



AGENDA
SPECIAL FINANCE AND AUDIT COMMITTEE MEETING

Wednesday, December 4, 2024, 9:00 A.M. - 4:00 P.M.
SHAW AUDITORIUM, VANCOUVER ISLAND CONFERENCE CENTRE
80 COMMERCIAL STREET, NANAIMO, BC

SCHEDULED RECESS FOR 10:30 A.M. - 10:45 A.M.
LUNCH RECESS 12:00 P.M. - 1:00 P.M.
RECESS 2:30 P.M. - 2:45 P.M.

Pages

1. CALL THE MEETING TO ORDER:

[Note: This meeting will be live streamed and video recorded for the public.]

2. INTRODUCTION OF LATE ITEMS:

3. ADOPTION OF AGENDA:

4. ADOPTION OF MINUTES:

5. PRESENTATIONS:

a. Nanaimo Area Land Trust

4 - 8

To be introduced by Laura Mercer, General Manager, Corporate Services.

Presentation:

1. Paul Chapman, Executive Director, and Fraser Wilson, Board Member, Nanaimo Area Land Trust.

b. CatNap Society

To be introduced by Laura Mercer, General Manager, Corporate Services.

Presentation:

1. Cathy Brzoza, Treasurer, Board of Directors, CatNap Society.

[Note: PowerPoint presentation to be distributed on the addendum.]

c. Vancouver Island Regional Library

9 - 18

To be introduced by Laura Mercer, General Manager, Corporate Services.

Presentation:

1. Ben Hyman, Executive Director, Vancouver Island Regional Library.

d. Vancouver Island Conference Centre

19 - 29

To be introduced by Laura Mercer, General Manager, Corporate Services.

Presentation:

1. Chuck Loewen, General Manager, Vancouver Island Conference Centre.

e. Nanaimo Systems Planning Organization Society

To be introduced by Laura Mercer, General Manager, Corporate Services.

Presentation:

1. John McCormick, Executive Director, and Don Bonner, Board Chair, Nanaimo Systems Planning Organization Society.

[Note: PowerPoint presentation to be distributed on the addendum.]

f. Nanaimo Prosperity Corporation

To be introduced by Laura Mercer, General Manager, Corporate Services.

Presentation:

1. Colin Stansfield, Chief Executive Officer, and Richard Horbachewski, Board Chair, Nanaimo Prosperity Corporation.

[Note: PowerPoint presentation to be distributed on the addendum.]

g. Tourism Nanaimo Society

To be introduced by Laura Mercer, General Manager, Corporate Services.

Presentation:

1. Carly Pereboom, Executive Director, Tourism Nanaimo Society.

[Note: PowerPoint presentation to be distributed on the addendum.]

h. Introduction of Council Decision Points

30 - 46

To be introduced by Laura Mercer, General Manager, Corporate Services.

Presentation:

1. Laura Mercer, General Manager, Corporate Services.

6. REPORTS:
7. OTHER BUSINESS:
8. QUESTION PERIOD:
9. ADJOURNMENT:



*To support, promote and protect the
natural values of land and water
in our area.*

Where We Are:

We work in the territories of the
Snuneymuxw, Stz'uminus,
Snaw-naw-as, Kwalikum,
Tla'amin, Quw'utsun and
shíshálh Peoples.

Who We Work With:

- City Staff
- RDN Staff
- Neighbourhood Associations
- Streamkeepers
- Schools
- Local, Regional, Provincial and National Conservation Organizations
- Provincial and Federal Agencies
- Industry
- Individual and Collective Landowners



In Watersheds:

- Nanaimo River
- Richards Creek
- Chase River
- Cat Stream
- Millstone River
- Hanelt Creek
- Beaver Creek
- Diver Brook
- Departure Creek
- Cottle Creek
- Walley Creek
- Molecy Creek

