schedule D of the City's Zoning Bylaw to specifically include affordable housing and 100% purpose-built rental housing.
- Completed/began upgrades at the following intersections: Departure Bay Road at Departure Bay School, Dufferin Crescent at Seafield Crescent, Labieux Road at Shenton Road, East Wellington Road at Westwood Road, Uplands Drive at Mexicana Road.
- Moved forward on multiple traffic calming projects including Departure Bay Road – Loat Street to Bay Street, Bay Street – Departure Bay Road to Glenayr Drive, Lost Lake Road – Rutherford Road to Laguna Way.
- Mobilized staff and snow clearing equipment in response to significant snow events in February and December to keep transportation corridors, transit routes and emergency routes open.
- Addressed 48 potential tripping hazards and mobility issues on City sidewalks.
- Completed 236 graffiti clean-ups on City infrastructure (not including Parks facilities).
- Began a transition to mobile technology to help business owners mitigate fire risks in their inspectable properties.
- Continued the fire prevention campaign installing smoke alarms in homes during pandemic.
- Awarded a total value of \$115,000 social planning grants distributed amongst 8 eligible projects to be run in Nanaimo by non-profit organizations.

- Awarded a total value of \$20,000 in façade grants to one heritage building and, \$10,000 in heritage home grants to support façade improvements to support the maintenance and improvement of two heritage homes in Nanaimo.
- Began the transition to software that supports preplanning possible emergencies in commercial properties to more effectively manage incidents at public buildings.
- Conducted community engagement and research leading to the adoption of bylaw changes to regulate Short-Term Rentals.
- Responded to violations of Public Health Orders enacted in response to the COVID-19 pandemic.
- Resolved five previously designated nuisance property matters, designated three new properties as nuisances.
- Secured a Supreme Court Consent Order to recover damages caused by a prolific graffiti tagger and to restrain further illegal activities.
- Collaborated with community stakeholders and consultants in the development of a Downtown Safety Action Plan.
- Responded to complaints of public disorder and homeless encampments.
- Conducted 5 Community Safety Audits with Brechin Hill, Downtown, Harewood, Newcastle, Old City and South End neighbourhoods.
- Nanaimo RCMP conducted 104 school talks.
- Prepared for the new Emergency Operations Centre to be built in the new Fire Station #1.
- Developed a tele-register model for ESS support for wildfires in the interior and established call centre in support of Emergency Management BC (EMBC) for province-wide evacuees.
- Managed and distributed over 300,000 sandbags as part of the Provincial Flood Response to support neighbouring communities and First Nations impacted by the Atmospheric River.
- Supported evacuation of residents from seniors facility during heat dome.
- Participated in the development of an Extreme Heat and Cold Response plan.
- Facilitated and managed regional call with Island Health for weekly COVID-19 briefings and information sharing.
- Continued COVID-19 emergency planning.
- Participated in Canada's National Risk Profile – Risk Assessment.
- Conducted corporate-wide Seasonal Readiness sessions.
- Produced a public education video and conducted public education/marketing during the City of Nanaimo's Emergency Preparedness month and ShakeoutBC.
- Conducted an annual test of Voyent Alert!, the City's emergency alert system.
- Maintained ongoing Corporate Readiness.

Performance Metrics

Measure	2020	2021
New sidewalks	9.3 km	4.13 km
New cycling routes	3.7 km	4.79 km
Calls for police service	46,780	48,065
Fire response time targets are: - First apparatus with 6 minutes 90% - Multiple apparatus within 10 minutes 90%	First apparatus: 73.43% Multiple apparatus: 95.13%	First apparatus: 73.43% Multiple apparatus: 95.13%
Fire incident responses	5,145	7,487
General Bylaw: Number of calls	4,397	5,645
Total nuisance complaints received	17	17
ECC Activations	1 (COVID-19 pandemic)	1 (COVID-19 pandemic)
ECC Exercises	2 (virtual table top)	1 (virtual table top)
ESS Callouts	5 (City of Nanaimo) 5 (Provincial support)	7 (City of Nanaimo) 11 (Provincial support)
ESS Volunteer Hours	85.9	451
Water service leaks	43	47



New Front Street cycle track



Concerts in the Park with Twin Fiddles



Water main repair on Bates Road



Fun in Harewood Centennial Park playground



SHOW ME MORE!



In 2021, we shot the **Hul'q'umi'num Art by Eliot White-Hill, Kwulasultun at Beban Pool** video featuring Eliot's artwork, *ǂe'ǂe' Sǂupǂstul u tu ǂhewum Qa' 'i' Kwaǂlkwa/Sacred Gathering of the Freshwater.*

Use the QR code to watch the video.



WELCOME POLE

In 2021, a Welcome Pole made its way to its home in the Spirit Square at Maffeo Sutton Park / Sway'a'Lana. It is a 49 foot tall carving by Snuneymuxw Master Carver Noel Brown.

In discussing the meaning of a Welcome Pole, Snuneymuxw leaders have shared:

...in its most holistic sense, Snuneymuxw art honours the natural world as the ultimate source of knowledge, wellness, and renewal and as well as a gentle reminder that these great lands touch every aspect of life. In a modern context, the installation of the Welcome Pole is an invitation to the broader community to think more deeply about a way of being that is built on a foundation of humility, connectivity and reciprocity.

The pole is made for this place. It acknowledges Sway'a'Lana as an historic village site that continues to have living resonance and raises awareness about the Snuneymuxw peoples' ongoing sacred connection to the land.

Project partners include Snuneymuxw First Nation, the Nanaimo Aboriginal Centre and the City of Nanaimo. It is funded by the City of Nanaimo, the Government of Canada and the Nanaimo Aboriginal Centre, and supported by the in-kind donation of a cedar log from Mosaic Forest Management.





The Nanaimo sign in Maffeo Sutton Park



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

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 				

Colour Legend: Green - In Progress Blue - Ongoing Purple - Complete

2021 Highlights

- Established the Mayor's Leaders' Table to advise, inform and collaborate across the community to further Nanaimo's opportunities and address challenges.
- Work continued to establish the Nanaimo Prosperity Corporation, a standalone agency owned by the City, Snuneymuxw First Nation, Nanaimo Port Authority, Nanaimo Airport, Vancouver Island University and the Chamber of Commerce.
- Issued building permits with an approximate total construction value of \$272 million. This was the second highest annual permitted construction value for Nanaimo and included 685 new residential units.
- Commenced establishment of the Nanaimo Tourism Society to work with the tourism industry to deliver destination marketing services and coordination of tourism activities.
- Approved development permits for 1,704 additional multi-family residential units, the majority of which are proposed as purpose-built rental units.
- Completed public engagement on the Departure Bay Waterfront Walkway to guide future decision making on the project.
- Continued to work with the proponents of the fast ferry service from downtown Nanaimo to downtown Vancouver.
- Began improvements to Serauxmen Field.
- Acquired key properties in the downtown core to stimulate redevelopment in the 500 block of Terminal Ave.
- Began a public process to redesign Commercial Street through improvements in the public realm.
- Worked with the developer of the Courtyard by Marriot at 100 Gordon Street to support the project.
- Completed upgrades to Rotary Bowl including fencing and resurfacing.
- Installed new windows at the Port Theatre.
- Provided support and guidance to the Port Theatre, the Nanaimo Museum, the Nanaimo Art Gallery, the OV Arts Centre and the Military Museum.

Performance Metrics

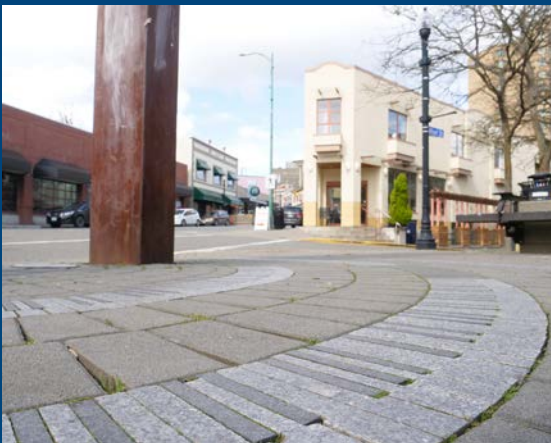
Measure	2020	2021
New Home-Based Business Licences issued	423	508
New Inter-Community Business Licences	145	190
New Non-Resident Licences	202	199
New Other Licences	52	259
Total number of new Business Licences issued	822	1,156
Revenue from new Business Licences	\$109,873	\$118,019
Total Acquisitions	14 properties 31.18 acres	14 properties 55.9 acres
Dispositions	5 properties 0.91 acres	4 properties 0.76 acres
Leases	4 disposal (including 2 renewals)	7 disposal (including 5 renewals)
Encroachment agreements	18 completed	7 completed
Permits issued (Works in City Streets + Fill Permits)	67	67
New Single Dwellings	217	221
Total new Dwellings	1,084	685
Total Annual Construction Value	\$243,150,102	\$271,937,129
Civil Infrastructure Value from Development	\$12,418,727	\$3,335,050



Construction of the new hotel on Gordon Street



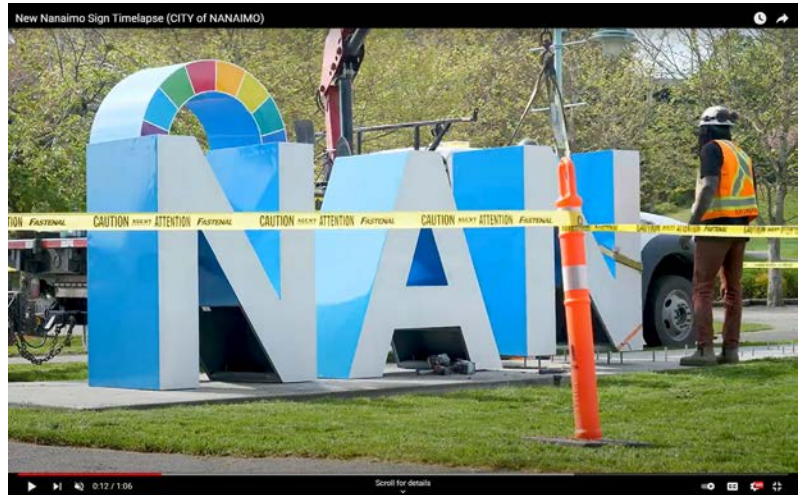
New carriage home construction



Looking from Diana Krall Plaza to Commercial Street



SHOW ME MORE!



In 2021, we shot the **New Nanaimo Sign Timelapse** video showing the installation of the sign in Maffeo Sutton Park.

Use the QR code to watch the video.







Maffeo Sutton Park



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 with Phase 1, 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.

Phase 2 Engagement

Phase 2 launched in 2021 and was the exploratory part of the REIMAGINE NANAIMO process. This phase of public engagement involved exploring the following pieces:

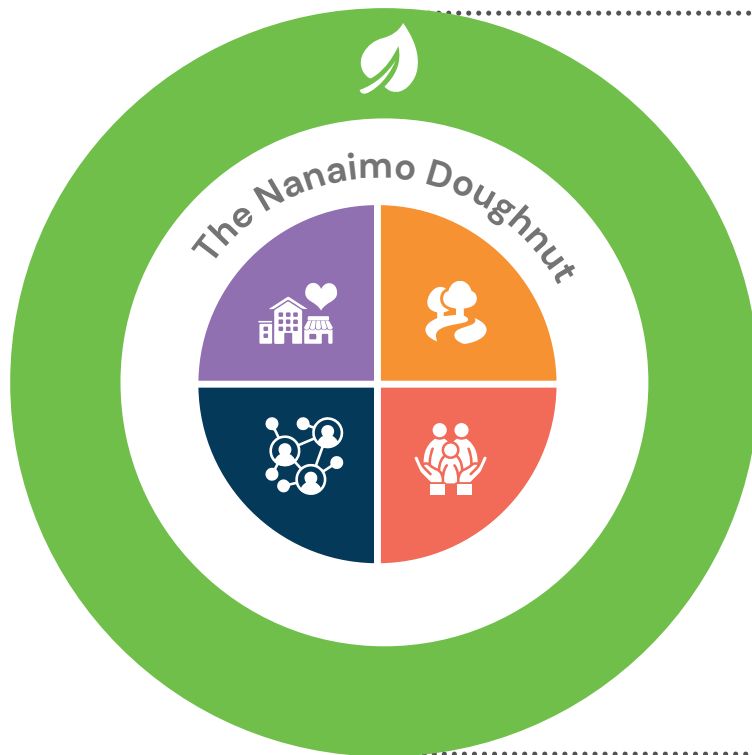
- A framework, which communicates a holistic approach for creating a city that can be home to thriving people in a thriving place.
- Draft Goals that provide grounding and focus for implementing the framework
- Draft Indicators and Targets that monitor our progress towards our goals
- Exploratory Scenarios that are discussion tools for thinking about how Nanaimo could evolve as it grows
- Emerging Strategies to start conversations about ideas that could be considered in our path forward

The Nanaimo Doughnut

The REIMAGINE process included incorporating the Doughnut Economics framework into the process during Phase 1 and creating a customized “Nanaimo Doughnut”. This served as the foundation to organize and align the environmental, social, and economic sustainability goals of the draft City Plan.

The doughnut development also involved researching and evaluating a draft set of indicators for monitoring progress towards the draft City Plan goals. The confirmation of final indicators and establishing targets as part of a monitoring plan will follow adoption of the draft City Plan in 2022.

ONE FRAMEWORK FIVE DRAFT GOALS



A GREEN NANAIMO:
RESILIENT & REGENERATIVE
ECOSYSTEMS



A HEALTHY NANAIMO:
COMMUNITY WELLBEING &
LIVABILITY



A CONNECTED NANAIMO:
EQUITABLE ACCESS &
MOBILITY



AN EMPOWERED NANAIMO:
DIVERSITY, CULTURE,
RECONCILIATION & SOCIAL
INTEGRITY



AN ENABLED NANAIMO:
ECONOMIC PROSPERITY &
RESILIENCY

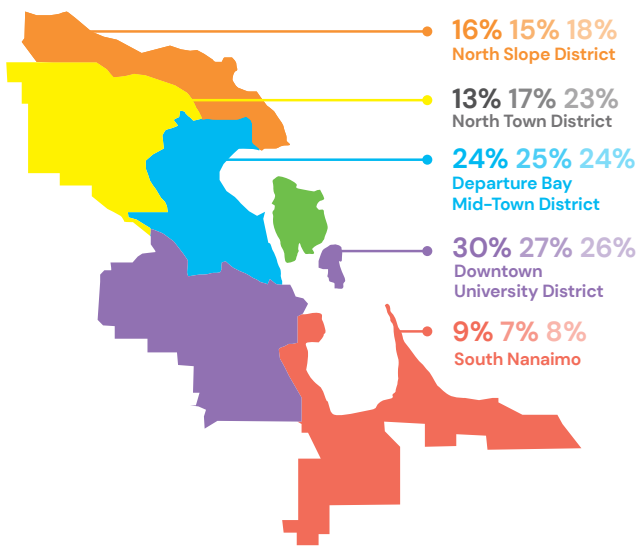
REIMAGINE NANAIMO

Phase 2 Engagement Highlights

WHO PARTICIPATED?

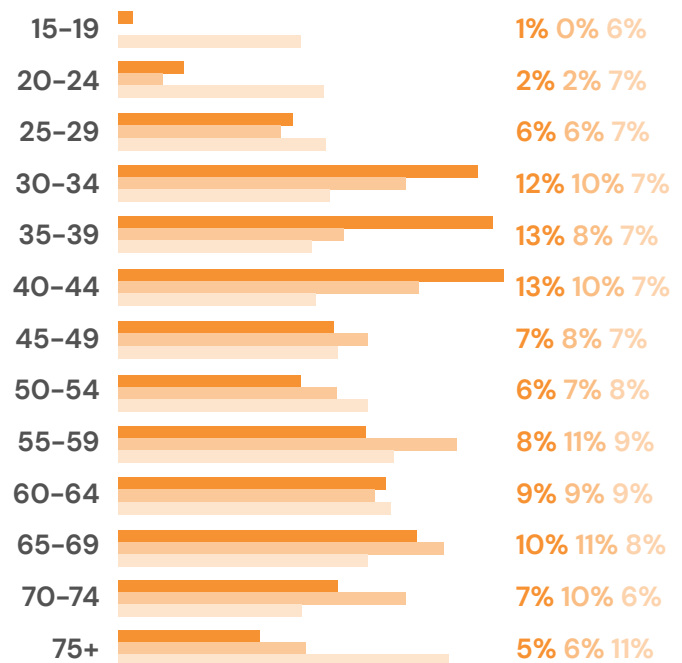
For the percentages on both graphics shown below: the first number indicates Scenario Survey participants, the second shows Foundations Feedback Form participants, the third is Nanaimo population data (2016 Census). The process saw representation from all geographical areas of the City and from all age ranges.

WHERE DO PARTICIPANTS LIVE?

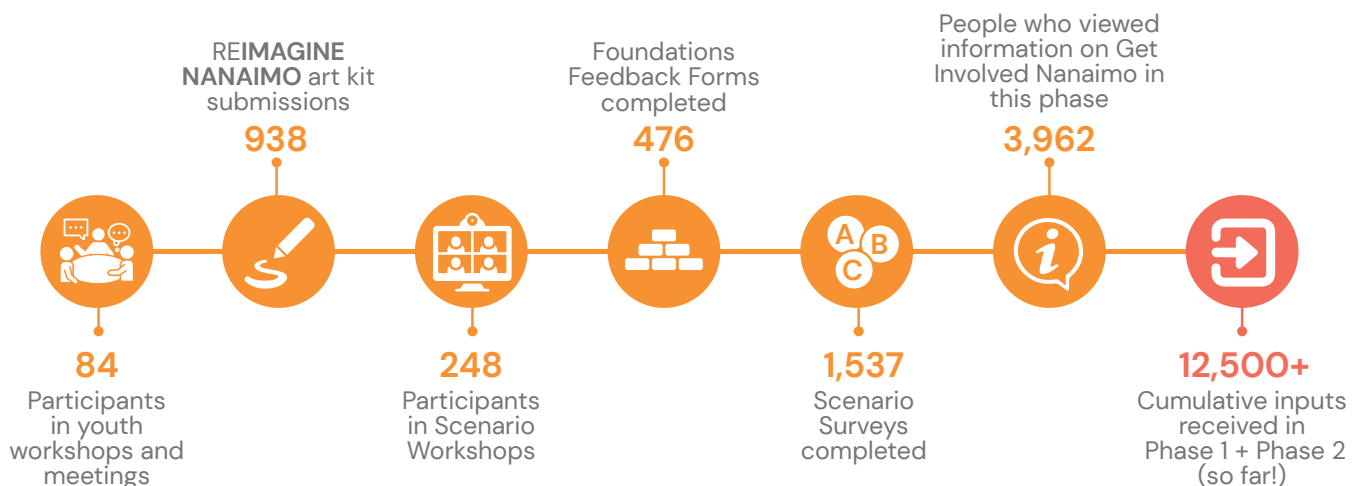


Approximately 8% of participants in both surveys reported being from other nearby communities (Snuneymuxw First Nation, Snaw-Naw-As First Nation, Lantzville, or RDN Electoral Areas), but working, shopping, or participating in activities in Nanaimo.

HOW OLD ARE PARTICIPANTS?



HOW PARTICIPANTS SHARED THEIR IDEAS





Nanaimo Ladysmith School District Students "Reimagine"



SHOW ME MORE!



Phase 2 of REIMAGINE NANAIMO launched in summer 2021. In this video, titled Reimagine Nanaimo - Phase 2. Engage!, viewers learn what's in store for the engagement process for Phase 2.

Use the QR code to watch the video.



FINANCIAL SECTION





Report from Director of Finance
Management Report
Independent Auditor's Report
Consolidated Financial Statements
Looking Forward: 2022-2026 Financial Plan

REPORT FROM DIRECTOR OF FINANCE

2022-MAY-10

Mayor and Council

City of Nanaimo

It is my pleasure, on behalf of the Finance Department, to present the Annual Financial Report for the fiscal year ending December 31, 2021 for the City of Nanaimo. The following discussion and analysis provides information in support of the audited 2021 Financial Statements and is intended to enhance understanding of the economic resources and obligations of the City.

The purpose of this report is to publish the Financial Statements and Auditors' Report for the City of Nanaimo pursuant to Section 167 of the *Community Charter*. The preparation and presentation of the financial statements and related information in the 2021 Annual Report is the responsibility of the management of the City. These statements have been prepared in accordance with generally accepted accounting principles for Local Governments as recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada and the Provincial Ministry of Community, Sport and Cultural Development. The City of Nanaimo maintains a system of internal accounting controls designed to safeguard the assets of the corporation and provide reliable financial information.

The External Audit

The audit firm of KPMG LLP was appointed by Council and is responsible for expressing an opinion as to whether the Financial Statements, prepared by management, fairly present the financial position of the City of Nanaimo and the results of its 2021 operations. The auditor is responsible for advising management and the Finance and Audit Committee of any control or operational items that may have been identified during the audit procedures. The auditors have given an unqualified audit opinion on the City's financial statements and these 2021 Audited Financial Statements were presented to and accepted by Council.

Financial Overview

The City is committed to effective stewardship of financial resources to ensure sustainable service delivery for current and future residents and businesses. Strategies include annual funding allocations to reserves to support the City's strategic goals and address long-term infrastructure requirements.

Statement of Financial Position (in 000's)

	2021 Actual	2020 Actual	Change
Financial Assets	\$ 304,628	\$ 289,640	\$ 14,988
Liabilities	192,307	173,916	18,391
Net Financial Assets	112,321	115,724	(3,403)
Tangible Capital Assets	781,555	749,352	32,203
Inventories of Supplies	2,041	1,466	575
Prepaid Expenses	1,784	1,694	90
Non-Financial Assets	785,380	752,512	32,868
Accumulated Surplus	\$ 897,701	\$ 868,236	\$ 29,465

A key indicator in assessing the health of a local government is its Net Financial Assets. This is a measurement of the available financial resources that the City has to finance future operations. In 2021, the City's financial position decreased by \$3.4 million, resulting in a net financial asset position of \$112.3 million. The City's non-financial assets increased in 2021 by \$32.9 million, bring the total close to \$785.4 million. The increase is the net result of capital addition of physical assets in the year, offset by disposals and amortization.

The City's overall financial position improved by \$29.5 million, with accumulated surplus totaling \$897.7 million. The City saw growth in financial assets as well as additions to capital and statutory reserves. However, this was partially offset by an increase in liabilities. The settlement of the RCMP labour contract with Public Safety Canada in 2021 saw a significant increase in accounts payable while additional borrowing for Fire Station No. 1 increased the amount of outstanding debt.