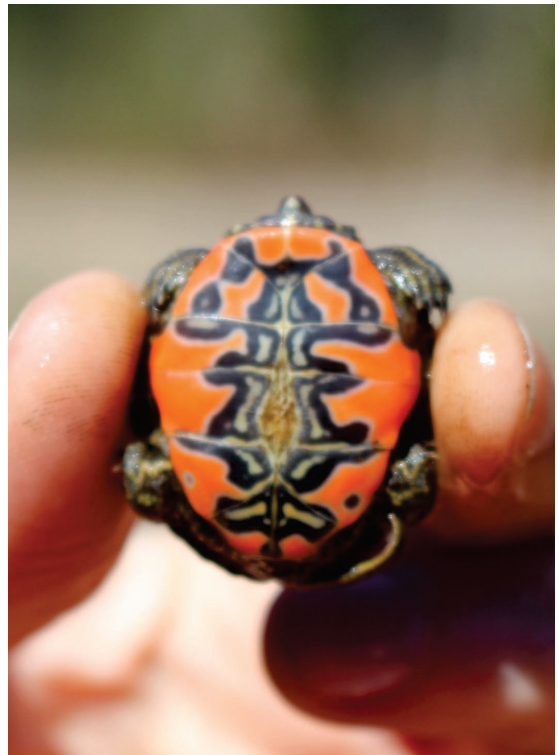


In Parks:

- Lotus Pinnatus Park
- Chase River Parks
- Cat Stream Parks
- Colliery Dam Park
- Third Street Park
- Buttertubs Marsh Park
- Bowen Park
- Northfield Marsh Park
- Diver Lake Park
- Loudon Park
- Woodstream Park
- Linley Valley Cottle Lake Park
- Morningside Park
- Neck Point Park
- Oliver Woods Park

Activities:

- Nanaimo Cutthroat Trout Program
- School Water Stewards
- Pollinator Paradise
- Bat Ambassadors
- Western Painted Turtle Ambassadors
- Salamander Surveys
- Restoration and Enhancement
- Invasive Species Control
- Native Plant Nursery
- Lake Monitoring
- Creek Monitoring
- Outreach and Education
- Collaboration



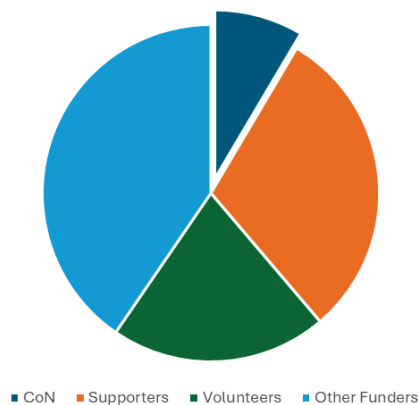
Volunteer Support:

- In 2023, volunteers donated 3,505 hours valued at \$85,475.



City Support Leveraged:

- Total support is a calculation of funds utilized and volunteer hours.
- In 2023, the return on \$35,000 expressed as a ratio was 11.75:1.