Investment Portfolio

Cash and Investments (in 000's)

	2021 Actual	2020 Actual	Change
Cash and Cash Equivalents	\$ 158,712	\$ 165,007	\$ (6,295)
Temporary Investment	122,526	98,566	23,960
Cash and Investments	\$ 281,238	\$ 263,573	\$ 17,665

It is the policy of the City of Nanaimo to invest City funds in a manner that will provide the optimal blend of investment security and return while meeting the daily cash flow demands of the City and complying with the

statutory requirements of the Community Charter. In 2021, Socially Responsible investing parameters were added to the City's Investment Policy. At 2021-DEC-31, approximately 27% of the investment portfolio was investing in socially responsible identified instruments.

At the end of 2021, the City's cash and investments totaled \$281.2 million. Investment income decreased in 2021, from \$4.6 million to \$3.1 million as a result of global yields being at historic lows. The majority of the investments are held in short-term investments in anticipation of yields gradually increasing over the next few years. The average balance held in external investments for 2021 was \$190 million which produced a rate of return on the investment of 1.66%. When blended with the cash held on hand, the average rate of return on investments was 1.41%.

Trusts and Reserves

Reserve Balances (in 000's)

	2021 Actual	2020 Actual	Change
Operating Reserves	\$ 89,723	\$ 89,515	\$ 208
Statutory Reserve Funds	75,372	71,447	3,925
Development Cost Charge Funds	60,615	56,752	3,863
Total Reserve Balances	\$ 225,710	\$ 217,714	\$ 7,996

The City is committed to sustainable, prudent and transparent management of financial resources used to provide valued community services. To this end, in 2020 the Council endorsed Reserve Policy was established.

The purpose of the Policy is to:

- I. Establish responsible governance for the development, maintenance and use of the City's Reserves;
- II. Establish governance roles and responsibilities that ensure appropriate establishment and management of Reserves;
- III. Define principles and objectives for Reserves management that are appropriate for the City's financial position, and are reasonable, logical and necessary for delivery of sustainable, affordable services; and,
- IV. Ensure the City's Reserves management is compliant with the statutory and legal requirements of the Local Government Act and the Community.

The City holds a number of trust funds that represent monies on deposit for particular purposes. During 2021, the trust, or statutory, fund balances increased from \$71.4 million to \$75.4 million. As well, the City's Operating Reserve balances increased to \$89.7 million.

The City collects Development Cost Charges (DCCs) from developers to offset some of the infrastructure expenditures to service the needs of new development. The DCCs fund balance at the end of 2021 was \$60.6 million, which is an increase over the balance of \$56.8 million at the end of 2020.

These funds will support the City's Capital Program and fund growth-related infrastructure projects necessitated by increased development and the resulting population growth in the community.

Debt

The Community Charter (Section 174) imposes a limit to the amount a municipality may borrow. This is called the Liability Servicing Limit. The Liability Servicing Limit is defined as 25% of municipality's controllable and sustainable revenues for the year. In 2021, the City's liability serving limit was \$47.2 million and the annual liability servicing cost was \$6.3 million. The remaining liability servicing capacity of \$40.9 million represents the amount of addition annual debt serving costs the City could incur.

Outstanding long-term debt at the end of 2021 was \$45.9 million of approximately \$451 per capita, which is an increase of \$63 per capita from 2020. In 2021, the City borrowed \$11.16 million to fund the construction of Fire Station No. 1.

2021 Operating Results

Statement of Operations (In 000's)

	2021 Budget	2021 Actual	2020 Actual
Revenues	\$ 196,531	\$ 210,374	\$ 203,542
Expenses	190,511	180,909	166,353
Annual Surplus	\$ 6,020	\$ 29,465	\$ 37,189

The Financial Statements presented include the 2021 results of the City's General Revenue Fund, Sewer Utility, Waterworks Utility and Reserve Funds. From a financial perspective, 2021 resulted in a surplus.

Revenues for the year totaled \$210.4 million, an increase of \$6.8 million over 2020. Increased property tax revenue and strong development-related revenues due to continuing growth in the community contributed

to the increase. In addition, recreation, parking and Casino revenues are starting to return to pre pandemic levels and were higher than the conservative amounts that were budgeted. City revenues combined with additional funding from City reserves covered operating costs of \$180.9 million and capital additions of \$59.4 million. The largest driver of the increase in 2021 expenses was the RCMP contract. In 2021, the RCMP settled their long outstanding labour contract negotiations and this resulted in \$2.7 million in additional costs. Since 2017, Accounting Services has accrued retro pay based on annual estimate letters provided by the RCMP however, the final cost to the City was considerably higher than the letters that were provided.

General Fund

The City's General Revenue Fund is the primary fund for most municipal services including Police, Fire, Parks and Recreation, Engineering and Public Works, and Community Development. The City's General Revenue Fund ended the year with a surplus of \$4.2 million, primarily due to vacant positions and higher than anticipated building permit, casino and aquatics revenues.

General Revenue Fund revenues for the year totaled \$176 million, which combined with additional funding from City Reserves, covered operating costs of \$158 million and capital additions of \$47.0 million. The key projects for the year included:

Project	Amount
Fire Station #1	\$ 9,284,877
Property Acquisition – Various Locations	\$ 5,888,272
Metral Drive Corridor & Utility Project	\$ 4,912,474
Nanaimo Search & Rescue Operation Centre	\$ 1,748,467
Beban Complex – Electrical Substation	\$ 1,294,787
Rotary Bowl – Track Surface Replacement	\$ 1,228,136

Utilities

The City operates two major utilities, which are funded from user fees.

The Sewer Utility includes over 692 kilometres of pipes for the collection and transmission of sewerage to the Greater Nanaimo Pollution Control Centre (GNPCC). During 2021, the utility collected and conveyed sewerage from approximately 28,501 households and commercial customers.

The Sewer Utility Fund ended the year with an operating surplus of \$472,068. During 2021, sewer revenues of \$9.3 million supported operations at a cost of \$5.9 million. Capital additions in the amount of \$6.3 million were funded from sewer reserves and internal borrowing. The largest projects of the year were:

Project	Amount
DCC SS19 Millstone Trunk South	\$ 4,126,156
Dufferin Crescent SW & Utility Upgrade	\$ 679,745
Stewart Street Utilities Upgrade	\$ 232,943

The Water Utility includes over 676 kilometres of pipes to deliver water from the City owned and operated Water Treatment Plant. During 2021, the Utility provided water to approximately 26,765 households and commercial customers.

The Water Utility Fund ended the year with an operating surplus of \$930,884. During 2021, water revenues of \$25.3 million funded water operations at a cost of \$16.8 million. Capital additions in the amount of \$6.2 million were funded from water reserves. The largest projects of the year were:

Project	Amount
Metral Drive Corridor & Utility Project	\$ 719,288
Island Highway/ Melideo Utility Upgrade	\$ 679,767
DCC WS39: Boundary Ave/ Island Highway	\$ 637,785

Financial Sustainability

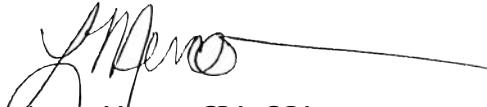
The following improvements in the City's Balance Sheet are the result of a number of long-range financial strategies adopted by City Council aimed at ensuring the City's financial sustainability:

- The process of updating the City's Asset Management Plan and the 20 Year Investment Plan began in 2021. This is a collaboration with all City departments and the Asset Management Steering Committee to direct attention to emerging issues, such as funding shortfalls, and allow the City to make proactive changes on how to mitigate any future issues. The Update will provide recommendation for continuing to address the funding gap including a review of the annual contributions to the General, Sewer and Water Asset Management Reserve Funds. The results of the update will be presented to Council in fall 2022.

Conclusion

The City continues to work towards improving its financial policies, processes and procedures to deliver high quality services for its current and future residents and businesses. 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



CITY OF NANAIMO MANAGEMENT REPORT

For the Year Ended December 31, 2021

The Council of the City of Nanaimo has delegated the responsibility for the integrity and objectivity of the financial information contained in the financial statements to the management of the City of Nanaimo. The financial statements which, in part, are based on informed judgments and estimates, have been prepared by management in accordance with Canadian public sector accounting standards, which have been applied on a basis consistent with that of the preceding year.

To assist in carrying out their responsibility, management maintains an accounting system and internal controls to provide reasonable assurance that transactions are properly authorized and recorded in compliance with legislative and regulatory requirements and that financial records are reliable for preparation of financial statements. These systems are monitored and evaluated by management.

The City of Nanaimo's independent auditors, KPMG LLP, are engaged to express an opinion as to whether these financial statements present fairly the City of Nanaimo's financial position and operating results in accordance with Canadian public sector accounting standards. Their opinion is based on procedures they consider sufficient to support such an opinion.

The financial statements have, in management's opinion, been properly prepared within reasonable limits of materiality and in accordance with Canadian public sector accounting standards. These statements present, in all significant respects, the financial position of the City of Nanaimo as at December 31, 2021.



Jake Rudolph
Chief Administrative Officer



Laura Mercer, CPA, CGA
Director, Financial Services



KPMG LLP
800 - 730 View Street
Victoria BC V8W 3Y7
Canada
Telephone 250-480-3500
Fax 250-480-3539

INDEPENDENT AUDITORS' REPORT

To the Mayor and Council of the City of Nanaimo

Opinion

We have audited the financial statements of the City of Nanaimo (the Entity), which comprise:

- the statement of financial position as at December 31, 2021
- the statement of operations for the year then ended
- the statement of changes in net financial assets for the year then ended
- the statements of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies and other explanatory information, including the schedules of operations by segment and tangible capital assets

(hereinafter referred to as the “financial statements”).

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2021 and its results of operations, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the “**Auditors’ Responsibilities for the Audit of the Financial Statements**” section of our auditors’ report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity’s ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity’s financial reporting process.

KPMG LLP, an Ontario limited liability partnership and member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. KPMG Canada provides services to KPMG LLP.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Chartered Professional Accountants

Victoria, Canada
April 25, 2022

**CITY OF NANAIMO
STATEMENT OF FINANCIAL POSITION**

as at December 31, 2021, with comparative figures for 2020


	2021	2020
FINANCIAL ASSETS		
Cash and cash equivalents	\$ 158,711,662	\$ 165,007,070
Accounts receivable (Note 2)	22,131,504	24,891,134
Development cost charges receivable (Note 3)	1,258,908	1,175,580
Temporary investments (Note 4)	122,525,543	98,566,400
	304,627,617	289,640,184
LIABILITIES		
Accounts payable and accrued liabilities (Note 5)	52,769,222	48,233,281
Compensated absences and termination benefits (Note 6)	8,766,164	8,383,004
Deferred revenue (Note 7)	24,209,228	21,240,818
Deferred development cost charges (Note 8)	60,614,941	56,751,703
Debt (Note 9)	45,947,100	39,306,835
	192,306,655	173,915,641
NET FINANCIAL ASSETS	112,320,962	115,724,543
NON-FINANCIAL ASSETS		
Tangible capital assets (Note 10)	781,555,105	749,351,662
Prepaid expenses	1,783,478	1,694,346
Inventories of supplies	2,041,322	1,465,549
	785,379,905	752,511,557
ACCUMULATED SURPLUS (Note 11)	\$ 897,700,867	\$ 868,236,100

Commitments and contingencies (Note 12)

Contractual rights (Note 23)

Approved on behalf of the Council


 Leonard Krog
 Mayor


 Ian Thorpe
 Councillor

CITY OF NANAIMO STATEMENT OF OPERATIONS

for the year ended December 31, 2021, with comparative figures for 2020

	2021 Budget (Note 14)	2021	2020
REVENUES			
Taxes	\$ 123,887,305	\$ 123,335,853	\$ 118,370,973
Payments in lieu of taxes	2,083,500	2,200,597	2,111,857
Taxation and payments in lieu (Note 15)	125,970,805	125,536,450	120,482,830
User fees and sales of services (Note 16)	44,844,379	46,090,489	40,618,459
Transfers from other governments-capital (Note 17)	4,369,021	8,442,931	4,379,065
Other revenue	5,614,782	8,258,270	6,960,051
Developer contributed assets (Note 10)	-	7,485,948	10,400,599
Transfers from other governments-operating (Note 17)	1,664,470	3,336,523	9,730,686
Investment income	2,283,757	3,073,690	4,636,197
Building permits	1,800,000	2,694,848	1,790,008
Development cost charges (Note 8)	7,351,014	2,298,671	1,647,250
Regional recreation sharing	1,199,763	1,199,763	1,335,318
Donations and contributions-capital	622,543	1,005,147	735,524
Property rentals	810,388	951,280	825,525
	196,530,922	210,374,010	203,541,512
EXPENSES			
Police	33,735,231	35,818,130	32,238,119
Engineering & public works	33,929,759	32,076,278	29,559,454
Parks, recreation & culture	33,624,829	31,470,536	28,240,625
Fire	21,400,318	21,095,665	18,600,069
Water	17,710,724	16,763,860	16,508,376
Corporate services	17,788,491	16,744,728	15,306,364
Development services	14,954,944	12,088,649	10,693,978
Sewer	6,667,103	5,862,148	5,644,576
City administration	6,636,337	5,860,663	6,111,310
Port of Nanaimo centre	4,063,387	3,128,586	3,449,624
	190,511,123	180,909,243	166,352,495
ANNUAL SURPLUS	6,019,799	29,464,767	37,189,017
ACCUMULATED SURPLUS - BEGINNING OF YEAR	868,236,100	868,236,100	831,047,083
ACCUMULATED SURPLUS - END OF YEAR	\$ 874,255,899	\$ 897,700,867	\$ 868,236,100

CITY OF NANAIMO
STATEMENT OF CHANGES IN NET FINANCIAL ASSETS
for the year ended December 31, 2021, with comparative figures for 2020

	2021 Budget (Note 14)	2021	2020
ANNUAL SURPLUS	\$ 6,019,799	\$ 29,464,767	\$ 37,189,017
Acquisition of tangible capital assets	(94,605,642)	(51,411,094)	(35,855,358)
In kind donations of capital assets	-	(515,194)	(70,920)
Developer contributed capital assets	-	(7,485,948)	(10,400,599)
	(94,605,642)	(59,412,236)	(46,326,877)
Amortization of tangible capital assets	27,384,507	26,687,264	25,514,512
Loss (gain) on disposal of assets	-	177,348	(283,403)
Proceeds on sale of tangible capital assets	-	344,181	1,583,616
	(67,221,135)	(32,203,443)	(19,512,152)
Acquisition of inventories of supplies	-	(5,446,444)	(4,686,334)
Acquisition of prepaid expenses	-	(1,325,715)	(1,221,664)
Consumption of inventories of supplies	-	4,870,671	4,627,876
Use of prepaid expenses	-	1,236,583	1,362,291
	-	(664,905)	82,169
CHANGE IN NET FINANCIAL ASSETS	(61,201,336)	(3,403,581)	17,759,034
NET FINANCIAL ASSETS - BEGINNING OF YEAR	115,724,543	115,724,543	97,965,509
NET FINANCIAL ASSETS - END OF YEAR	\$ 54,523,207	\$ 112,320,962	\$ 115,724,543

CITY OF NANAIMO

STATEMENT OF CASH FLOWS

for the year ended December 31, 2021, with comparative figures for 2020

	2021	2020
CASH PROVIDED BY (USED FOR)		
OPERATING TRANSACTIONS		
Annual Surplus	\$ 29,464,767	\$ 37,189,017
Non-cash items		
Amortization of tangible capital assets	26,687,264	25,514,512
Developer assets received	(7,485,948)	(10,400,599)
In kind donations of capital assets	(515,194)	(70,920)
Loss (gain) on disposal of tangible capital assets	177,348	(283,403)
Development cost charges recognized as revenue	(2,298,671)	(1,647,250)
Actuarial adjustment on long term debt	(1,017,744)	(1,260,567)
Change in non-cash operating assets and liabilities		
Accounts receivable	2,676,302	(6,173,400)
Accounts payable	4,535,941	10,023,793
Compensated absences termination benefits	383,160	139,053
Deferred revenue	2,968,410	1,229,251
Inventories of supplies	(575,773)	(58,458)
Prepaid expenses	(89,132)	140,627
Net change in cash from operating transactions	54,910,730	54,341,656
CAPITAL TRANSACTIONS		
Cash used to acquire tangible capital assets	(51,411,094)	(35,855,358)
Proceeds from the sale of tangible capital assets	344,181	1,583,616
Net change in cash from capital transactions	(51,066,913)	(34,271,742)
INVESTING TRANSACTIONS		
Change in investments	(23,959,143)	50,424,398
FINANCING TRANSACTIONS		
Debt repayment	(3,501,991)	(3,456,136)
Deferred development cost charges	6,161,909	8,915,418
Proceeds from long term borrowing	11,160,000	2,406,585
Net change in cash from financing transactions	13,819,918	7,865,867
CHANGE IN CASH AND CASH EQUIVALENTS	(6,295,408)	78,360,179
CASH AND CASH EQUIVALENTS - BEGINNING OF YEAR	165,007,070	86,646,891
CASH AND CASH EQUIVALENTS - END OF YEAR	\$ 158,711,662	\$ 165,007,070

CITY OF NANAIMO

SCHEDULE OF OPERATIONS BY SEGMENT

for the year ended December 31, 2021

	City Administration	Corporate Services	Development Services	Fire	Police	Port of Nanaimo Centre	Parks, Recreation & Culture	Engineering & Public Works	Sewer	Water	2021
Revenues											
Taxes	\$ 6,130,619	\$15,404,026	\$ 7,501,358	\$17,888,269	\$31,825,322	\$ 2,839,393	\$23,842,619	\$17,904,247	\$ -	\$ -	\$ 123,335,853
Payments in lieu of taxes	113,622	200,239	139,027	331,533	589,835	52,624	441,888	331,829	-	-	2,200,597
User fees	1,275	133,855	1,154,733	127,008	86,874	454,926	3,728,308	7,724,893	8,704,109	23,974,508	46,090,489
Government capital transfers	-	7,907,567	-	-	-	-	-	535,364	-	-	8,442,931
Other revenue	44,748	2,398,733	2,125,459	1,744,780	377,405	14,107	747,169	706,652	-	99,217	8,258,270
Developer contributed assets	-	-	-	-	-	-	1,314,717	5,053,189	424,950	693,092	7,485,948
Government operating transfers	67,048	308,143	458,628	233,395	1,683,061	30,992	362,401	202,291	15,000	(24,436)	3,336,523
Investment income	99,747	1,290,166	122,050	291,049	517,813	46,198	387,929	314,170	-	4,568	3,073,690
Building permits	-	-	2,694,848	-	-	-	-	-	-	-	2,694,848
Development cost charges	-	-	-	-	-	-	644,209	931,360	165,027	558,075	2,298,671
Regional recreation sharing	-	-	-	-	-	-	1,199,763	-	-	-	1,199,763
Donations - capital	-	-	-	-	137,451	-	809,477	57,500	719	-	1,005,147
Property rentals	-	-	373,344	-	278,323	-	229,580	46,833	-	23,200	951,280
	6,457,059	27,642,729	14,569,447	20,616,034	35,496,084	3,438,240	33,708,060	33,808,328	9,309,805	25,328,224	210,374,010
Expenses											
Wages and salaries	4,131,571	8,843,542	8,273,961	16,055,507	5,547,925	3,343	15,196,739	12,033,213	1,147,421	3,553,432	74,786,654
Contracted services	1,290,537	3,311,818	2,388,461	1,737,352	29,688,260	1,482,289	7,541,092	8,038,508	983,675	1,543,481	58,005,473
Amortization	-	892,725	610,849	548,318	309,202	1,635,055	4,102,116	11,203,489	1,150,065	6,235,445	26,687,264
Other	137,295	3,480,934	875,621	1,036,270	193,944	7,349	2,813,840	(2,825,901)	2,241,053	3,798,430	11,758,835
Materials and supplies	301,260	212,953	166,189	1,442,053	78,799	36,661	1,604,827	3,539,538	211,216	966,711	8,560,207
Interest payments on debt	-	-	-	196,659	-	(36,111)	-	24,883	103,990	644,042	933,463
Loss (gain) on disposal of assets	-	2,756	(226,432)	79,506	-	-	211,922	62,548	24,728	22,319	177,347
	5,860,663	16,744,728	12,088,649	21,095,665	35,818,130	3,128,586	31,470,536	32,076,278	5,862,148	16,763,860	180,909,243
ANNUAL SURPLUS (DEFICIT)	596,396	10,898,001	2,480,798	(479,631)	(322,046)	309,654	2,237,524	1,732,050	3,447,657	8,564,364	29,464,767
Capital projects	\$ -	\$ 1,565,479	\$ 5,896,482	\$ 9,428,503	\$ 137,451	\$ 611,596	\$11,043,129	\$18,279,326	\$ 6,264,495	\$ 6,185,775	\$ 59,412,236