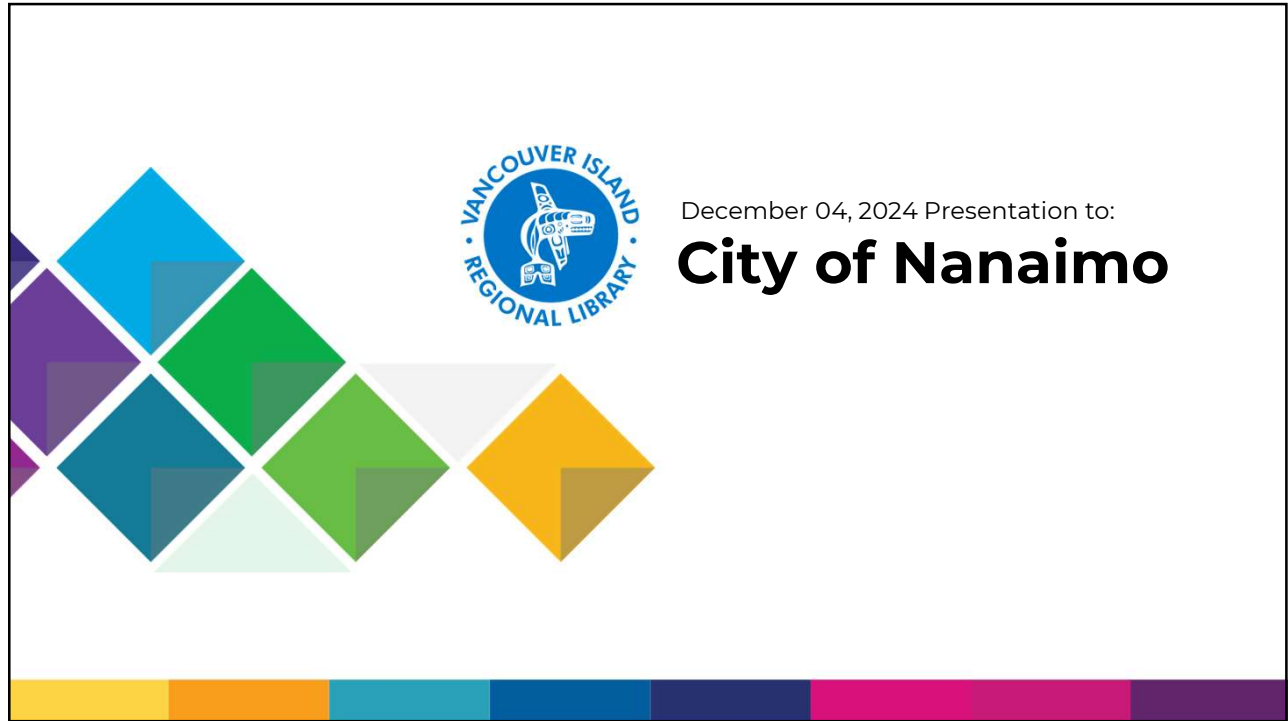


Request: Continuation of funding

In 2024, under a new 5-year funding arrangement,
NALT received \$40,000 support.
For 2025, that support is set to increase to \$40,800.



Questions?



1

Service Area

- Headquartered in Nanaimo
- Serving the region
- Since 1936

The map shows the Pacific Ocean to the west and the mainland to the east. The service area is highlighted in green and includes the Haida Gwaii archipelago, the Central Coast region (from Bella Coola to Campbell River), and the southern part of Vancouver Island (from Courtenay to Sooke). Numerous towns and cities are marked with dots and labeled, including Masset, Port Clements, Oasing Glets, Sandspit, Port Hardy, Port Alice, Solihula, Port McNeill, Sayward, Woiss, Tahsis, Gold River, Courtenay, Cumberland, Uman Bay, Bowen, Port Alberni, Tofino, Ucluelet, Cowichan Lake, Port Renfrew, Sooke, Parksville, Nanaimo Wellington, Nanaimo North Administration, Gabriola Island, Nanaimo Harbourfront, Ladysmith, Chemainus, Cowichan, South Cowichan, Sidney | N. Saanich, and Comox.

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VISION

A thriving, connected, cohesive, and empowered region of Island and coastal communities.

MISSION

We lift our communities by providing barrier-free, region-wide, and equitable access to a unique and critical blend of Collective Services.

3




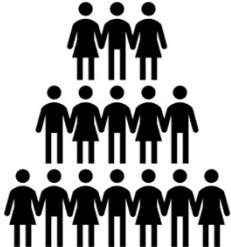
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IMPACT | Nanaimo

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Impact

- 34K+ resident cardholders (30%)
- 43K visitors projected to year-end



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Impact

- 300 events attended by 13K people



7

Impact

- 2K room bookings to-date in 2024
- 12 hours of usage / business day
- 15K attendees




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Physical collection ROI

- 563K items borrowed by year end
- \$12.3M valuation

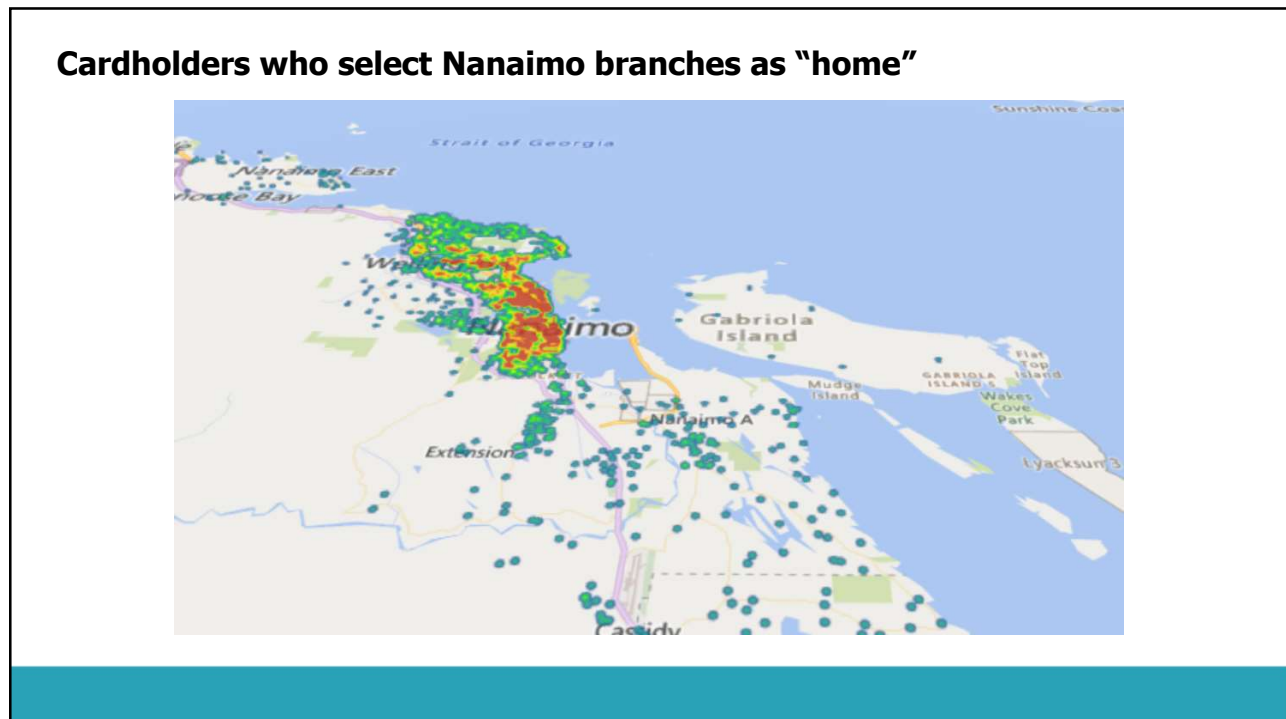
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- 117% of the '24 levy returned
- Savings of \$363/card



The illustration features the letters 'ROI' in large blue font. A magnifying glass is positioned over the 'I'. A yellow arrow points upwards and to the right, passing through a target symbol on the 'O'. To the right, a person is sitting on a stack of books. Below the 'O', there is an hourglass with gold coins inside. The background is a light yellow gradient.

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BUDGET 2025



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Budget 2025 key dates

- May 10 Budget assumptions – Joint Audit & Finance and Executive Committees
- June 8 Budget assumptions – Board
- June 8 Budget assumptions shared with CAO's/CFO's
- July 5 Budget draft 1 – Audit & Finance Committee
- July 26 Budget draft 2 – Audit & Finance Committee; Executive Committee
- September 14 Budget draft 3 – presented & approved - Board
- September/October Budget technical briefings with CAO's/CFO's



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Budget 2025 hi-lights

- Maintains VIRL's existing service levels, inclusive of VIRL's Standardized Schedules and Operating Review.
- Reduces budgets via cost efficiencies where these do not substantially impact VIRL's overall service levels.
- Scales up fundraising and revenue diversification.