CITY OF NANAIMO

SCHEDULE OF OPERATIONS BY SEGMENT

for the year ended December 31, 2020

	City Administration	Corporate Services	Development Services	Fire	Police	Port of Nanaimo Centre	Parks, Recreation & Culture	Engineering & Public Works	Sewer	Water	2020
Revenues											
Taxes	\$ 6,023,354	\$14,793,887	\$ 6,622,570	\$17,494,036	\$29,765,516	\$ 2,721,195	\$23,160,195	\$17,790,220	\$ -	\$ -	\$ 118,370,973
Payments in lieu of taxes	112,433	178,473	123,618	326,546	555,607	50,794	432,311	332,075	-	-	2,111,857
User fees	(100)	127,002	1,092,158	121,849	62,273	670,016	2,691,171	6,827,192	8,215,799	20,811,099	40,618,459
Government capital transfers	-	3,866,429	32,000	-	-	-	-	480,636	-	-	4,379,065
Other revenue	60,234	756,440	2,566,136	2,078,907	404,392	16,502	598,921	394,089	560	83,870	6,960,051
Developer contributed assets	-	-	-	-	-	-	3,330,526	5,294,858	864,675	910,540	10,400,599
Government operating transfers	719,512	357,206	709,397	410,764	1,990,291	60,130	4,880,187	394,187	90,000	119,012	9,730,686
Investment income	122,608	2,498,328	134,805	356,099	605,887	55,391	471,438	386,226	-	5,415	4,636,197
Building permits	-	-	1,790,008	-	-	-	-	-	-	-	1,790,008
Development cost charges	-	-	-	-	-	-	17,801	824,360	266,624	538,465	1,647,250
Regional recreation sharing	-	-	-	-	-	-	1,335,318	-	-	-	1,335,318
Donations - capital	-	-	-	-	-	-	419,951	109,004	169,838	36,731	735,524
Property rentals	-	-	286,500	7,908	274,644	-	187,821	47,652	-	21,000	825,525
	7,038,041	22,577,765	13,357,192	20,796,109	33,658,610	3,574,028	37,525,640	32,880,499	9,607,496	22,526,132	203,541,512
Expenses											
Wages and salaries	4,001,183	7,930,344	7,521,599	15,594,431	5,133,703	1,075	13,638,845	10,565,886	1,180,424	3,564,491	69,131,981
Contracted services	1,418,950	3,122,851	2,570,023	1,464,003	26,528,680	1,818,934	6,827,605	7,385,553	1,016,836	1,902,698	54,056,133
Amortization	6,770	870,565	495,489	550,840	309,202	1,635,053	3,984,244	10,663,661	1,019,046	5,979,642	25,514,512
Other	143,403	3,193,887	882,300	94,748	199,960	8,849	2,588,720	(2,788,955)	2,167,144	3,487,183	9,977,239
Materials and supplies	541,004	188,717	171,183	777,925	66,574	30,446	1,459,615	3,084,286	189,003	877,314	7,386,067
Interest payments on debt	-	-	-	111,601	-	(44,733)	(252,897)	63,915	70,478	621,602	569,966
(Gain) Loss on disposal of assets	-	-	(946,616)	6,521	-	-	(5,507)	585,108	1,645	75,446	(283,403)
	6,111,310	15,306,364	10,693,978	18,600,069	32,238,119	3,449,624	28,240,625	29,559,454	5,644,576	16,508,376	166,352,495
ANNUAL SURPLUS	926,731	7,271,401	2,663,214	2,196,040	1,420,491	124,404	9,285,015	3,321,045	3,962,920	6,017,756	37,189,017
Capital projects	\$ -	\$ 98,036	\$ 3,135,336	\$ 4,566,711	\$ -	\$ 51,487	\$ 7,811,458	\$15,020,940	\$ 5,792,605	\$ 9,850,304	\$ 46,326,877

CITY OF NANAIMO
SCHEDULE OF TANGIBLE CAPITAL ASSETS
for the year ended December 31, 2021

	COST				ACCUMULATED AMORTIZATION					NET BOOK VALUE
	Balance December 31, 2020	Additions	Disposals	Transfers	Balance December 31, 2021	Balance December 31, 2020	Additions	Disposals	Balance December 31, 2021	
Land	\$ 103,954,898	\$ 6,006,029	\$ 3	\$ (134,504)	\$ 109,826,420	\$ -	\$ -	\$ -	\$ -	\$ 109,826,420
Land improvements	43,502,009	3,898,261	527,563	60,793	46,933,500	19,322,174	1,513,920	312,895	20,523,199	26,410,301
Leasehold improvements	3,120,301	-	-	-	3,120,301	1,882,465	81,512	-	1,963,977	1,156,324
Marine structures	1,028,367	699,970	208,200	72,120	1,592,257	598,991	49,257	208,200	440,048	1,152,209
Buildings	202,632,479	5,710,698	115,000	253,221	208,481,398	91,941,255	5,707,312	115,000	97,533,567	110,947,831
Vehicles and equipment	41,466,490	1,910,358	1,356,416	92,241	42,112,673	22,820,555	2,663,484	1,209,141	24,274,898	17,837,775
IT Infrastructure	9,832,423	312,728	278,872	-	9,866,279	9,134,521	330,597	278,871	9,186,247	680,032
Drainage	113,166,019	3,327,436	355,000	198,192	116,336,647	34,509,525	1,743,661	346,666	35,906,520	80,430,127
Transportation	333,151,284	8,153,768	940,517	1,599,146	341,963,681	188,870,902	7,473,793	836,316	195,508,379	146,455,302
Sewer	63,382,901	5,435,896	123,647	287,653	68,982,803	15,209,038	1,141,151	98,919	16,251,270	52,731,533
Water	283,440,202	4,362,207	443,325	3,970,362	291,329,446	85,290,669	5,982,577	421,006	90,852,240	200,477,206
Work In Progress	20,254,384	19,594,885	-	(6,399,224)	33,450,045	-	-	-	-	33,450,045
	\$1,218,931,757	\$ 59,412,236	\$ 4,348,543	\$ -	\$1,273,995,450	\$ 469,580,095	\$ 26,687,264	\$ 3,827,014	\$ 492,440,345	\$ 781,555,105

CITY OF NANAIMO

SCHEDULE OF TANGIBLE CAPITAL ASSETS

for the year ended December 31, 2020

	COST				ACCUMULATED AMORTIZATION				NET BOOK VALUE	
	Balance December 31, 2019	Additions	Disposals	Transfers	Balance December 31, 2019	Additions	Disposals	Balance December 31, 2020		
Land	\$ 99,069,560	\$ 5,485,399	\$ 600,061	\$ -	\$ 103,954,898	\$ -	\$ -	\$ -	\$ 103,954,898	
Land improvements	40,387,766	2,931,886	2,900	185,257	43,502,009	17,855,193	1,469,881	2,900	19,322,174	24,179,835
Leasehold improvements	3,215,921	-	95,620	-	3,120,301	1,893,959	84,126	95,620	1,882,465	1,237,836
Marine structures	829,224	126,553	-	72,590	1,028,367	560,777	38,214	-	598,991	429,376
Buildings	198,607,545	1,606,112	-	2,418,822	202,632,479	86,446,834	5,494,421	-	91,941,255	110,691,224
Vehicles and equipment	38,595,682	3,312,890	725,241	283,159	41,466,490	20,945,671	2,495,081	620,197	22,820,555	18,645,935
IT Infrastructure	9,848,274	10,454	26,305	-	9,832,423	8,819,677	341,149	26,305	9,134,521	697,902
Drainage	111,107,145	2,594,087	862,290	327,077	113,166,019	33,150,682	1,708,748	349,905	34,509,525	78,656,494
Transportation	323,460,531	8,859,727	912,037	1,743,063	333,151,284	182,637,335	7,139,970	906,403	188,870,902	144,280,382
Sewer	51,906,257	5,460,379	29,889	6,046,154	63,382,901	14,227,164	1,010,118	28,244	15,209,038	48,173,863
Water	273,778,573	8,453,996	459,014	1,666,647	283,440,202	79,941,435	5,732,804	383,570	85,290,669	198,149,533
Work In Progress	25,511,759	7,485,394	-	(12,742,769)	20,254,384	-	-	-	-	20,254,384
	\$ 1,176,318,237	\$ 46,326,877	\$ 3,713,357	\$ -	\$ 1,218,931,757	\$ 446,478,727	\$ 25,514,512	\$ 2,413,144	\$ 469,580,095	\$ 749,351,662

CITY OF NANAIMO

NOTES TO THE FINANCIAL STATEMENTS

for the year ended December 31, 2021

The City of Nanaimo (the City) was incorporated December 24, 1874 under a statute of the Province of British Columbia now known as the *Community Charter*. The principal activities of the City are preservation, protection and enhancement of the quality of life in Nanaimo through the facilitation of municipal services in an equitable, efficient and effective manner.

NOTE 1 - SIGNIFICANT ACCOUNTING POLICIES

The City prepares its financial statements in accordance with Canadian public sector accounting standards as prescribed by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada. The following include significant policies that have been adopted by the City:

(a) Basis of Presentation

The City's resources and operations are segregated into general, water and sewer, capital and reserve funds for accounting and financial reporting purposes. The financial statements reflect the assets, liabilities, revenues and expenses of these funds. All transactions and balances between funds have been eliminated.

Reporting Entity

As at December 31, 2021, the City does not control any significant external entities.

(b) Basis of Accounting

The City follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of the delivery of goods or services and/or upon the creation of a legal obligation to pay. Expenses paid in the current period and attributable to a future period are recorded as prepaid.

(c) Cash and Cash Equivalents

Cash equivalents include short-term highly liquid investments with a term to maturity of 90 days or less at acquisition. Cash equivalents also include investments in the Municipal Finance Authority of British Columbia (MFA) Money Market Funds which are recorded at cost plus earnings reinvested in the funds.

CITY OF NANAIMO

NOTES TO THE FINANCIAL STATEMENTS

for the year ended December 31, 2021

NOTE 1 - SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(d) Accounts Receivable

Accounts receivable are presented net of an allowance for doubtful accounts and therefore represent amounts expected to be collected.

(e) Development Cost Charges

Deferred development cost charges are restricted by legislation to expenditures on capital infrastructure and related debt servicing costs and operating projects. These amounts are deferred upon receipt and recognized as revenue when the expenditures are incurred in accordance with the restrictions.

(f) Temporary Investments

Temporary investments consist of term deposits and debentures which are expected to be held for a term exceeding 90 days. Investments are recorded at cost. When, in the opinion of management, there is a decline in value, other than a temporary decline, investments are written down to their net realizable value.

(g) Compensated Absences and Termination Benefits

The City and its employees make contributions to the Municipal Pension Plan. As this plan is a multi-employer plan, contributions are expensed as incurred. Compensated absences and termination benefits also accrue to the City's employees. The liabilities related to these termination benefits and earned sick leave are actuarially determined based on service and best estimates of retirement ages and expected future salary and wage increases. The liabilities under these benefit plans are accrued based on projected benefits prorated as employees render services necessary to earn the future benefits. Actuarial gains and losses on the accrued benefit obligation arise from differences between actual and expected experience and from changes in the actuarial assumptions used to determine the accrued benefit obligation. The net accumulated actuarial gains and losses are amortized over the average remaining service period of the active employees.

(h) Deferred Revenue

The City defers a portion of the revenue collected from permits, licenses and other fees and recognizes this revenue in the year in which related inspections are performed or other related expenditures are incurred.

CITY OF NANAIMO

NOTES TO THE FINANCIAL STATEMENTS

for the year ended December 31, 2021

NOTE 1 - SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(i) Debt

Debt is presented net of repayments and actuarial adjustments.

(j) Non-Financial Assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They may have useful lives extending beyond the current year and are not intended to be sold in the ordinary course of operations.

(i) Tangible Capital Assets

Tangible capital assets are comprised of capital assets and capital works in progress, and are recorded at cost, which includes amounts that are directly attributable to acquisition, construction, development or betterment of the assets. The cost of the tangible capital assets, excluding land, is amortized on a straight-line basis over the estimated useful lives of the assets, commencing at the time the assets are available for use.

Estimated useful lives in years are as follows:

Asset	
Land Improvements	10-80
Leasehold Improvements	15-30
Marine Structures	15-35
Buildings	10-40
Vehicles and Equipment	2-25
IT Infrastructure	5-10
Drainage	40-75
Transportation - Linear Infrastructure, Lighting and Signals	10-80
Sewer - Linear Infrastructure and Equipment	25-60
Water - Linear Infrastructure and Equipment	8-80

Tangible capital assets are written down to their residual value when conditions indicate that they no longer contribute to the City's ability to provide goods and services, or when the value of the future economic benefits associated with the asset is less than the book value of the asset.

CITY OF NANAIMO

NOTES TO THE FINANCIAL STATEMENTS

for the year ended December 31, 2021

NOTE 1 - SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(j) Non-Financial Assets (continued)

(ii) Contribution of Tangible Capital Assets

Subdivision streets, lighting, sidewalks, drainage and other infrastructure assets are required to be provided by subdivision developers. Tangible capital assets received from developers are recorded at their fair values at the date of receipt and also recorded as revenue. The City is not involved in the construction and does not budget for assets received from developers.

(iii) Natural Resources, Works of Art and Cultural and Historical Assets

Natural resources, works of art, and cultural and historical assets are not recognized as assets in the financial statements.

(iv) Interest Capitalization

The City does not capitalize interest costs associated with the acquisition or construction of a tangible capital asset.

(v) Leased Tangible Capital Assets

Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as leased tangible capital assets with a corresponding lease liability. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

(vi) Inventories of Supplies

Inventories of supplies are recorded at cost, net of an allowance for obsolete stock. Cost is determined on a weighted average basis.

CITY OF NANAIMO

NOTES TO THE FINANCIAL STATEMENTS

for the year ended December 31, 2021

NOTE 1 - SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(k) Contaminated Sites

A liability for contaminated sites is recognized when a site is not in productive use and the following criteria are met:

- i. An environmental standard exists;
- ii. Contamination exceeds the environmental standard;
- iii. The City is directly responsible or accepts responsibility;
- iv. It is expected that future economic benefits will be given up; and
- v. A reasonable estimate of the amount can be made.

The liability is recognized as management's estimate of the cost of post-remediation including operation, maintenance and monitoring that are an integral part of the remediation strategy for a contaminated site.

(l) Revenue Recognition

(i) Taxation Revenue

Annual levies for non-optional municipal services and general administrative services are recorded as taxes for municipal purposes. Levies imposed by other taxing authorities are not included as taxes for municipal purposes. Taxes are recognized as revenue in the year they are levied.

Through the BC Assessment appeal process, taxes may be adjusted by way of supplementary roll adjustments. The impacts of these adjustments on taxes are recognized at the time they are awarded.

(ii) Development Cost Charges

Development cost charges are recognized as revenue during the period in which the related costs are incurred.

(iii) Government Transfers

Government transfers without stipulations restricting their use are recognized in the financial statements as revenue in the period in which the transfers are authorized. Government transfers with stipulations restricting their use are recognized in the financial statements as revenues in the period in which eligible expenses are incurred provided they are authorized and meet eligible criteria.

CITY OF NANAIMO

NOTES TO THE FINANCIAL STATEMENTS

for the year ended December 31, 2021

NOTE 1 - SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(m) Use of Estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Areas requiring the use of management estimates relate to the determination of compensated absences and termination benefits, collectability of accounts receivable, useful lives of tangible assets for calculation of amortization and provisions for contingencies. Actual results could differ from those estimates. Adjustments, if any, will be reflected in operations in the period of settlement.

NOTE 2 - ACCOUNTS RECEIVABLE

	<u>2021</u>	<u>2020</u>
Utilities	\$ 11,887,924	\$ 14,574,106
Property Taxes	3,401,049	4,274,391
Trade and Other	2,923,113	2,145,814
Due from Provincial Government	1,174,845	905,449
Municipal Finance Authority Debt Reserve	960,536	834,189
Due from Federal Government	901,484	1,162,693
Interest on Investments	579,250	615,461
Due from Regional Government	303,303	379,031
	<u>\$ 22,131,504</u>	<u>\$ 24,891,134</u>

CITY OF NANAIMO
NOTES TO THE FINANCIAL STATEMENTS
for the year ended December 31, 2021

NOTE 3 - DEVELOPMENT COST CHARGES RECEIVABLE

	<u>Water</u> <u>Distribution</u>	<u>Roads</u>	<u>Drainage</u>	<u>Sewer</u>	<u>Parks</u>	<u>Water</u> <u>Supply</u>	<u>2021</u>	<u>2020</u>
Installments:								
2021	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 843,235
2022	18,741	355,845	2,706	109,204	71,068	343,360	900,924	332,345
2023	7,486	142,171	1,143	43,629	26,372	137,183	357,984	-
	<u>\$ 26,227</u>	<u>\$ 498,016</u>	<u>\$ 3,849</u>	<u>\$ 152,833</u>	<u>\$ 97,440</u>	<u>\$ 480,543</u>	<u>\$ 1,258,908</u>	<u>\$ 1,175,580</u>

Development cost charges are collected on the approval of a subdivision or the issuance of a building permit. These funds assist the City in the cost of development, including constructing capital improvements, operating projects and the related debt servicing costs. Installments receivable represent funds due from developers within two years and are secured by irrevocable standby letters of credit and/or cash on deposit. No interest is charged on these outstanding installments.

NOTE 4 - TEMPORARY INVESTMENTS

	<u>2021</u>		<u>2020</u>	
	<u>Cost</u>	<u>Market</u>	<u>Cost</u>	<u>Market</u>
Term deposits	\$ 115,527,789	\$ 115,425,693	\$ 93,601,731	\$ 93,744,907
Debentures	6,997,754	7,126,920	4,964,669	5,227,406
	<u>\$ 122,525,543</u>	<u>\$ 122,552,613</u>	<u>\$ 98,566,400</u>	<u>\$ 98,972,313</u>

NOTE 5 - ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	<u>2021</u>	<u>2020</u>
Trade and Other	\$ 13,731,082	\$ 8,487,746
RCMP Contract	18,291,784	13,104,121
Deposits	12,334,301	10,843,253
Accrued wages and benefits	3,404,163	3,203,026
Contaminated sites	380,000	170,000
Other governments	4,627,892	12,425,135
	<u>\$ 52,769,222</u>	<u>\$ 48,233,281</u>

CITY OF NANAIMO
NOTES TO THE FINANCIAL STATEMENTS

for the year ended December 31, 2021

NOTE 6 - COMPENSATED ABSENCES AND TERMINATION BENEFITS

The City provides certain post-employment benefits, non-vested sick leave, compensated absences and termination benefits to its employees. An actuarial valuation for these benefits was performed to determine the City's accrued benefit obligation as at December 31, 2019 and the results are extrapolated to December 31, 2021. The current valuation was completed in 2020. Significant assumptions used in the valuation include a discount rate of 3.5%, inflation of 1.75% and compensation increases, excluding merit and promotion, of 2.75%. There is an unamortized actuarial loss of \$536,130 (2020 – loss of \$607,289).

	<u>2021</u>	<u>2020</u>
Actuarial Benefit Obligation, beginning of year	\$ 8,990,293	\$ 8,922,399
Unamortized Actuarial Loss, beginning of year	(607,289)	(678,448)
	<u>8,383,004</u>	<u>8,243,951</u>
Current Service Cost	735,393	696,593
Interest Costs	314,615	308,081
Benefits Paid	(738,007)	(936,780)
Amortization of Actuarial Loss	71,159	71,159
	<u>8,766,164</u>	<u>8,383,004</u>
Actuarial Benefit Obligation, end of year	9,302,294	8,990,293
Unamortized Actuarial Loss, end of year	(536,130)	(607,289)
Accrued Benefit Liability, end of year	<u>\$ 8,766,164</u>	<u>\$ 8,383,004</u>

Actuarial gains and losses are amortized over 12 years, being the expected average remaining service period of the related employee groups, commencing the year after the gain or loss arises. The total expense recorded in the financial statements in respect of obligations under this plan amounts to \$1,121,167 (2020 - \$1,075,833).

CITY OF NANAIMO
NOTES TO THE FINANCIAL STATEMENTS

for the year ended December 31, 2021

NOTE 7 - DEFERRED REVENUE AND OTHER LIABILITIES

	<u>2021</u>	<u>2020</u>
Tax Prepayments	\$ 15,637,525	\$ 13,405,043
Other Prepayments	8,571,703	7,835,775
	<u>\$ 24,209,228</u>	<u>\$ 21,240,818</u>

NOTE 8 - DEFERRED DEVELOPMENT COST CHARGES

	<u>2021</u>	<u>2020</u>
Deferred Development Cost Charges - beginning of year	\$ 56,751,703	\$ 49,483,535
Additions	5,274,135	7,877,509
Interest Earned	887,774	1,037,909
Revenue Recognized	(2,298,671)	(1,647,250)
	<u>\$ 60,614,941</u>	<u>\$ 56,751,703</u>

NOTE 9 - DEBT, NET OF MUNICIPAL FINANCE AUTHORITY (MFA) SINKING FUND DEPOSITS

The City issues debt instruments through the MFA pursuant to security issuing bylaws under the authority of the *Community Charter* to finance certain capital expenditures.

\$45,947,100 (2020 – \$39,306,835) of debt is with the MFA. Payments and actuarial allocations of \$34,394,221 on the gross amount borrowed of \$80,341,321 are held in a sinking fund by the MFA. The rates of interest on the principal amount of the MFA debentures vary between 0.91% and 3.85% per annum.

	<u>2021</u>	<u>2020</u>
Total Outstanding Debt - beginning of year	\$ 39,306,835	\$ 41,616,953
Reduction of Long-term Debt	(4,519,735)	(4,716,703)
Proceeds from long-term borrowing	11,160,000	2,406,585
	<u>\$ 45,947,100</u>	<u>\$ 39,306,835</u>

The City of Nanaimo is subject to 'Liability Servicing Limits' as outlined in Section 174 of the *Community Charter*. The maximum value of liability servicing cost for a given year is 25% of a municipality's controllable and sustainable revenues for the previous year. The calculated liability servicing limit for the City of Nanaimo for 2021 at December 31, 2020 was \$44,370,220. The actual liability servicing cost was \$5,286,669 and the estimated cost on unissued debt is \$1,088,783, leaving \$37,994,768 of liability servicing capacity available.

CITY OF NANAIMO
NOTES TO THE FINANCIAL STATEMENTS

for the year ended December 31, 2021

NOTE 9 - DEBT, NET OF MUNICIPAL FINANCE AUTHORITY (MFA) SINKING FUND DEPOSITS (CONTINUED)

Future payments on net outstanding debt over the next five years and thereafter are as follows:

<u>Year</u>	<u>General</u>	<u>Water</u>	<u>Total</u>
2022	\$ 3,894,242	\$ 1,017,814	\$ 4,912,056
2023	3,304,052	1,058,526	4,362,578
2024	2,940,842	1,100,867	4,041,709
2025	3,017,659	1,144,902	4,162,561
2026	3,066,645	1,190,698	4,257,343
Thereafter	13,779,272	10,431,581	24,210,853
	<u>\$ 30,002,712</u>	<u>\$ 15,944,388</u>	<u>\$45,947,100</u>

<u>Bylaw #</u>	<u>MFA Issue #</u>		<u>Interest Rate %</u>	<u>Year Matures</u>	<u>Balance Outstanding</u>	
					<u>2021</u>	<u>2020</u>
<u>General Fund - Tax Supported</u>						
5750	99	Port of Nanaimo Centre	1.53	2026	\$ 4,913,593	\$ 5,785,884
5750	101	Port of Nanaimo Centre	2.25	2027	5,785,884	6,624,625
7050	102	Fire Station #4	2.25	2027	1,446,471	1,656,157
7257	146	Fire Station #1	3.20	2038	2,863,191	2,990,930
7257	152	Fire Station #1	0.91	2040	1,915,618	2,000,000
7257	156	Fire Station #1	2.58	2041	11,160,000	-
		Garbage Trucks-Equipment	0.96	2022	268,588	578,687
		Garbage Trucks-Equipment	0.96	2023	1,343,852	2,360,791
		Garbage Trucks-Equipment	0.96	2025	305,515	386,706
					<u>30,002,712</u>	<u>22,383,780</u>
<u>Waterworks Fund - User Fee Supported</u>						
7127	126	Water Treatment Plant	3.85	2033	9,184,583	9,772,327
7127	127	Water Treatment Plant	3.30	2034	6,759,805	7,150,728
					<u>15,944,388</u>	<u>16,923,055</u>
					<u>\$ 45,947,100</u>	<u>\$ 39,306,835</u>

CITY OF NANAIMO
NOTES TO THE FINANCIAL STATEMENTS

for the year ended December 31, 2021

NOTE 10 - TANGIBLE CAPITAL ASSETS

<u>Net Book Value</u>	<u>2021</u>	<u>2020</u>
Land	\$ 109,826,420	\$ 103,954,898
Land Improvements	26,410,301	24,179,835
Leasehold Improvements	1,156,324	1,237,836
Marine Structures	1,152,209	429,376
Buildings	110,947,831	110,691,224
Vehicles and Equipment	17,837,775	18,645,935
IT Infrastructure	680,032	697,902
Drainage	80,430,127	78,656,494
Transportation	146,455,302	144,280,382
Sewer	52,731,533	48,173,863
Water	200,477,206	198,149,533
	<u>748,105,060</u>	<u>729,097,278</u>
Work In Progress	33,450,045	20,254,384
	<u>\$ 781,555,105</u>	<u>\$ 749,351,662</u>

See schedule of tangible capital assets (page 10) for more information. There were no write downs of tangible capital assets for 2020 and 2021. Developer contributed assets recognized in 2021 were \$7,485,948 (2020 - \$10,400,599) recorded at fair value at the time of receipt. These include transportation, drainage, sewer and water infrastructure and the land under these assets.