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Budget 2025 hi-lights


- Modified needs-based budget.
- A high percentage of VIRL's 2025 expenditures are fixed or firm (97%).
- One of two VIRL Collective Agreements expires at the end of 2024.



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Capital budget

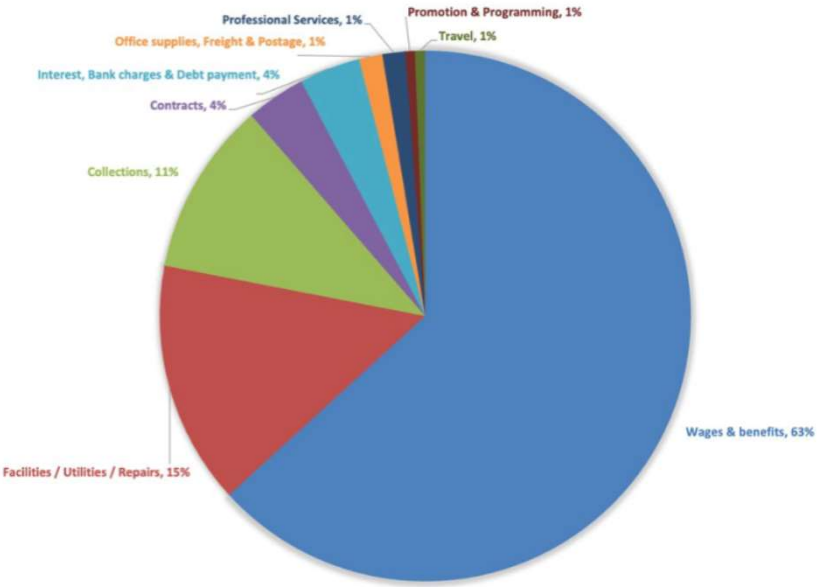
- Capital levy at 1.37% for a second year.
- Per VIRL's Facilities Policy and Facilities Master Plan, Budget reflects residual commitments from 2023 (Masset and Campbell River).
- Two projects - Tahsis and Tofino (Part 1 of 2) are emerging from Step 2 of the Capital Projects Process, totaling \$1.9M.



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By the numbers

- The total member levy is increased by \$1.9M or 5.97% over 2024
- Local Government levies will contribute \$34M
- From \$68 to \$69 Per Capita, overall
- City of Nanaimo VIRL 2025 levy:
 - \$6.9M
 - \$394K or 6.05% over '24




Category	Percentage
Wages & benefits	63%
Facilities / Utilities / Repairs	15%
Collections	11%
Interest, Bank charges & Debt payment	4%
Contracts	4%
Professional Services	1%
Office supplies, Freight & Postage	1%
Promotion & Programming	1%
Travel	1%

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In comparison ('23/'24)

Community	Population	Library Cost	Library Branches	Physical Collection Size
North Vancouver District	94K	\$7.2M (2023)	2+ express	400K+
City of Victoria (GVPL)	95K	\$6.73M (2024)	2	800K+
Nanaimo (VIRL)	106K	\$5.7M (2024)	3	800K+ (3rd largest in BC)
Kelowna (ORL)	132K	\$7.8M (2024)	3	800K
Coquitlam	154K	\$6.7M (2023)	2 + mobile	200K+

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Navigating Together

2025 BC Library Conference
May 7- 9, 2025

British Columbia Library Association

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1

VICC ANNUAL BUSINESS PLAN, BUDGETS & REPORTING

As a prelude to this presentation, the Venue Management Agreement with the City of Nanaimo contains the following Requirements:

OVG360 is required to provide the City by August 15 each year:

- > Business Plan and Budgets for the following operating year with information such as projected revenue, operating expenses, energy costs, repairs, key performance goals etc.
- > Annual Marketing Plan including market research, market position, strategies, booking priorities, targeted events, advertising etc.
- > Capital Plan to be developed in conjunction with City staff.