CITY OF NANAIMO
NOTES TO THE FINANCIAL STATEMENTS

for the year ended December 31, 2021

NOTE 11 - ACCUMULATED SURPLUS

	<u>2021</u>	<u>2020</u>
Reserve Accounts (Note 21)	\$ 89,723,172	\$ 89,515,381
Investment in Tangible Capital Assets (Note 18)	732,605,556	707,273,665
Community Works Reserve Fund (Gas Tax Agreement)	15,016,599	15,088,694
Equipment Depreciation Reserve	10,830,275	9,066,494
Facility Development (Recreation) Reserve	3,091,890	3,634,205
Property Sales Reserve	1,303,226	3,129,464
Knowles Estate Reserve	416,659	410,565
Parkland Dedication Reserve	790,121	1,126,691
Old City Neighborhood Parking Reserve	96,350	165,628
General Asset Management Reserve	13,725,330	11,464,273
Sewer Asset Management Reserve	4,099,117	3,441,257
Water Asset Management Reserve	10,636,466	7,604,782
Emission Reduction Reserve	-	513,697
Copier Replacement Reserve	389,760	382,026
Information Technology Reserve	2,084,446	1,827,833
NDSS Community Field Reserve	128,041	94,661
Parking Reserve	1,003,998	1,040,669
911 Reserve	436,481	1,596,057
Property Acquisition Reserve	2,741,145	3,440,266
Housing Legacy Reserve	3,200,571	2,973,608
Strategic Infrastructure Reserve	4,429,681	4,025,304
Sustainability Reserve	-	420,880
Off-Street Parking Reserve	71,737	-
Climate Action Reserve	880,246	-
	<u>\$ 897,700,867</u>	<u>\$ 868,236,100</u>

CITY OF NANAIMO

NOTES TO THE FINANCIAL STATEMENTS

for the year ended December 31, 2021

NOTE 12 - COMMITMENTS AND CONTINGENCIES

(a) Liability Claims

In the ordinary course of business, various claims and lawsuits are brought against the City. The City records an accrual in respect of legal claims that are likely to be successful and for which a liability amount is reasonably determinable. The remaining claims, should they be successful as a result of litigation, will be recorded when a liability is likely and determinable. Liability insurance is carried by the City, subject to a deductible of \$25,000 per claim.

(b) BC Assessment Authority Appeals

As at December 31, 2021, there were various appeals pending with respect to assessed values of properties. The outcome of those appeals may result in adjustments to property taxes receivable for the current and prior years. The City makes a provision against property taxes receivable for the impact of appeals where the losses are likely and the amounts are reasonably determinable.

(c) Joint and Several Liabilities

The City has a contingent liability with respect to debentures of the Regional District of Nanaimo and the Regional Hospital District of Nanaimo, to the extent provided for in their respective Acts of Incorporation. Management does not consider payment under this contingency to be likely and therefore no amounts have been accrued.

The City issues its debt instruments primarily through the MFA. Demand notes are executed in connection with each debenture whereby the City may be required to pay certain amounts to the Regional District of Nanaimo. These demand notes of \$1,918,171 (2020 – \$1,661,815) are contingent in nature and given the low likelihood of payment are not reflected in the accounts.

The City is a participant in the Municipal Insurance Association of British Columbia (the Association). Should the Association pay out claims in excess of premiums received, it is possible that the City, along with other participants, would be required to contribute towards the deficit.

CITY OF NANAIMO

NOTES TO THE FINANCIAL STATEMENTS

for the year ended December 31, 2021

NOTE 12 - COMMITMENTS AND CONTINGENCIES (CONTINUED)

(d) Subsidence of Mines

Continued existence of abandoned underground mines has resulted in risk to private land and public roads due to potential collapse or instability. The full impact of the abandoned mines and any potential liabilities are unknown at this time. No determination of the City's liability, if any, has been made and no estimate of potential loss can be made or recorded at this time. A liability will be recorded if remediation costs are determined to be likely and the amounts are reasonably determinable.

(e) Commitments

The City has \$31,500,000 (2020 - \$29,600,000) in open purchase orders at year end which have not been recorded in the financial statements. The funding for the majority of these obligations has been set aside in reserves for future expenditures. These amounts will be recorded in the period that the goods and services, to which they relate, are received.

(f) Guarantees

The City has guaranteed the amount of a \$2,000,000 line of credit for the Port Theatre Society. Management considers the likelihood of payment on the guarantee to be low.

NOTE 13 - CEMETERY CARE FUND

The City operates the cemetery and maintains a cemetery perpetual care fund in accordance with the *Cremation, Interment and Funeral Services Act*. The trust fund assets and liabilities are not included in the financial statements. At December 31, 2021, the balance of funds held in trust was \$622,968 (2020 - \$603,907).

CITY OF NANAIMO
NOTES TO THE FINANCIAL STATEMENTS
for the year ended December 31, 2021

NOTE 14 - ANNUAL BUDGET

These financial statements include the Annual Budget as approved by Council on May 10, 2021. No amendments subsequent to this date have been included. The following is a reconciliation of the budget presentation required for the 2021 financial statements and the annual financial plan bylaw:

Annual Budgeted Surplus - Statement of Operations	\$ 6,019,799
Cemetery Care Fund - not in reporting entity	10,000
Net Development Cost Charges	<u>(1,582,752)</u>
Annual Surplus from the 2021 Financial Plan	4,447,047
Amortization, not funded	27,384,507
Capital Expenditures	(94,605,642)
Proceeds from Borrowing	13,308,450
Principal Repayment of Debt	(4,373,983)
Transfers from Accumulated Surplus	<u>53,839,621</u>
Net Annual Budget - as approved	\$ -

CITY OF NANAIMO

NOTES TO THE FINANCIAL STATEMENTS

for the year ended December 31, 2021

NOTE 15 - TAXATION AND PAYMENTS IN LIEU

	<u>Municipal</u>	<u>Other</u>	<u>2021</u> <u>Total</u>	<u>2020</u> <u>Total</u>
Property Taxes	\$ 116,804,646	\$ 74,848,314	\$ 191,652,960	\$ 176,228,818
Business Improvement Area Levies	192,430	-	192,430	42,010
Vancouver Island Regional Library	4,912,701	-	4,912,701	4,823,864
Taxes in Lieu of Licenses	1,426,076	-	1,426,076	1,433,730
Payments in Lieu of Taxes	2,200,597	618,758	2,819,355	2,563,835
	<u>\$ 125,536,450</u>	<u>\$ 75,467,072</u>	<u>\$ 201,003,522</u>	<u>\$ 185,092,257</u>
			<u>2021</u>	<u>2020</u>
Less Collections for Other Governments:				
Province of British Columbia (School Tax)			\$ 42,863,742	\$ 34,907,572
Regional District of Nanaimo			25,892,397	24,390,187
Nanaimo Regional Hospital District			5,536,766	4,144,977
Other Agencies			1,174,167	1,166,691
			<u>75,467,072</u>	<u>64,609,427</u>
Taxation and Payments in Lieu			<u>\$ 125,536,450</u>	<u>\$ 120,482,830</u>

NOTE 16 - USER FEES AND SALES OF SERVICES

	<u>2021</u>	<u>2020</u>
Waterworks	\$ 23,974,508	\$ 20,811,099
Sewer System	8,704,109	8,215,799
Garbage Collection	6,796,415	6,137,720
Recreation Programs	3,728,308	2,691,171
Parking	1,033,290	999,938
Public Works	928,478	689,472
Vancouver Island Conference Centre	454,926	670,016
Other	256,573	219,122
Fire Rescue	127,008	121,849
Police Services	86,874	62,273
	<u>\$ 46,090,489</u>	<u>\$ 40,618,459</u>

CITY OF NANAIMO
NOTES TO THE FINANCIAL STATEMENTS
for the year ended December 31, 2021

NOTE 17 - TRANSFERS FROM OTHER GOVERNMENTS

	<u>2021</u>	<u>2020</u>
<u>Federal</u>		
Capital	\$ 10,000	\$ 20,000
Gas Tax	7,907,567	3,866,429
Other	504,730	462,716
	<u>8,422,297</u>	<u>4,349,145</u>
<u>Provincial</u>		
Capital	525,364	492,636
Casino Gaming	1,296,018	514,751
Revenue Sharing	1,325,884	1,332,568
COVID-19 Restart Grant	-	6,693,000
Other	203,852	621,313
	<u>3,351,118</u>	<u>9,654,268</u>
<u>Other Governments</u>		
Other	6,039	106,338
	<u>6,039</u>	<u>106,338</u>
Total transfers from other governments	<u>\$ 11,779,454</u>	<u>\$ 14,109,751</u>
Transfers from other governments - capital	\$ 8,442,931	\$ 4,379,065
Transfers from other governments - operating	3,336,523	9,730,686
	<u>3,336,523</u>	<u>9,730,686</u>
Total transfers from other governments	<u>\$ 11,779,454</u>	<u>\$ 14,109,751</u>

CITY OF NANAIMO

NOTES TO THE FINANCIAL STATEMENTS

for the year ended December 31, 2021

NOTE 18 - INVESTMENT IN TANGIBLE CAPITAL ASSETS

	<u>2021</u>	<u>2020</u>
Investment in Tangible Capital Assets - beginning of year	\$ 707,273,665	\$ 687,573,892
Add:		
Capital Additions	59,412,236	46,326,877
Reductions in Long-term Debt	4,519,735	4,716,703
Unused Borrowing - Fire Hall	3,113,972	1,238,851
Less:		
Funding from Deferred Capital Fund	(2,106,409)	(1,152,043)
Amortization	(26,687,264)	(25,514,512)
Used Borrowing - Fire Hall	(1,238,850)	(2,209,305)
New Borrowing - Fire Hall	(11,160,000)	(2,000,000)
New Borrowing - Garbage Truck	-	(406,585)
Net Book Value of Asset Disposals	(521,529)	(1,300,213)
Investment in Tangible Capital Assets - end of year	<u>\$ 732,605,556</u>	<u>\$ 707,273,665</u>

NOTE 19 - MUNICIPAL PENSION PLAN

The City and its employees contribute to the Municipal Pension Plan (the Plan), a jointly trustee pension plan. The Board of Trustees, representing plan members and employers, is responsible for administering the plan, including investment of the assets and administration of benefits. The Plan is a multi-employer defined benefit pension plan. Basic pension benefits provided are based on a formula. The Plan has about 220,000 active members and approximately 112,000 retired members. Active members include approximately 42,000 contributors from Local Government.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate is then adjusted to the extent there is amortization of any funding surplus and will be adjusted for the amortization of any unfunded liability.

CITY OF NANAIMO

NOTES TO THE FINANCIAL STATEMENTS

for the year ended December 31, 2021

NOTE 19 - MUNICIPAL PENSION PLAN (CONTINUED)

The most recent valuation for the Municipal Pension Plan as at December 31, 2018 indicated a \$2,866 million funding surplus for basic pension benefits on a going concern basis. During 2021, City of Nanaimo contributions to the plan were:

	<u>2021</u>	<u>2020</u>
Employer Portion	\$ 5,997,240	\$ 5,916,889
Employee Portion	5,021,516	4,976,591
	<u>\$ 11,018,756</u>	<u>\$ 10,893,480</u>

The next valuation will be as at December 31, 2021 with results available in 2022.

Employers participating in the plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plan records accrued liabilities and accrued assets for the plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plan.

NOTE 20 - FINANCIAL INSTRUMENTS

(a) Financial Risk and Fair Market Values

The City's financial instruments consist of cash and cash equivalents, accounts receivable, development cost charges receivable, temporary investments, accounts payable and accrued liabilities and debt. The City does not hold any asset-backed commercial paper or hedge funds. The financial risk is the risk to the City's earnings that arises from fluctuations in interest rates, foreign exchange rates, and the degree of volatility of these rates. The City does not use derivative instruments to reduce its exposure to interest rate risk nor foreign exchange risk as management does not consider the risks material. Based on available market information, the carrying value of the City's financial instruments approximates their fair value with the exception of temporary investments for which market values are disclosed in Note 4.

CITY OF NANAIMO

NOTES TO THE FINANCIAL STATEMENTS

for the year ended December 31, 2021

NOTE 20 - FINANCIAL INSTRUMENTS (CONTINUED)

(b) Credit Risk

The City is not exposed to significant risk from its accounts receivables. The City's tax base has a significant number of participants which reduces the concentration of credit risk. Credit risk is further minimized as the City has the ability to expropriate land in the event of non-payment of property tax receivables. There has been no significant change to risk exposure throughout 2021.

NOTE 21 - RESERVES

	<u>Work in Progress</u>	<u>Available for Future Commitments</u>	<u>2021</u>	<u>2020</u>
<u>General Revenue Fund Reserve Accounts</u>				
Parks & Recreation	\$ 93,260	\$ 125,378	\$ 218,638	\$ 195,305
Strategic Partnerships	-	200,043	200,043	200,043
General Capital	511,623	3,599,471	4,111,094	3,298,046
Prior Year Carry Forwards	5,442,197	-	5,442,197	5,411,586
RCMP Contract	106,875	1,426,558	1,533,433	2,008,433
Fitzwilliam Street Parking	-	142,868	142,868	142,868
Conference Centre	311,000	517,519	828,519	780,182
Snow Removal	-	1,200,000	1,200,000	1,200,000
General Financial Stability	620,000	15,891,688	16,511,688	17,689,135
Special Initiatives	6,859,468	2,209,885	9,069,353	12,195,731
Casino Funds	576,301	-	576,301	1,243,375
Sanitation Leveling	185,581	688,898	874,479	774,008
	<u>14,706,305</u>	<u>26,002,308</u>	<u>40,708,613</u>	<u>45,138,712</u>
<u>Sewer Revenue Reserve Accounts</u>				
General Capital	7,174,599	9,537,172	16,711,771	16,842,033
Sewer Financial Stability	-	500,000	500,000	500,000
	<u>7,174,599</u>	<u>10,037,172</u>	<u>17,211,771</u>	<u>17,342,033</u>
<u>Waterworks Revenue Fund Reserve Accounts</u>				
General Capital	25,166,412	4,935,321	30,101,733	25,333,581
Water Financial Stability	-	1,701,055	1,701,055	1,701,055
	<u>25,166,412</u>	<u>6,636,376</u>	<u>31,802,788</u>	<u>27,034,636</u>
Total Reserve Accounts	<u>\$47,047,316</u>	<u>\$ 42,675,856</u>	<u>\$89,723,172</u>	<u>\$89,515,381</u>

CITY OF NANAIMO

NOTES TO THE FINANCIAL STATEMENTS

for the year ended December 31, 2021

NOTE 22 - SEGMENT REPORTING

The City's operations and activities are organized and reported by Fund. City services are provided by departments and their activities are reported in these funds. See Schedule of Operations by Segment (page 8).

GENERAL REVENUE FUND

Certain departments have been separately disclosed in the segmented information, along with the services they provide as follows:

City Administration

The Chief Administrative Officer's office assists Council to establish its strategic direction for the City and takes the lead role in managing the implementation of policy direction established by Council. The Office also provides managerial leadership and direction to all City departments and operations.

The City Administration department is also responsible for Human Resources and Organizational Planning, Legislative Services, and Communications.

Corporate Services

Providing service to both the internal organization and the community, the Corporate Services Department is responsible for Emergency Management, Information Technology, Financial Services and Purchasing.

Development Services

Development Services is responsible for a variety of tasks relating to planning and development. This includes processing development applications and developing related policies and regulations. Development Services is also responsible for bylaw, animal control, and parking.

Fire

The Fire Department has the responsibility of protecting the City's citizens and infrastructure through prevention and quick and high quality response to fire, medical and other emergency incidents in the most effective and responsive manner possible.

CITY OF NANAIMO

NOTES TO THE FINANCIAL STATEMENTS

for the year ended December 31, 2021

NOTE 22 - SEGMENT REPORTING (CONTINUED)

Police

The City contracts the Royal Canadian Mounted Police to provide top quality policing services in Nanaimo. With administrative support services provided by City employees, the detachment provides all standard policing services, including response to emergency and non-emergency calls, criminal investigations and traffic safety measures.

Port of Nanaimo Centre

The operation of the Vancouver Island Conference Centre provides a full-service convention centre that hosts meetings, conferences, tradeshow, and weddings for up to 1,300 delegates.

Parks, Recreation and Culture

The Parks, Recreation and Culture department manages, facilitates and maintains a system of services, facilities, parks and open spaces and works to enhance the quality of life for the citizens of Nanaimo.

Engineering and Public Works

Engineering and Public Works is responsible for the planning, design, construction, operation and maintenance of the City's infrastructure including the City's water, sanitary sewer, drainage and transportation infrastructure. Department operations also include maintenance of the City's fleet, cemeteries, solid waste collection and recycling.

SEWER SYSTEM FUND

The City Sanitary Sewer Utility is a self-funded department that operates and maintains a sewer collection system that serves the City.

WATERWORKS FUND

The City Waterworks Utility is a self-funded department that delivers water to residential, commercial and industrial premises in Nanaimo. The Utility operates and maintains a supply system consisting of dams, transmission mains, reservoirs and treatment facilities as well as a distribution system.

CITY OF NANAIMO

NOTES TO THE FINANCIAL STATEMENTS

for the year ended December 31, 2021

NOTE 23 - CONTRACTUAL RIGHTS

The City of Nanaimo has entered into various contracts for rental revenue within the normal course of operations. The estimated contractual rights under these contracts for the years ending December 31 are as follows:

2022	\$ 1,064,046
2023	1,165,741
2024	1,165,742
2025	1,165,741
2026	1,165,742
	<u>\$ 5,727,012</u>

In addition to these contractual rights, the City has agreements with several parties that provide for the recovery of costs and payments of annual fees and commissions based on annual results.

NOTE 24 - COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform with the financial statement presentation adopted for the current year.



Looking Forward: 2022-2026 Financial Plan

The City's Annual Report reviews the past year and the progress made towards strategic goals and initiatives. The City's Five Year Financial Plan provides a look forward and outlines the plans and the resources needed to deliver City services and to continue to implement important City priorities each year. These two annual documents provide the community with important feedback and information on Council's management and priorities.

The City of Nanaimo's 2022-2026 Financial Plan can be found on our website at www.nanaimo.ca or by clicking the button below on the online version of this report.

**View the 2022-2026
Financial Plan**





STATISTICAL SECTION





Statistical & Financial Analysis 2017-2021

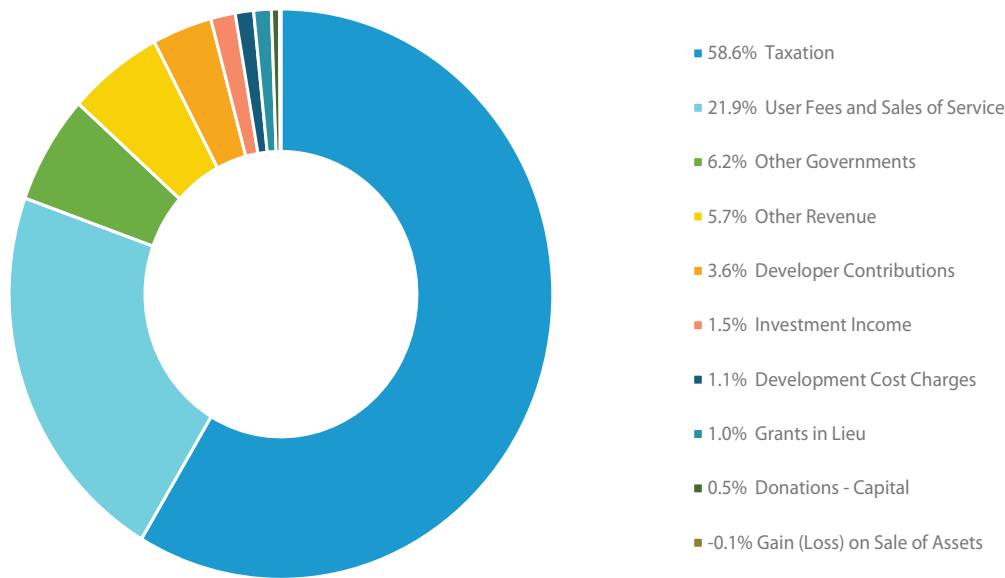
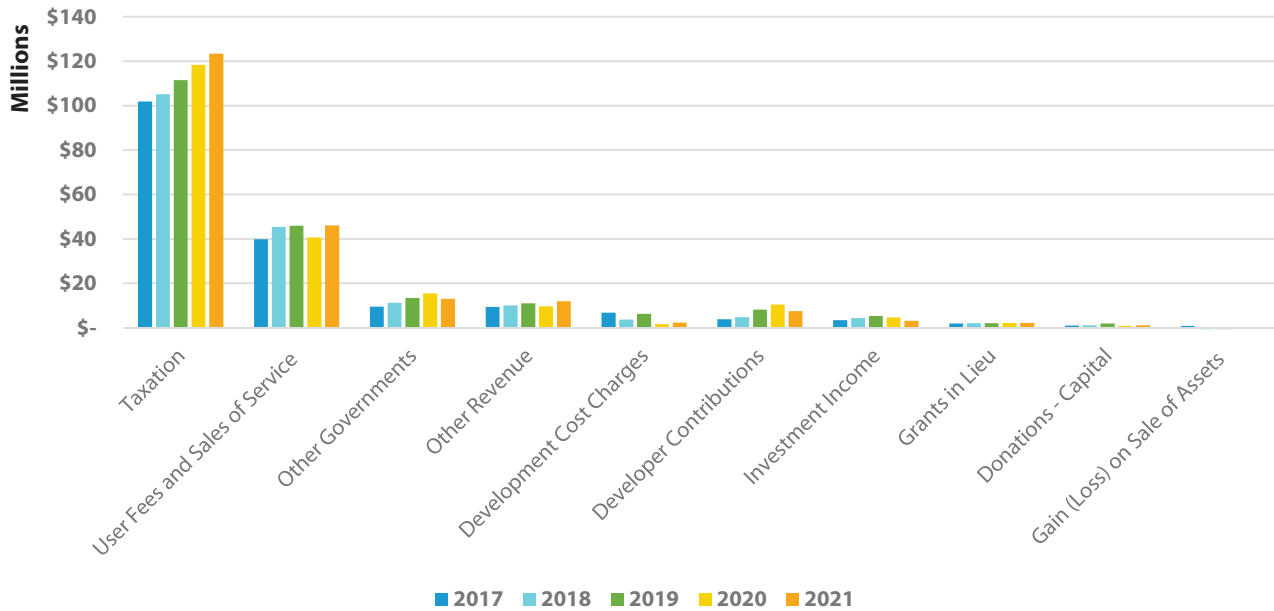
Where Do Your Tax \$ Go?

**Property Owners with Gross Taxes
Exceeding \$250,000 in 2021**

**Permissive Tax Exemptions for 2021
(Bylaw 7315)**

Revenue by Source 2017 – 2021

(Source: City of Nanaimo Finance Department)

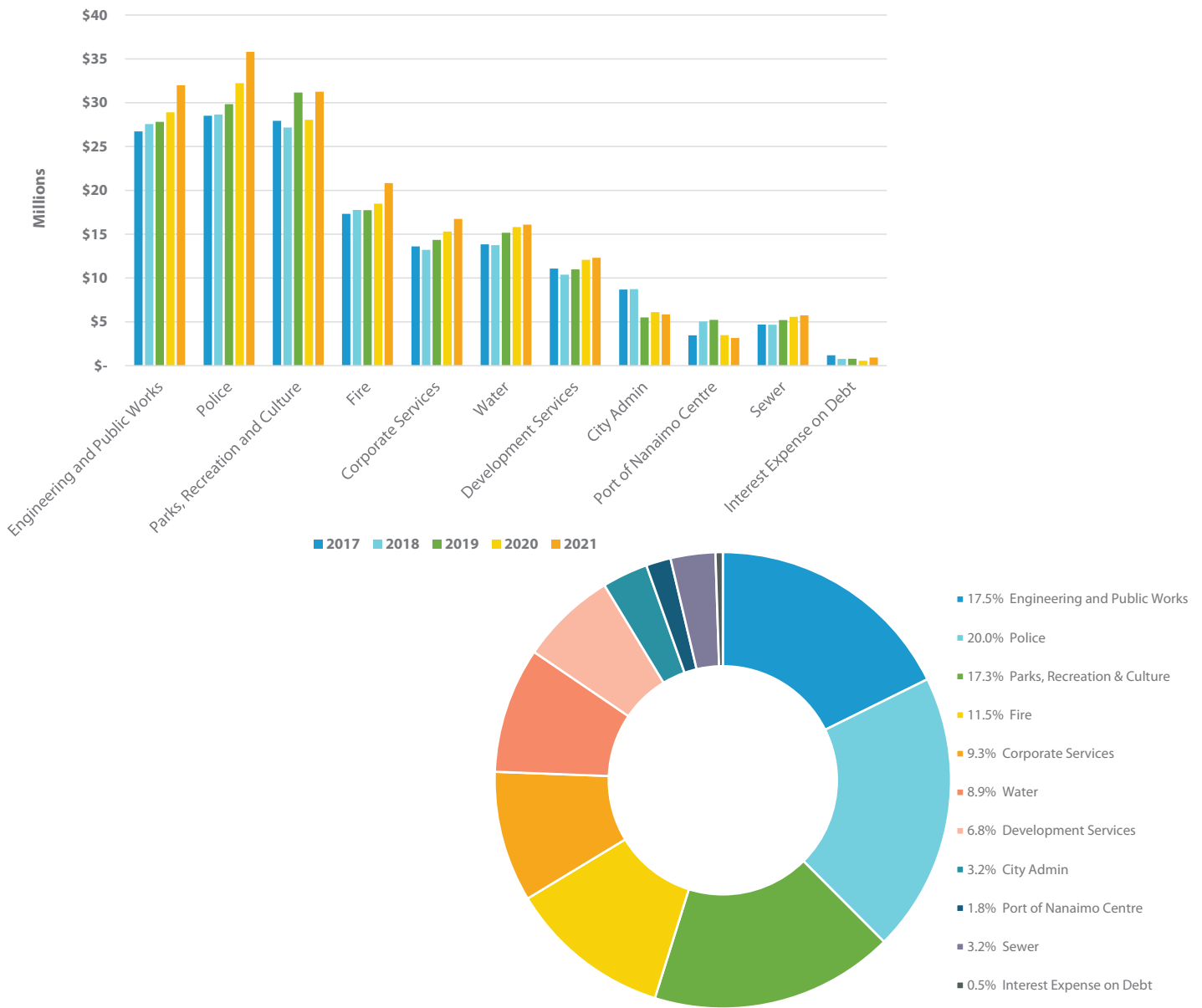


Revenue by Source

	2017	2018	2019	2020	2021
Taxation	101,772,627	105,092,714	111,483,549	118,370,973	123,335,853
User Fees and Sales of Service	39,794,704	45,329,195	45,848,098	40,618,459	46,090,489
Other Governments	9,488,460	11,241,378	13,420,109	15,445,069	12,979,217
Other Revenue	9,358,666	9,950,204	10,990,146	9,575,584	11,904,398
Development Cost Charges	6,802,341	3,691,180	6,252,024	1,647,250	2,298,671
Developer Contributions	3,724,488	4,727,790	8,134,351	10,400,599	7,485,948
Investment Income	3,403,150	4,380,302	5,262,350	4,636,197	3,073,690
Grants in Lieu	1,858,365	2,047,951	2,077,224	2,111,857	2,200,597
Donations - Capital	972,902	1,015,560	1,865,131	735,524	1,005,147
Gain (Loss) on Sale of Assets	852,358	(699,223)	(679,600)	283,403	(177,347)
Total Revenue	\$ 178,028,061	\$ 186,777,051	\$ 204,653,382	\$ 203,824,915	\$ 210,196,663

Expenses by Function 2017 – 2021

Source: City of Nanaimo Finance Department

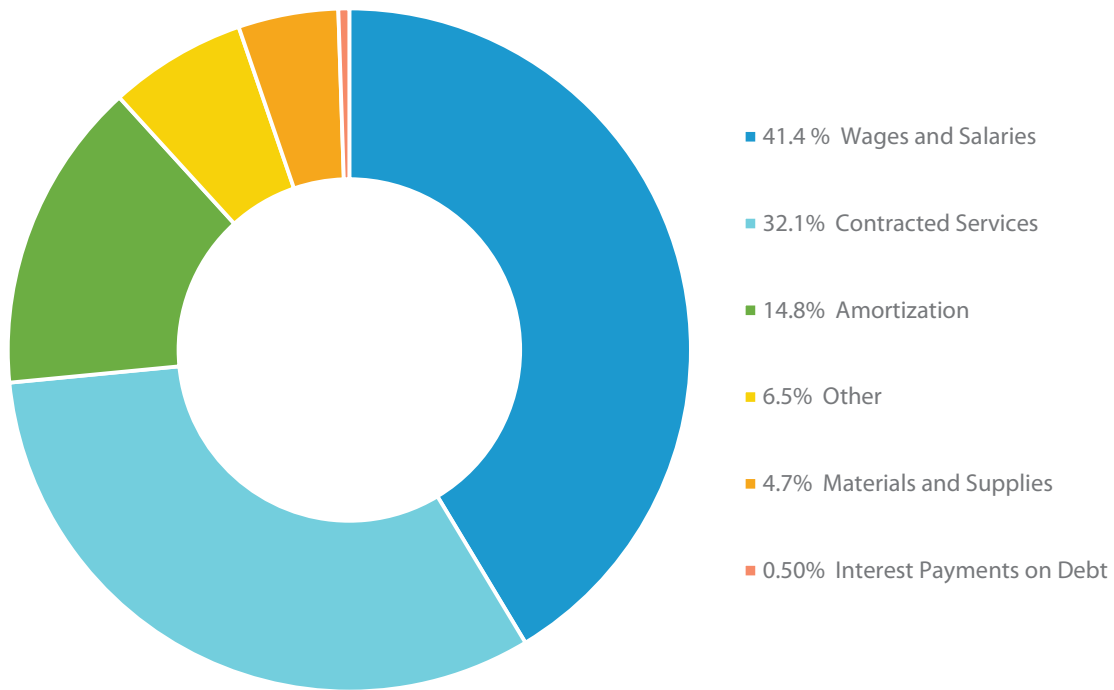
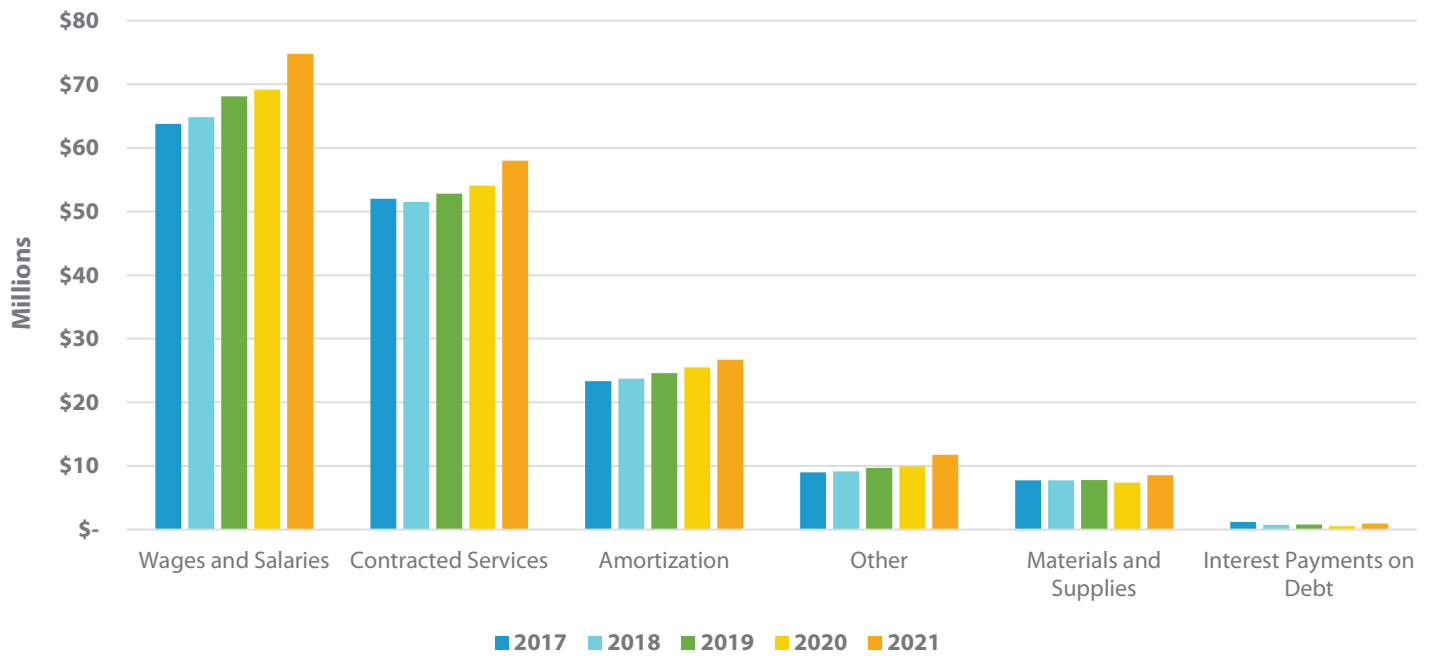


Expenses

Analysis by Function	2017	2018	2019	2020	2021
Engineering and Public Works	26,721,706	27,559,159	27,819,224	28,910,431	31,988,847
Police	28,513,024	28,660,500	29,837,273	32,238,119	35,818,130
Parks, Recreation and Culture	27,942,297	27,163,217	31,152,635	28,062,053	31,258,614
Fire	17,323,093	17,759,443	17,747,090	18,481,947	20,819,500
Corporate Services	13,618,603	13,223,103	14,358,478	15,306,364	16,741,972
Water	13,841,302	13,742,777	15,164,321	15,811,328	16,097,499
Development Services	11,072,350	10,375,538	10,977,170	12,077,570	12,315,081
City Admin	8,684,928	8,726,576	5,506,080	6,111,310	5,860,663
Port of Nanaimo Centre	3,450,781	5,044,608	5,220,321	3,494,357	3,164,697
Sewer	4,692,495	4,675,679	5,197,941	5,572,453	5,733,430
Interest Expense on Debt	1,187,435	760,041	782,973	569,966	933,463
Total Expenses by Function	\$ 157,048,014	\$ 157,690,641	\$ 163,763,506	\$ 166,635,898	\$ 180,731,896

Expenses by Object 2017 – 2021

Source: City of Nanaimo Finance Department



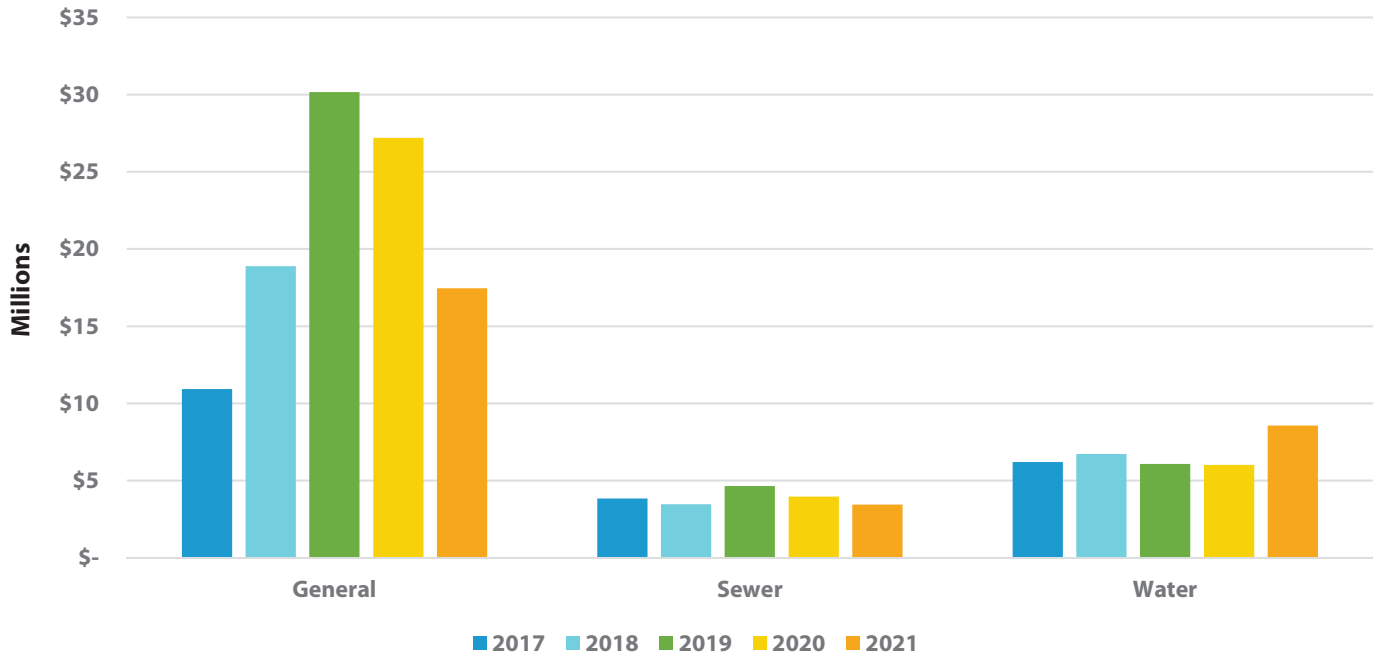
Expenses

Analysis by Object	2017	2018	2019	2020	2021
Wages and Salaries	63,792,630	64,820,429	68,082,132	69,131,981	74,786,654
Contracted Services	51,983,811	51,479,092	52,830,677	54,056,133	58,005,473
Amortization	23,319,708	23,732,384	24,606,903	25,514,512	26,687,264
Other	9,002,892	9,146,684	9,682,014	9,977,239	11,758,835
Materials and Supplies	7,761,538	7,752,011	7,778,807	7,386,067	8,560,207
Interest Payments on Debt	1,187,435	760,041	782,973	569,966	933,463
Total Expenses by Object	\$ 157,048,014	\$ 157,690,641	\$ 163,763,506	\$ 166,635,898	\$ 180,731,896

Surplus for the Year (\$) 2017 -2021

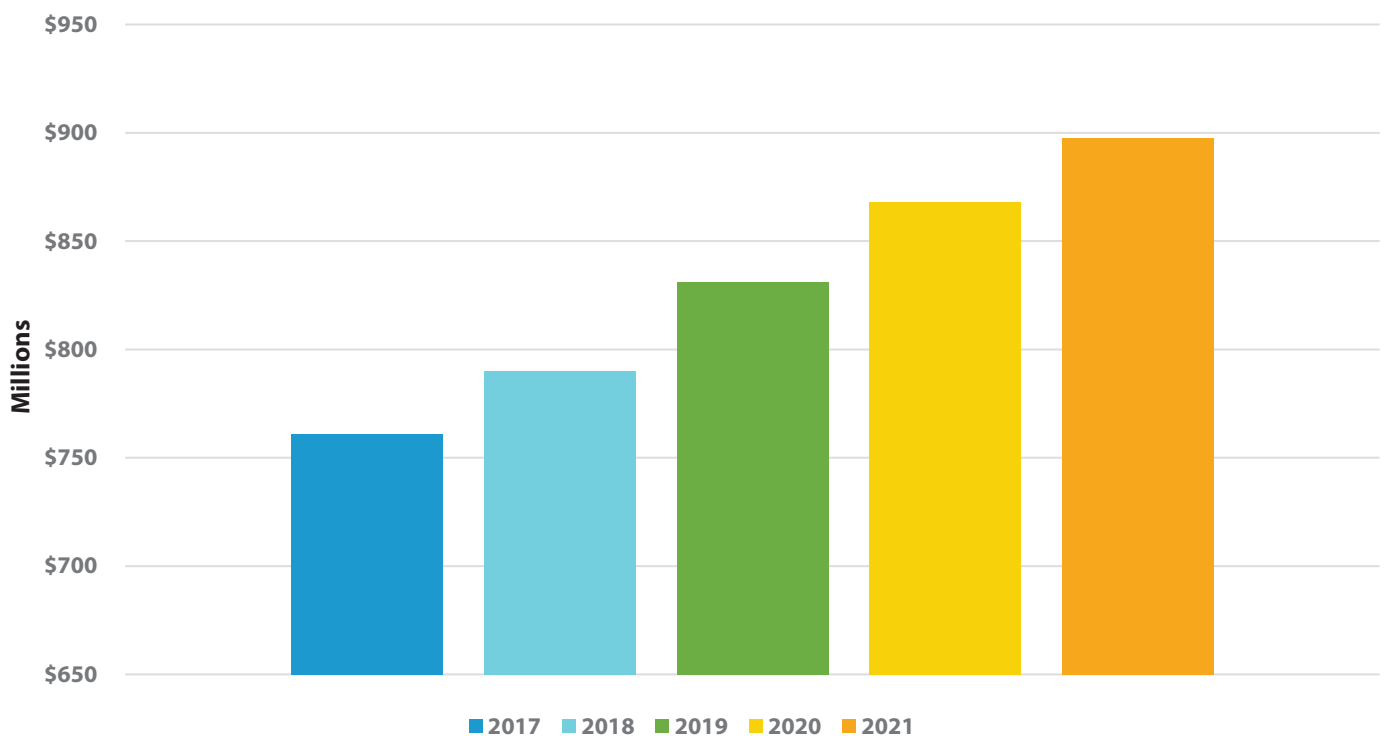
Surplus for the Year

	2017	2018	2019	2020	2021
General	10,932,034	18,899,472	30,161,202	27,208,341	17,452,746
Sewer	3,835,551	3,468,169	4,650,674	3,962,920	3,447,657
Water	6,212,462	6,718,769	6,078,000	6,017,756	8,564,364
Total Surplus	\$ 20,980,047	\$ 29,086,410	\$ 40,889,876	\$ 37,189,017	\$ 29,464,767

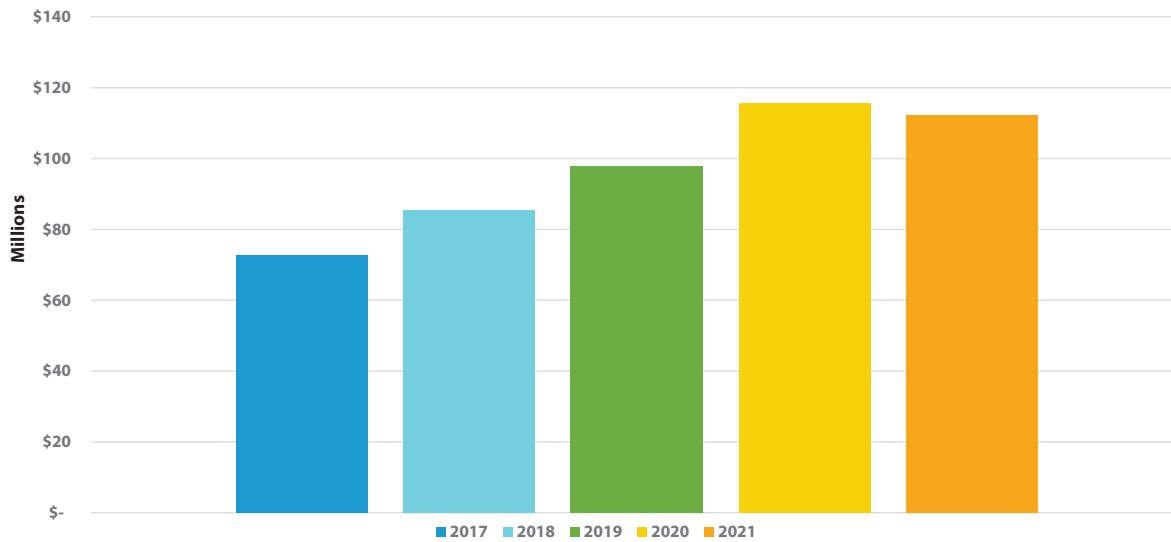


Accumulated Consolidated Surplus

	2017	2018	2019	2020	2021
Total Accumulated Surplus	\$ 761,070,797	\$ 790,157,207	\$ 831,047,083	\$ 868,236,100	\$ 897,700,867



Net Financial Assets



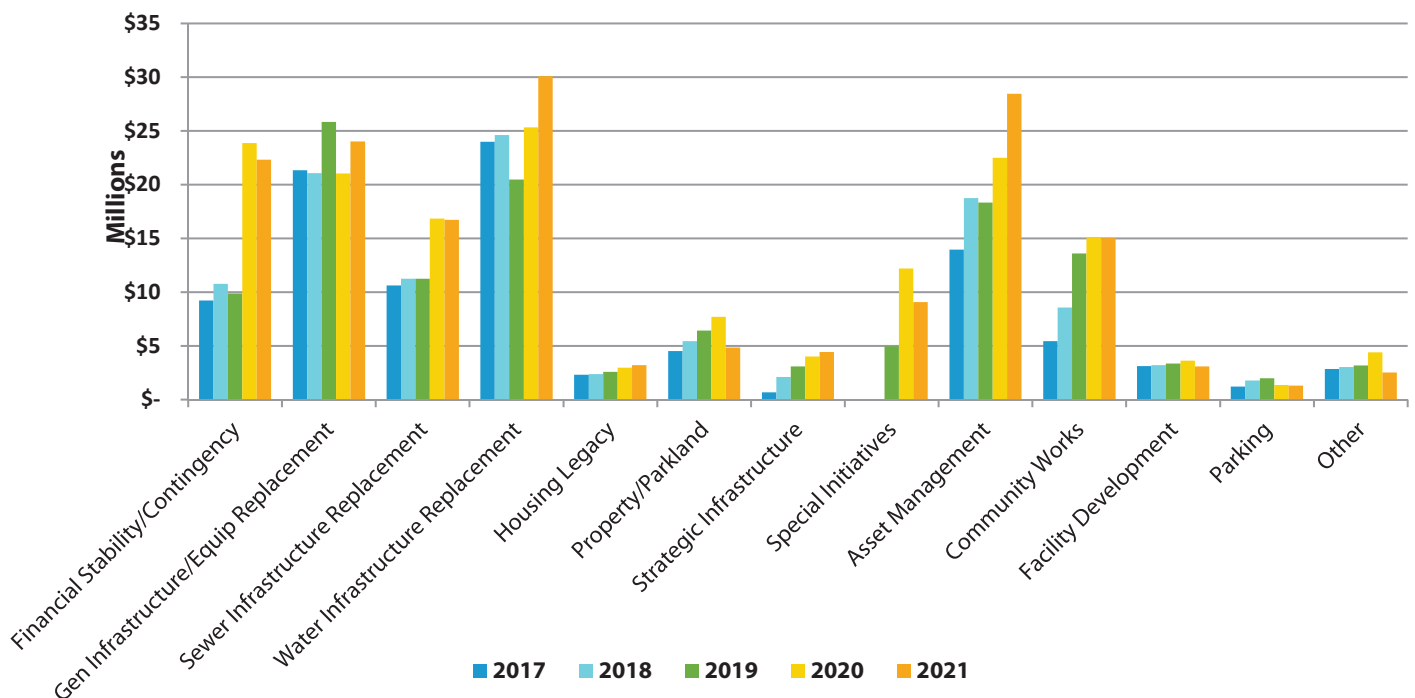
Reserve Funds 2017 -2021

Source: City of Nanaimo Finance Department

The City maintains operating reserves that provide funds for future infrastructure and strategic investment. Contributions to operating reserves are through allocations of prior year surplus and through annual contributions.

The City has Statutory Reserve Funds that are authorized by the Community Charter and/or City Bylaws. The purpose of setting aside reserves is to provide funding for anticipated future expenditures to ensure sufficient funds are available when required and to limit the need to incur debt or require large increases in taxation or user fees. Contributions to statutory reserves are through annual allocations of general revenues, user fees and development cost charges (DCC).

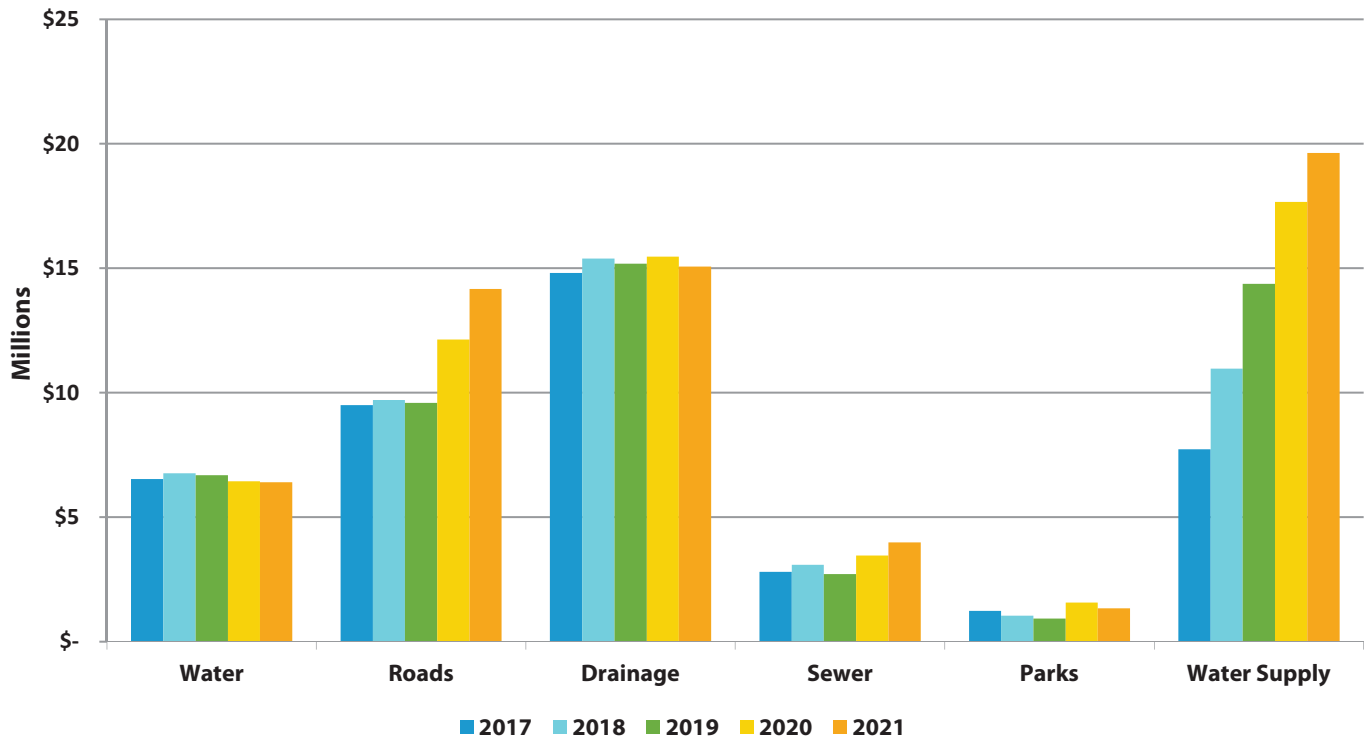
Reserve Summary (Excluding DCCs)



Reserves Summary (Excluding DCCs)

	2017	2018	2019	2020	2021
Financial Stability/Contingency	9,219,794	10,762,327	9,866,162	23,872,631	22,320,655
Gen Infrastructure/Equip Replacement	21,349,753	21,069,456	25,823,249	21,056,133	24,032,970
Sewer Infrastructure Replacement	10,613,799	11,241,903	11,250,976	16,842,033	16,711,771
Water Infrastructure Replacement	23,985,156	24,630,039	20,464,483	25,333,581	30,101,733
Housing Legacy	2,328,320	2,364,066	2,588,638	2,973,608	3,200,571
Property/Parkland	4,527,790	5,454,040	6,408,739	7,696,421	4,834,492
Strategic Infrastructure	680,000	2,115,162	3,090,982	4,025,304	4,429,681
Special Initiatives	-	-	4,968,073	12,195,731	9,069,353
Asset Management	13,959,520	18,739,648	18,319,370	22,510,312	28,460,913
Community Works	5,450,615	8,569,140	13,610,936	15,088,694	15,016,599
Facility Development	3,125,384	3,210,785	3,350,653	3,634,205	3,091,890
Parking	1,206,479	1,780,742	1,999,343	1,349,165	1,314,953
Other	2,864,957	3,023,662	3,164,448	4,384,617	2,509,730
Total	99,311,567	112,960,970	124,906,052	160,962,435	165,095,311

DCC Reserves Summary

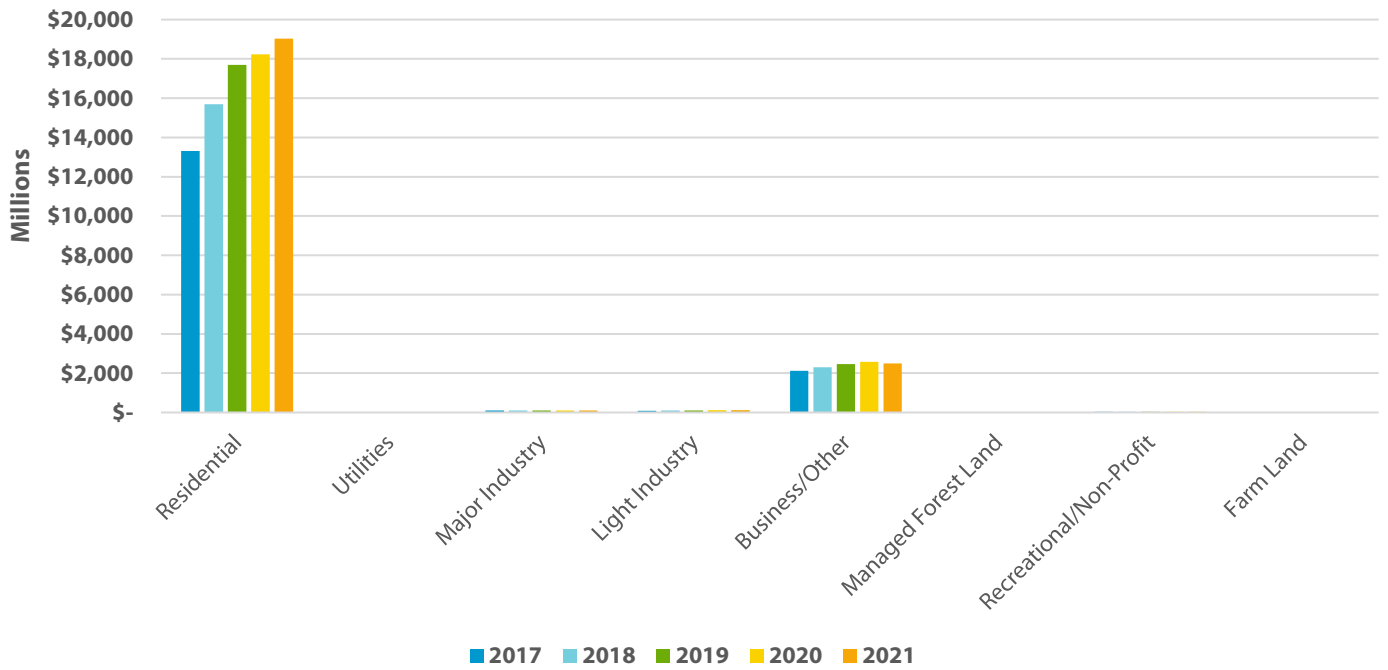


DCC Reserves Summary

	2017	2018	2019	2020	2021
Water	6,527,330	6,767,048	6,691,316	6,441,363	6,405,865
Roads	9,504,506	9,706,999	9,587,345	12,143,117	14,170,383
Drainage	14,813,446	15,386,027	15,186,661	15,472,675	15,074,339
Sewer	2,802,341	3,094,553	2,715,948	3,459,401	3,987,852
Parks	1,237,624	1,044,969	926,707	1,568,712	1,341,059
Water Supply	7,732,437	10,965,822	14,375,558	17,666,436	19,635,443
Total DCCs	42,617,685	46,965,417	49,483,535	56,751,703	60,614,941

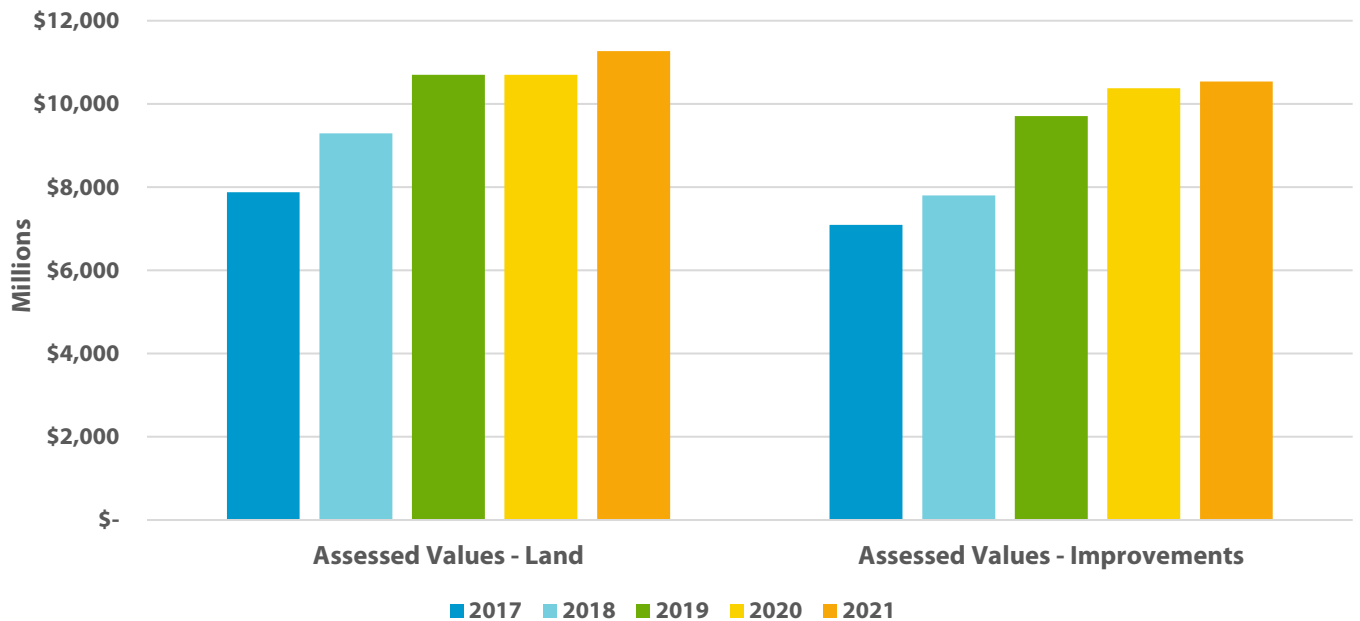
General Assessment by Property Class 2017 -2021

Source: BC Assessment Authority



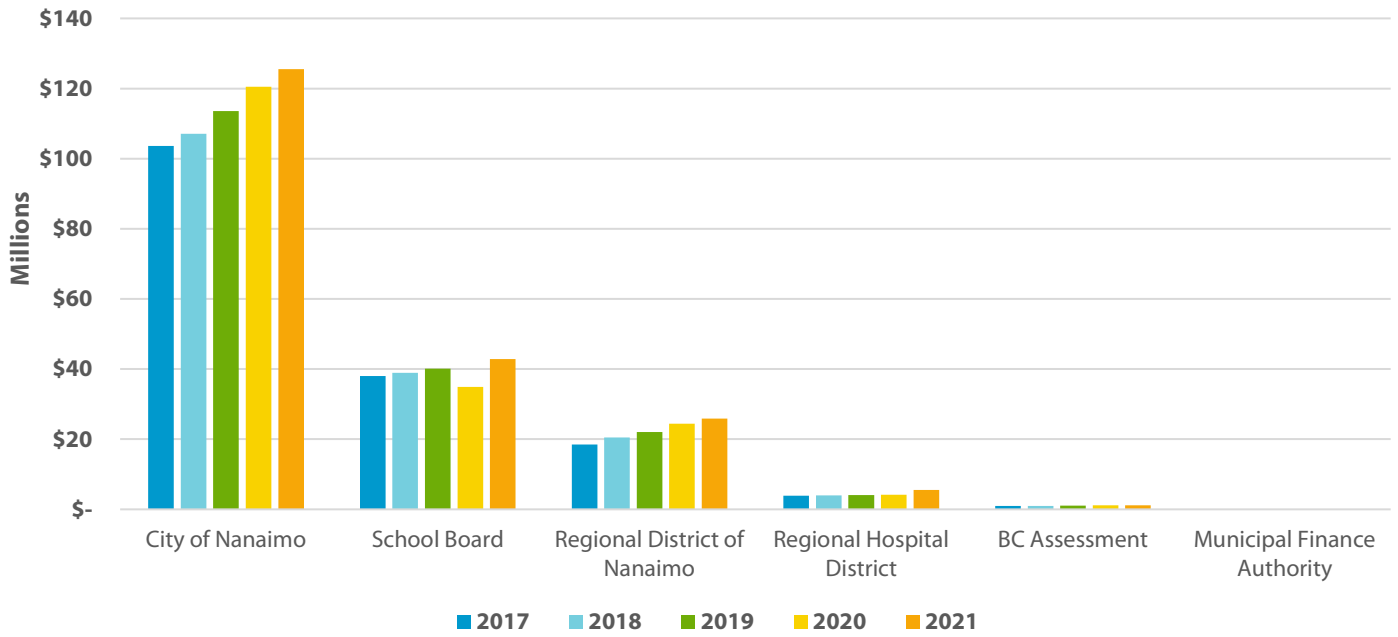
Assessed Values for General Municipal Purposes 2017 -2021

Source: BC Assessment Authority



Taxes Collected by all Taxing Authorities 2017 -2021

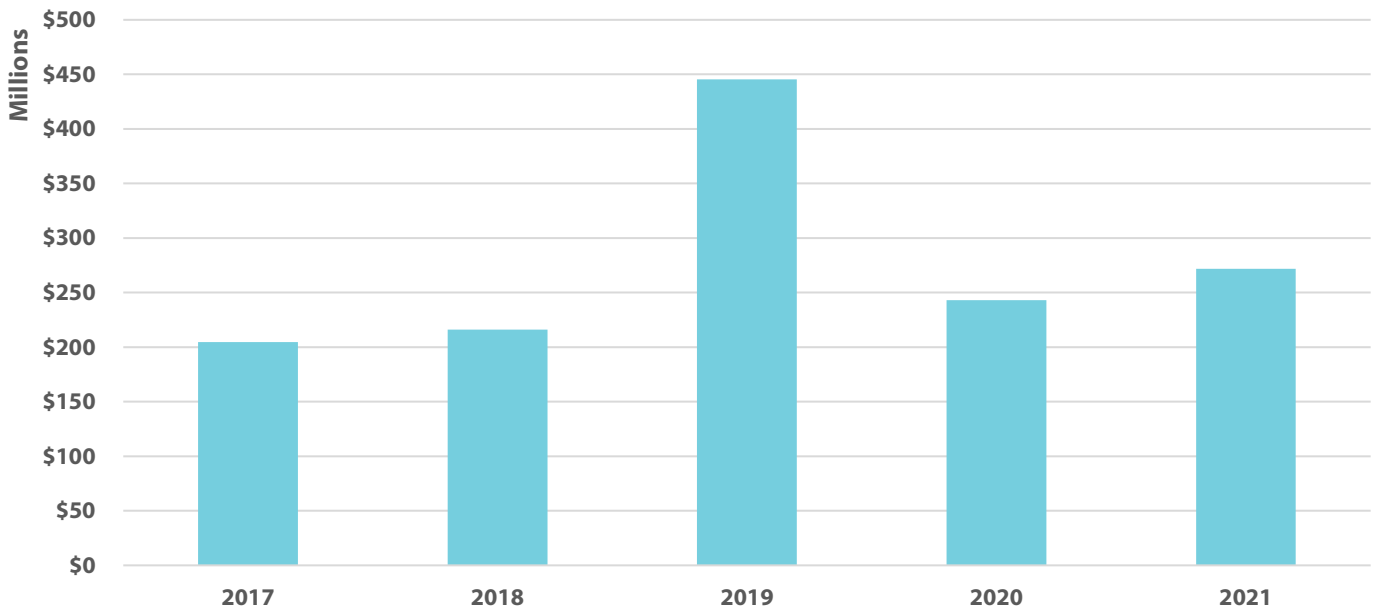
Source: City of Nanaimo Finance Department



Total Value of Building Permits 2017 – 2021

Source: City of Nanaimo Finance Department

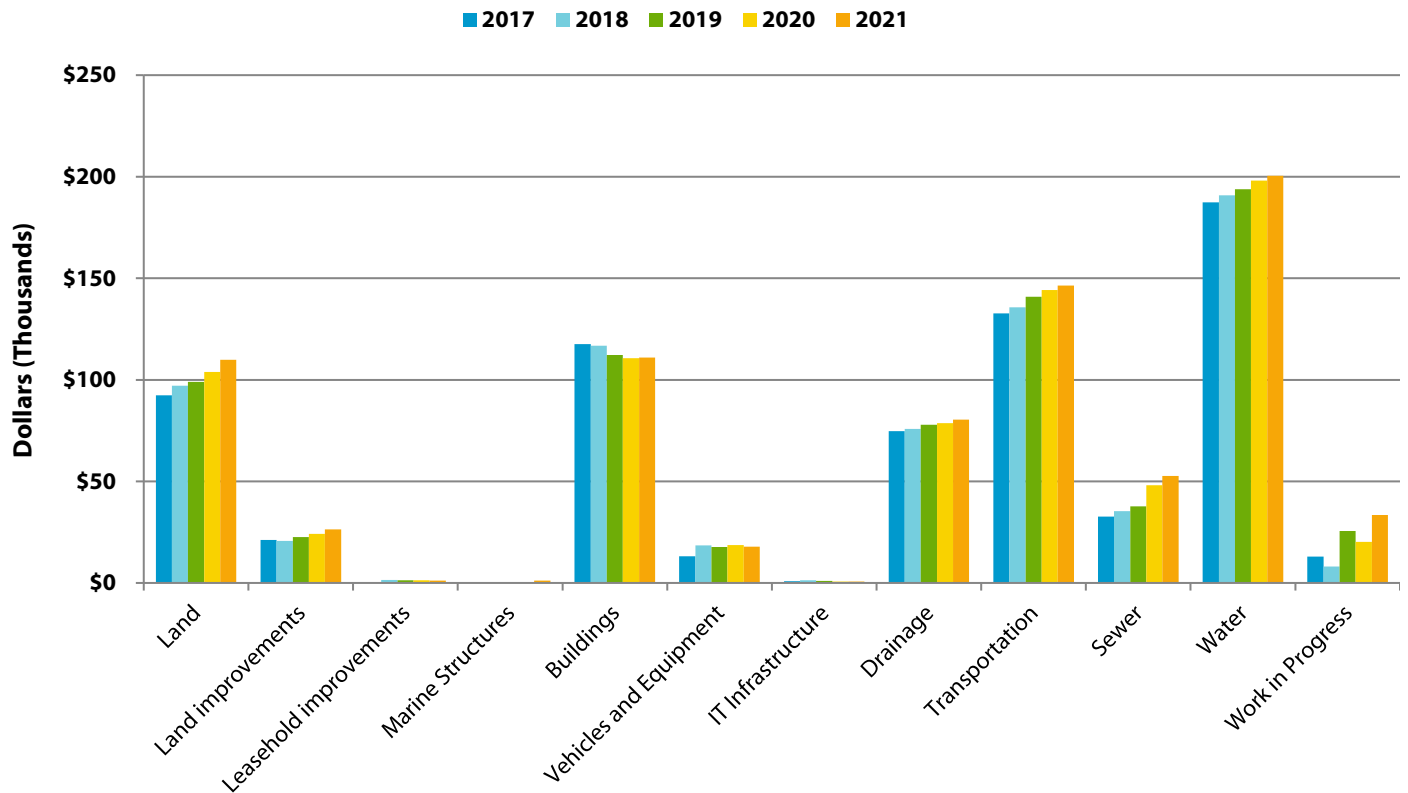
Total Value of Building Permits Issued





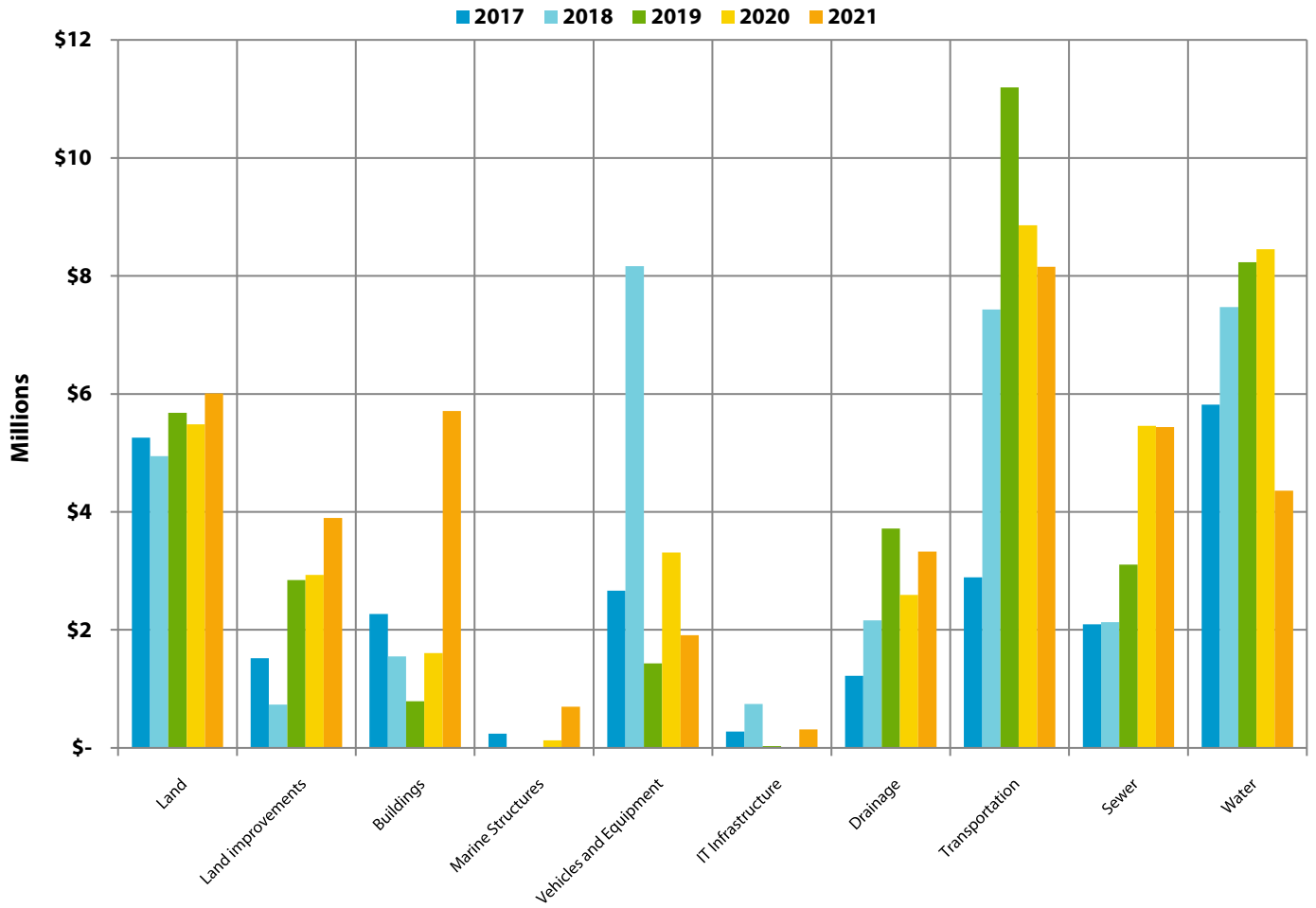
Net Book Value of Tangible Capital Assets 2017 – 2021

Source: City of Nanaimo Finance Department



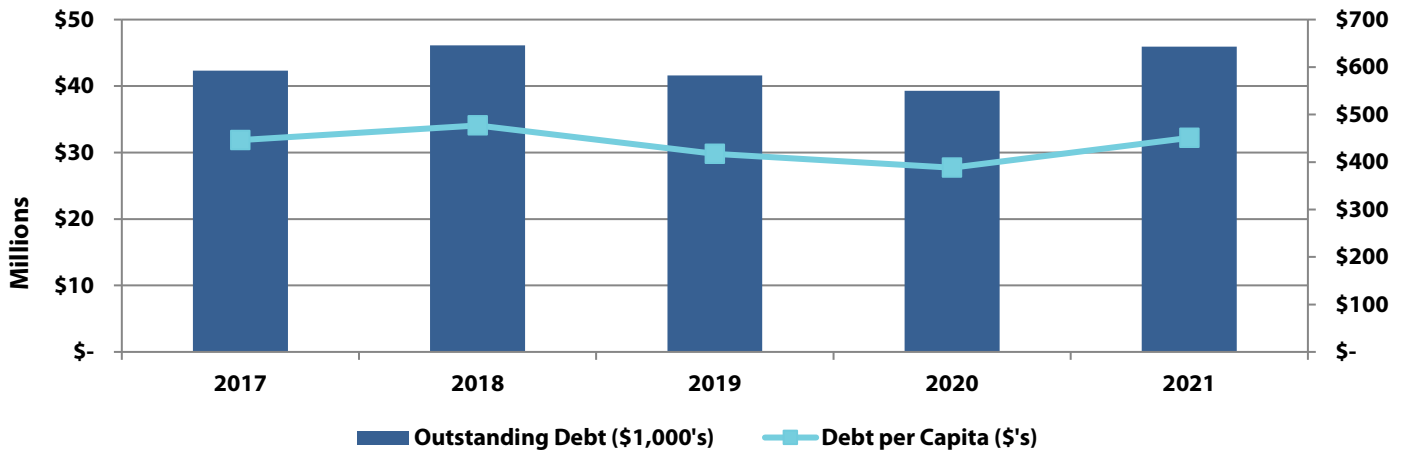
Total Assets Acquisition 2017 - 2021

Source: City of Nanaimo Finance Department



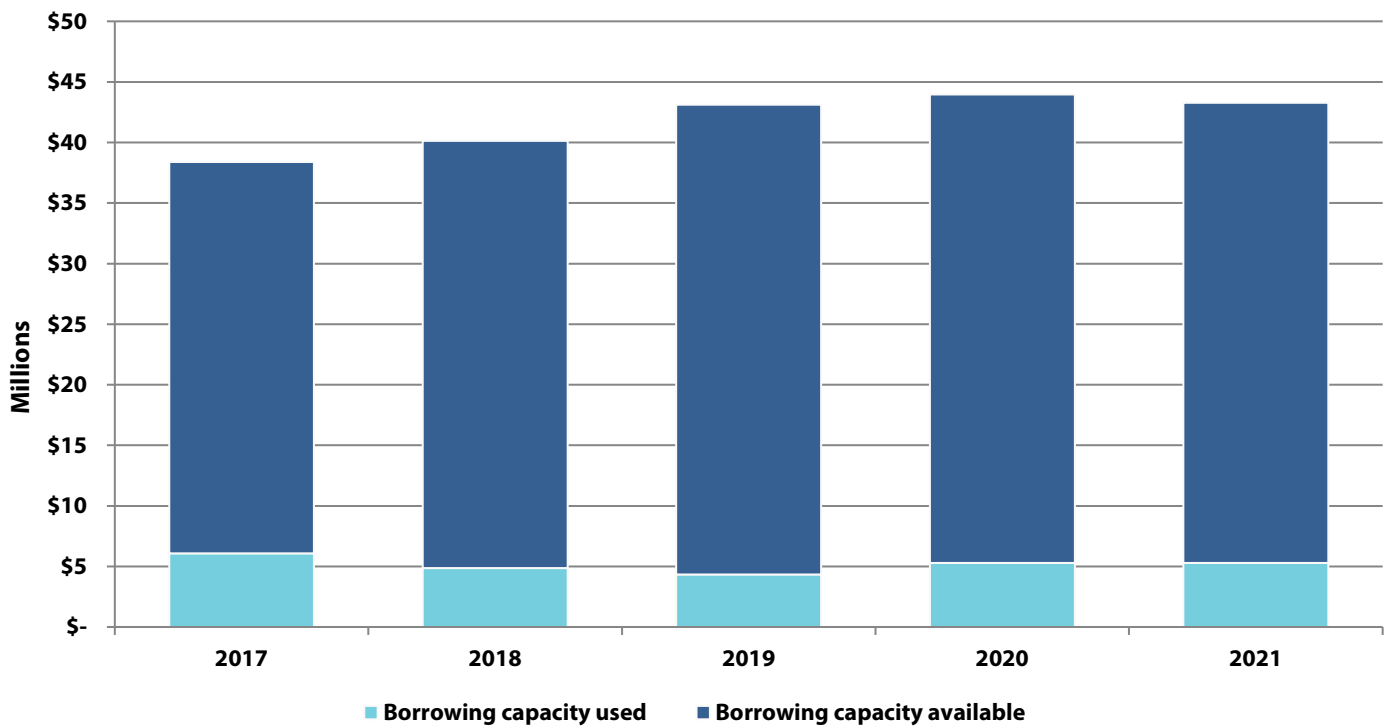
Debt per Capita 2017 – 2021

Source: City of Nanaimo Finance Department



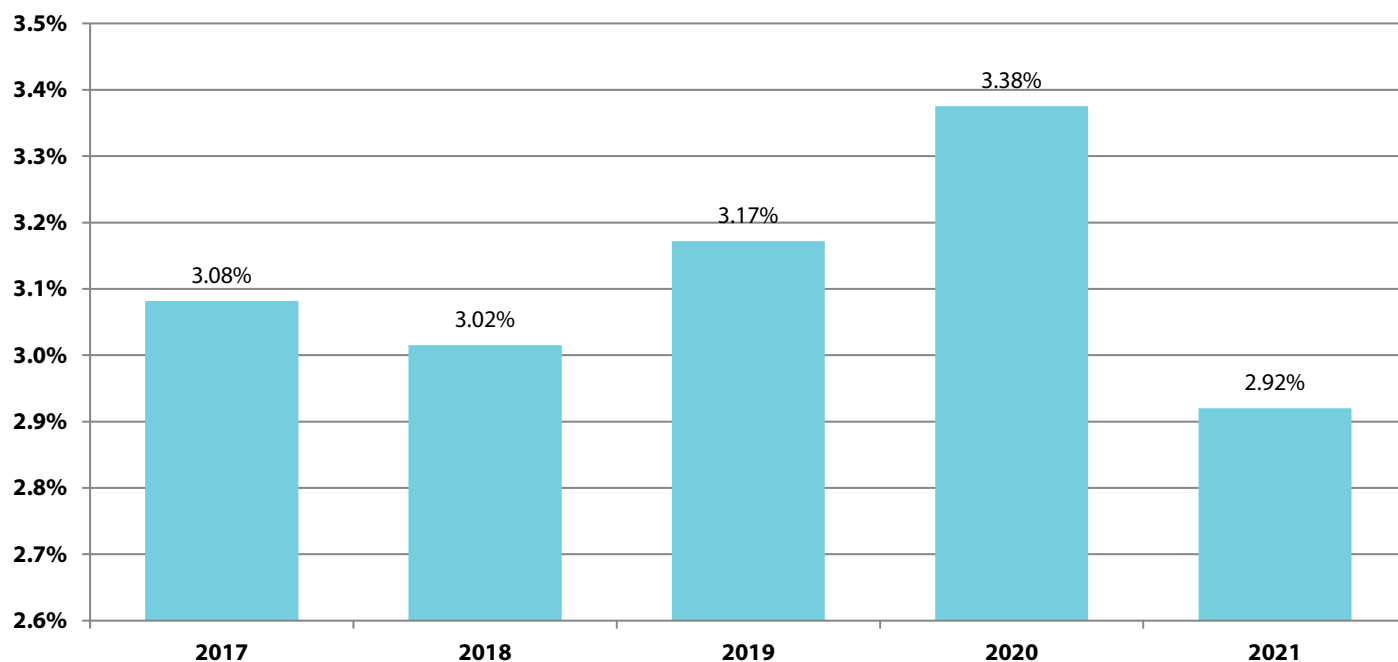
Legal Debt Limit 2017 – 2021

Source: City of Nanaimo Finance Department



Debt Servicing as a Percentage of Expenditures 2017 - 2021*

Source: City of Nanaimo Finance Department



* Includes operating and capital expenses but excludes amortization

Debt Outstanding by Function

	2017	2018	2019	2020	2021
Total Debt Supported by Taxes					
Fire*	\$ 2,238,052	\$ 5,286,997	\$ 4,972,725	\$ 6,647,087	\$ 17,385,280
Parks and Recreation	1,847,533	1,258,589	643,142	-	-
Port of Nanaimo Centre	17,158,779	15,637,678	14,055,733	12,410,509	10,699,477
	21,244,364	22,183,264	19,671,600	19,057,596	28,084,757
Total Debt Supported by Utilities					
Public Works (sanitation trucks)	1,452,200	5,168,465	4,081,272	3,326,184	1,917,955
Water	19,638,946	18,768,914	17,864,082	16,923,055	15,944,388
	21,091,146	23,937,379	21,945,354	20,249,239	17,862,343
	\$ 42,335,510	\$ 46,120,643	\$ 41,616,953	\$ 39,306,835	\$ 45,947,100

*Also funded from the asset management reserve



Nanaimo Ice Centre

OPERATIONAL COMPARATIVE STATISTICS

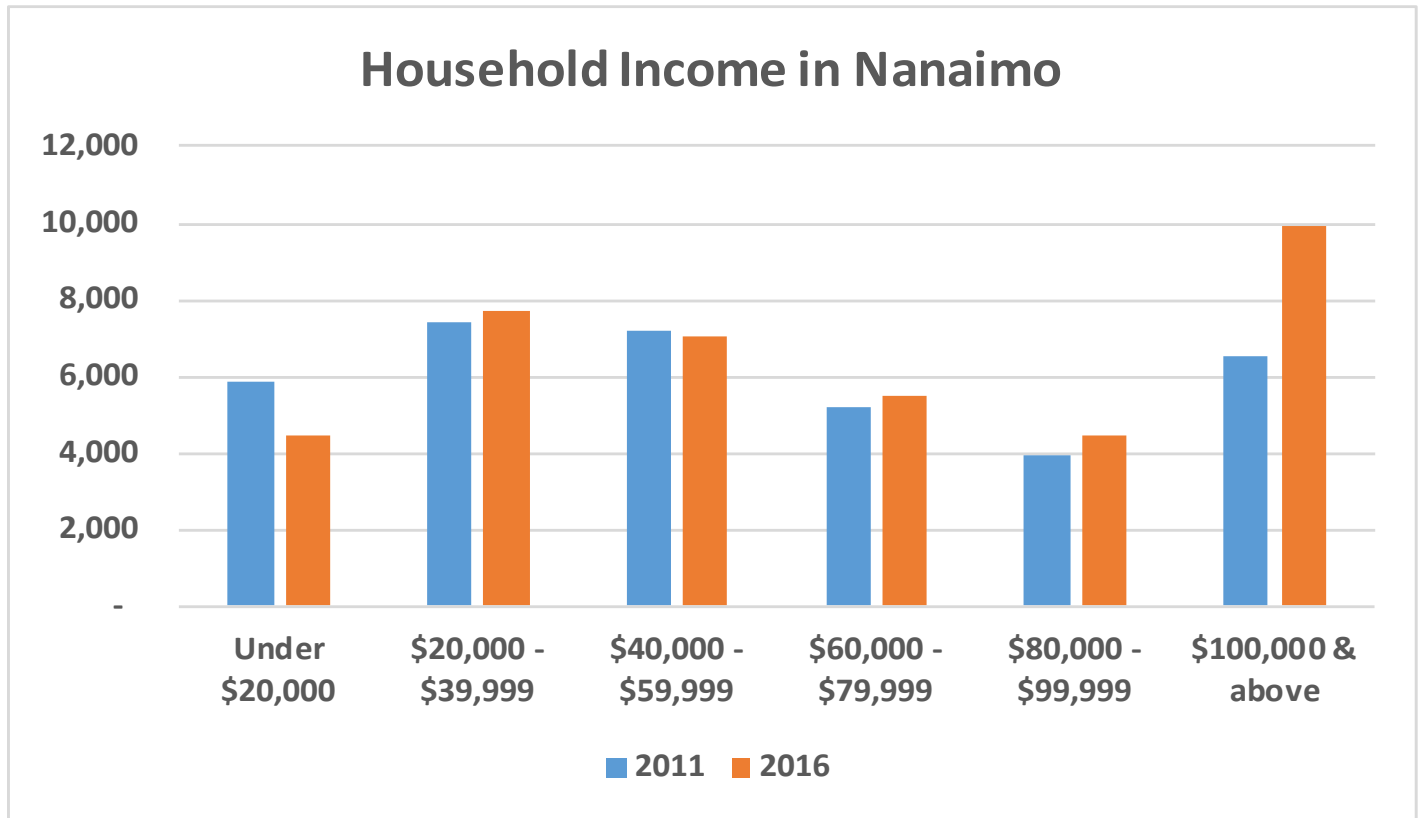
Municipal Government Form:
 Mayor and 8 Council Members
 Incorporated December 24, 1874

	2017	2018	2019	2020	2021
Population	96,561	97,619	99,856	101,336	101,987
No. of Properties (Folios)	37,322	37,699	38,139	38,402	38,861
Paved Roads in Km.	621	623	628	633	638
Sanitary Sewer Lines in Km.	672	677	682	687	692
Storm Sewer Lines in Km.	551	556	562	568	571
Water Lines in Km.	657	660	666	672	676
Police Protection					
Number of Stations	1	1	1	1	1
Number of Police Officers	142	145	145	148	151
Fire Protection					
Number of Stations	5	5	5	5	5
Number of Full-Time Personnel	102	103	103	103	103
Paid on Call Firefighters	30	19	10	10	8
Number of Calls Received	9,509	7,900	6,873	5,145	7,487
Number of Fire Hydrants	3,179	3,170	3,270	3,302	3,299
Value of Building Permits Issued	\$204,630,796	\$216,026,087	\$445,385,668	\$243,150,102	\$271,937,129

* All population data is estimated

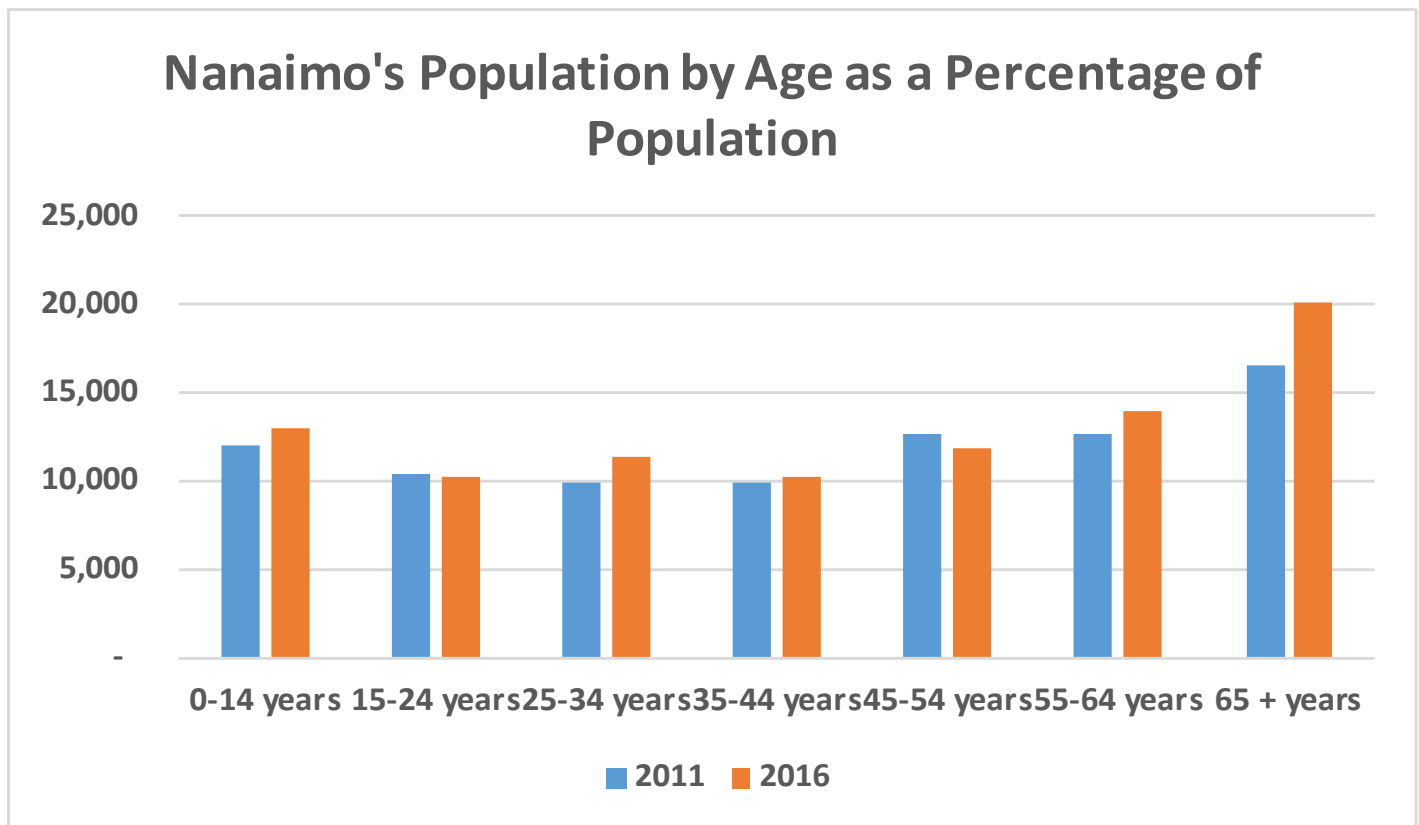
Household Income in Nanaimo 2011 and 2016

Source: Statistics Canada



Nanaimo's Population by Age as a % of Population

Source: Statistics Canada





Crews working at the entrance to the Old City Quarter

Total Number of City Employees 2017 - 2021

Source: City of Nanaimo Finance Department

	2017	2018	2019	2020	2021
General Government	92.0	93.0	93.0	97.0	103.0
Community Development	58.0	58.0	60.0	60.0	62.0
Parks & Recreation	126.4	129.2	131.0	135.5	135.6
Engineering & Public Works	106.8	103.8	108.8	111.8	115.2
Fire & Emergency Services	96.8	95.8	99.8	98.8	102.8
Police Services:					
Municipal	62.8	61.3	61.3	63.7	62.6
RCMP	142.0	145.0	145.0	148.0	151.0
Bylaw Regulation and Security	12.0	12.0	14.0	14.0	16.0
Emergency Communications (911)	10.0	9.5	9.5	9.5	9.5
Economic Development	1.0	1.0	1.0	2.0	2.0
Sewer	9.8	9.8	9.8	9.8	9.8
Waterworks	29.5	29.5	29.5	29.5	29.5
Total FTEs	747.1	747.8	762.7	779.6	799.0

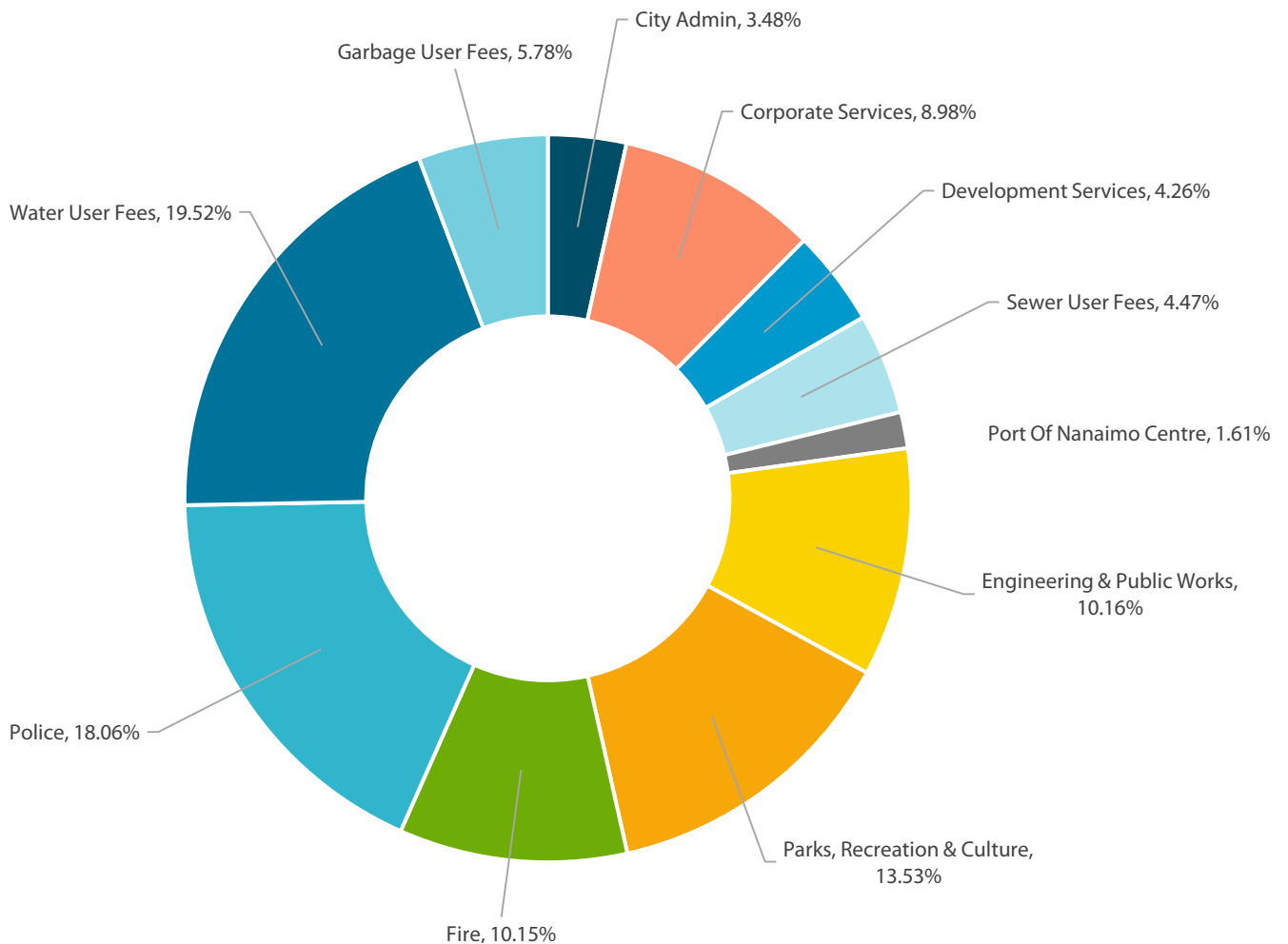
Where your 2021 tax dollars go.....

For a residential property with an assessed value of \$545,000.

Municipal Taxes & User Rates	
Water User Fees	\$ 638.36
Police	590.71
Fire	332.03
Parks, Recreation & Culture	442.54
Engineering & Public Works	332.32
Corporate Services	293.57
Development Services	139.23
City Admin	113.79
Sewer User Fees	146.20
Garbage User Fees	189.00
Port Of Nanaimo Centre	52.70
Total Municipal Taxes and User Fees	\$ 3,270.45

NOTE: School taxes, regional levies and the Home Owner Grant are not included in the above

2021 Municipal Taxes & User Fees for a residential property with an assessed value of \$545,000



Property Owners with Gross Taxes Exceeding \$250,000 in 2021

Source: City of Nanaimo Finance Department

Rank	Property Owner	Primary Property	Total Taxes Levied (all agencies)	% of current tax levy
1	WOODGROVE HOLDINGS INC	Woodgrove Centre	\$ 4,599,523	2.29%
2	1854 HOLDINGS LTD	Nanaimo North Town Centre	\$ 1,867,794	0.93%
3	NANAIMO FOREST PRODUCTS LTD	Harmac Pulp Mill	\$ 1,626,697	0.81%
4	COUNTRY CLUB CENTRE LTD	Country Club Centre	\$ 1,386,411	0.69%
5	ANTHEM PORT PLACE HOLDINGS LTD	Port Place	\$ 972,553	0.48%
6	BC TRANSPORTATION FINANCING AUTHORITY	Various Properties	\$ 833,867	0.41%
7	FERNCO DEV LTD / LENCO DEV LTD	Terminal Park / Various Properties	\$ 799,026	0.40%
8	NORED DEVELOPMENTS INC	Nored Plaza	\$ 783,032	0.39%
9	FORTIS ENERGY/TERASEN	Fortis BC	\$ 775,315	0.39%
10	BRITISH COLUMBIA HYDRO & POWER AUTH	BC Hydro	\$ 770,773	0.38%
11	DUKE POINT PROPERTY COMPANY ULC	Duke Point	\$ 686,501	0.34%
12	BROOKS LANDING CENTRE INC	Brooks Landing	\$ 677,477	0.34%
13	REALSTREAM (AULDS-METRAL) INC	Milano's / Island Natural / HSBC / Vet	\$ 671,857	0.33%
14	LOBLAW PROPERTIES WEST INC	Real Canadian Superstore	\$ 660,500	0.33%
15	416382 BC LTD	Dickinson Crossing	\$ 659,412	0.33%
16	0807593 BC LTD	Longwood Station	\$ 655,080	0.33%
17	TELUS COMMUNICATIONS BC LTD	Telus	\$ 566,640	0.28%
18	COSTCO WHOLESALE CORP	Costco	\$ 531,120	0.26%
19	HOME DEPOT HOLDINGS INC	Home Depot	\$ 488,705	0.24%
20	HAREWOOD INVESTMENTS LTD	University Village	\$ 481,066	0.24%
21	SOPHIE INVESTMENTS INC	Rock City / Various Residential Properties	\$ 478,323	0.24%
22	SLEGG DEVELOPMENTS LTD	Slegg Lumber	\$ 453,044	0.23%
23	SHAW CABLESYSTEMS LTD	Shaw	\$ 450,280	0.22%
24	B G R HOLDINGS INC	Budget Self Storage	\$ 443,881	0.22%
25	MID ISLAND CONSUMER SERVICES CO OP	Co-op Centre	\$ 440,446	0.22%
26	DOVER POINTE CENTRE LTD	Home Sense / Pet Smart	\$ 387,511	0.19%
27	SPIRE LP (WOODGROVE CROSSING) LTD	Woodgrove Crossing	\$ 375,939	0.19%
28	NANAIMO SENIORS VILLAGE HOLDINGS LTD	Nanaimo Senior's Village	\$ 374,277	0.19%
29	WTF INVESTMENTS CO LTD	Metral Place Shopping Centre	\$ 363,426	0.18%
30	DEER LAKE PROPERTIES INC	Various Properties	\$ 358,921	0.18%
31	NANAIMO BASTION HOTEL CORP	Coast Bastion Hotel	\$ 355,050	0.18%
32	KELLAND FOODS HOLDINGS LTD	Quality Foods	\$ 336,244	0.17%
33	B-250 HOLDINGS INC	Hammond Bay Centre	\$ 333,399	0.17%
34	HOPEPLACE HOLDINGS INC	Country Grover / Various Properties	\$ 332,101	0.17%
35	WESTERN FOREST PRODUCTS INC	Duke Point Mill	\$ 327,010	0.16%
36	ISLAND TIMERBLANDS GP LTD	Various Properties	\$ 320,996	0.16%
37	INSIGHT HOLDINGS LTD	Various Properties	\$ 302,030	0.15%
38	2080 LABIEUX HOLDINGS LTD	Apartment Building	\$ 297,533	0.15%
39	MIDISLAND U-LOCK STORAGE	U-Lock Storage	\$ 274,976	0.14%
40	MAPLE GLEN HOLDINGS LTD	Southgate Shopping Center	\$ 272,067	0.14%
41	ELDORADO DEVELOPMENT CORP	Bowen Center	\$ 257,901	0.13%
			\$ 28,028,703	
		Total 2021 Tax Levy	\$ 201,003,522	

Permissive Tax Exemptions for 2021 (Bylaw 7315)

Source: City of Nanaimo Finance Department

Organization	Municipal Taxes Exempt Portion (\$)
1ST NANAIMO SCOUT GROUP	1,249
624026 B.C. LTD. / NANAIMO UNIQUE KIDS ORGANIZATION	11,174
ANGLICAN SYNOD DIOCESE OF B C	27,071
B C CONFERENCE OF THE MENNONITE BRETHERN THE	19,773
B C CORP SEVENTH DAY ADVENTIST	6,571
BASIC CHRISTIAN COMMUNITY ASSOC (BETHLEHEM CENTRE)	36,844
BC MUSLIM ASSOCIATION THE	5,506
BC SPCA	24,013
BISHOP OF VICTORIA	41,004
BOYS AND GIRLS CLUBS OF CENTRAL VANCOUVER ISLAND	18,501
BRITISH COLUMBIA OLD AGE PENSIONERS BRANCH 4 INC	2,052
CENTRAL VANCOUVER ISLAND MULTICULTURAL SOCIETY/WIDSTEN KATHLEEN MAY & WIDSTEN LINDSAY FARRELL	11,094
CHRIST COMMUNITY CHURCH	21,765
CHRISTIAN AND MISSIONARY ALLIANCE-CANADIAN PACIFIC DISTRICT	5,546
CHRISTIAN SCIENCE SOC OF NANAIMO	1,325
CHURCH OF JESUS CHRIST OF LATTER-DAY SAINTS IN CANADA	8,965
CHURCH OF THE NAZARENE CANADA PACIFIC DISTRICT	6,982
CLAY TREE SOCIETY	12,133
CRIMSON COAST DANCE SOCIETY/CITY OF NANAIMO	509
CRISIS PREGNANCY CENTRE OF NANAIMO SOCIETY	4,547
DEPARTURE BAY CONGREGATION OF JEHOVAH'S WITNESSES TRUSTEES	13,414
DUCKS UNLIMITED CANADA/CITY OF NANAIMO	11,179
FELICE CAVALOTTI LODGE	7,137
FIRST BAPTIST CHURCH NANAIMO BC	8,372
FOURSQUARE GOSPEL CHURCH OF CANADA	23,203
G S M P D SIKH TEMPLE INC	5,041
GOVERNING COUNCIL OF THE SALVATION ARMY	19,676
HABITAT FOR HUMANITY MID-VANCOUVER ISLAND/LENCO DEVELOPMENT LTD/FERNCO DEVELOPMENT LTD/NORCO DEVELOPMENT LTD	17,260
HAMMOND BAY BAPTIST CHURCH	3,435
HARBOUR CITY THEATRE ALLIANCE SOCIETY/CITY OF NANAIMO	4,155
HOPE LUTHERAN CHURCH	11,652
ISLAND CORRIDOR FOUNDATION/CANADIAN PACIFIC RAILWAY COMPANY	18,747
ISLAND CRISIS CARE SOCIETY	15,487
LIGHTHOUSE BIBLE BAPTIST CHURCH OF NANAIMO SOCIETY	2,669
LOAVES AND FISHES FOOD BANK FOUNDATION	12,492
MCGIRR SPORTS SOCIETY THE/CITY OF NANAIMO	53,469
MID ISLAND ABILITIES & INDEPENDENT LIVING SOCIETY/CITY OF NANAIMO	762
MT BENSON (PAC BR 256) ROYAL CAN LEGION	10,899
MT BENSON SENIOR CITIZENS HGS SOC	90,257
NANAIMO & DISTRICT EQUESTRIAN ASSOC / VANCOUVER ISLAND EXHIBITION ASSOC / CITY OF NANAIMO	7,334

Organization	Municipal Taxes Exempt Portion (\$)
NANAIMO & DISTRICT MUSEUM SOCIETY/CITY OF NANAIMO	4,902
NANAIMO AFFORDABLE HOUSING SOCIETY	70,795
NANAIMO ASSOCIATION FOR COMMUNITY LIVING	23,493
NANAIMO AUXILIARY TO NANAIMO REGIONAL GENERAL HOSPITAL/NORED DEVELOPMENTS INC/KELLAND FOODS HOLDINGS LTD	10,974
NANAIMO BMX ASSOCIATION/CITY OF NANAIMO	2,849
NANAIMO BRAIN INJURY SOCIETY	6,286
NANAIMO BRANCH OF THE RED CROSS SOCIETY/KONKAR HOLDINGS LTD	3,453
NANAIMO BRANCH OF THE RED CROSS SOCIETY/O M DEVELOPMENT INC	4,781
NANAIMO BRANCH ROYAL CANADIAN LEGION (BRANCH 10)	3,688
NANAIMO CANOE & KAYAK CLUB/NANAIMO ROWING CLUB/CITY OF NANAIMO	538
NANAIMO CHILD DEVELOPMENT CENTRE SOCIETY/VANCOUVER ISLAND HEALTH AUTHORITY	23,893
NANAIMO CHURCH OF CHRIST	3,107
NANAIMO COMMUNITY ARCHIVES/CITY OF NANAIMO	5,421
NANAIMO COMMUNITY GARDENS SOCIETY	173
NANAIMO COMMUNITY HOSPICE SOCIETY	13,598
NANAIMO CONSERVATORY OF MUSIC	8,097
NANAIMO CURLING CLUB/CITY OF NANAIMO	13,172
NANAIMO DISABILITY RESOURCE CENTRE SOCIETY/TURRIFF HOLDINGS LTD/KATEPWA HOLDINGS LTD	2,280
NANAIMO DISTRICT SENIOR CITIZENS' HOUSING DEVELOPMENT SOCIETY	106,016
NANAIMO F O S NON-PROFIT HOUSING SOCIETY	11,771
NANAIMO FAMILY LIFE ASSOCIATION	4,583
NANAIMO FOODSHARE NETWORK SOCIETY	5,207
NANAIMO FULL GOSPEL ASSEMBLY	5,876
NANAIMO LITERACY ASSOCIATION/NASH HARDWARE LTD	6,992
NANAIMO LODGE NO 1052 LOYAL ORDER OF MOOSE	9,746
NANAIMO MARINE RESCUE SOCIETY/CITY OF NANAIMO	824
NANAIMO MINOR HOCKEY ASSOCIATION/CITY OF NANAIMO	3,746
NANAIMO REGION JOHN HOWARD SOCIETY	7,715
NANAIMO REGION JOHN HOWARD SOCIETY/BC0811580 BC LTD	2,823
NANAIMO SEARCH & RESCUE SOCIETY/REGIONAL DISTRICT OF NANAIMO	4,395
NANAIMO SQUASH CLUB/597500 BC LTD	5,630
NANAIMO THEATRE GROUP	8,276
NANAIMO TRAVELLERS LODGE SOCIETY	96,563
NANAIMO YOUTH SERVICES ASSOCIATION	11,347
NATURE TRUST OF BC	92,283
NATURE TRUST OF BC/CITY OF NANAIMO	653
NAVY LEAGUE OF CANADA NAN BRANCH	5,487
PACIFIC CARE FAMILY ENRICHMENT SOCIETY/DASH HOLDINGS INC/TURRIF HOLDINGS LTD - LEASING 49.5% OF TOTAL SPACE	6,220
PACIFICA HOUSING ADVISORY ASSOCIATION	7,030
PLEASANT VALLEY SOCIAL CENTRE	3,208



Millstone River

Organization	Municipal Taxes Exempt Portion (\$)
PELASANT VALLEY SOCIAL CENTRE	4,062
PENTECOSTAL ASSEMBLIES OF CANADA	23,011
PRIESTLY SOCIETY OF ST PIUS	2,981
PROTECTION ISLAND LIONS CLUB/CITY OF NANAIMO	15,183
PROTECTION ISLAND NEIGHBOURHOOD ASSOCIATION/NANAIMO PORT AUTHORITY	3,177
REDEEMED CHRISTIAN CHURCH OF GOD/KANAKA MANAGEMENT LTD	1,380
ROYAL CANADIAN AIRFORCE ASSOC 808 (THUNDERBIRD) WING/HER MAJESTY THE QUEEN IN RIGHT OF CANADA	3,010
SEASPAN FERRIES CORPORATION	5,949
SOCIETY FOR EQUITY, INCLUSION AND ADVOCACY	2,496
ST JOHN'S AMBULANCE/CITY OF NANAIMO	19,018
ST PAUL'S LUTHERAN CHURCH OF NANAIMO	5,408
THEATER ONE/CITY OF NANAIMO	1,381
TILlicum LELUM ABORIGINAL SOCIETY	30,355
TRUSTEES OF ST ANDREWS PRESBYTERIAN CHURCH CANADA	9,382
TRUSTEES OF THE CHASE RIVER CONGREGATION OF JEHOVAH'S WITNESSES	14,830
TRUSTEES OF THE CONGREGATION OF DEPARTURE BAY BAPTIST CHURCH	5,485
TRUSTEES OF THE CONGREGATION OF ST ANDREWS UNITED CHURCH	16,904
TRUSTEES OF THE NANAIMO CHRISTADELPHIANS (MINTER MICHAEL/DANIEL KEVIN/ALEXANDER THOMAS E)	3,252
UKRAINIAN CATHOLIC EPARCHY OF NW	3,138
UNITARIAN FOUNDATION OF NANAIMO	6,308
UNITED WAY CENTRAL & NORTHERN VANCOUVER ISLAND	3,609
VANCOUVER ISLAND HAVEN SOCIETY/CITY OF NANAIMO	23,733
VANCOUVER ISLAND KHALSA DIWAN SOCIETY	9,508
VANCOUVER ISLAND MENTAL HEALTH SOCIETY	19,138
VANCOUVER ISLAND MILITARY MUSEUM/CITY OF NANAIMO	11,442
VANCOUVER ISLAND SYMPHONY/CITY OF NANAIMO	1,600
WAKESIAH GOSPEL CHAPEL	4,273
WELLINGTON COMMUNITY ASSOCIATION	8,171
Total	1,469,340

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CONTACT INFORMATION

CITY HALL

455 Wallace Street
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HOURS OF OPERATION

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

MAYOR AND COUNCIL

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

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250-755-4422

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NANAIMO RCMP DETACHMENT

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2021 City of Nanaimo Annual Report



For more information on this report,
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This report can also be viewed and printed from
www.nanaimo.ca