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VICC BACKGROUND

- The Vancouver Island Conference Centre (VICC) is a 38,000 sq. ft. conference facility owned by the City of Nanaimo.
- Managed through a venue management agreement with a third-party operator, Oak View Group (OVG) since 2017.
- Built as part of the New Nanaimo Centre Project. A major downtown revitalization project which included:
 - A new conference centre
 - Museum
 - Public parking facility
 - Public auditorium
 - Retail space
 - A New Hotel
- The City invested \$74 Million into the project



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VICC OVERVIEW



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VICC ROLE IN A DESTINATION

VICC Purpose

- Create positive economic impact
- Stimulate growth for the City
- Provide for the cultural enrichment of the community

Symbiotic Relationships in Destination

- Conference Centre
- Hotels
- Tourism Activities
- Stimulate growth for the City
- Provide for the cultural enrichment of the community




VANCOUVER ISLAND
CONFERENCE CENTRE



OVG
OAK VIEW GROUP

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VICC MANAGEMENT & OVERVIEW

3rd Party Management:
Oak View Group (OVG)



Outsourced Departments:

- Food & Beverage Compass – Levy Canada
- Audio Visual & Trade Show SW Event\Technology



Competitive Challenges:

- Destination Sales & Marketing
- Hotel Room Density & Room Block to Space Ratio
- CVB Incentive Funding



Key Income Sources:
Space Rental, F&B Commissions, AV Commissions



VANCOUVER ISLAND
CONFERENCE CENTRE



OVG
OAK VIEW GROUP

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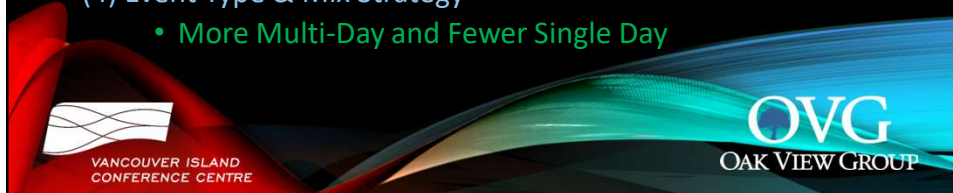
KEY FACTORS IN VICC SUCCESS

- (1) Creation of Tourism Nanaimo Society
 - Destination Central Sales Office

- (2) Business Tourism Collaboration
 - Developing Convention Business Together

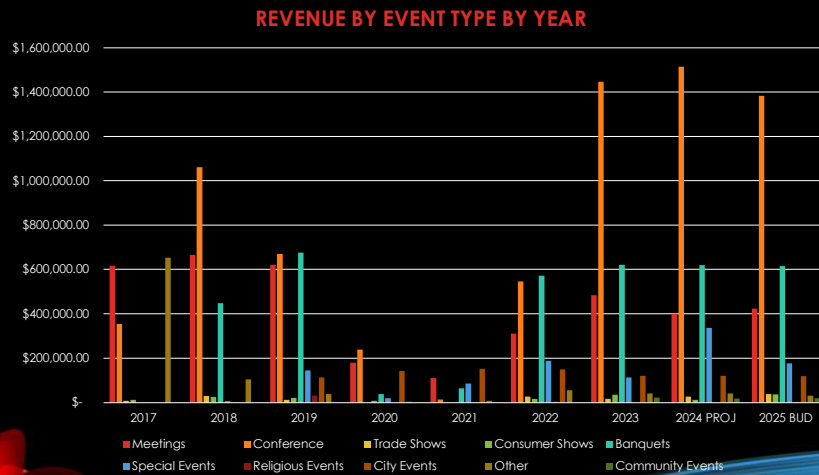
- (3) Downtown Accommodations
 - Increased Density Attracting Larger Event

- (4) Event Type & Mix Strategy
 - More Multi-Day and Fewer Single Day

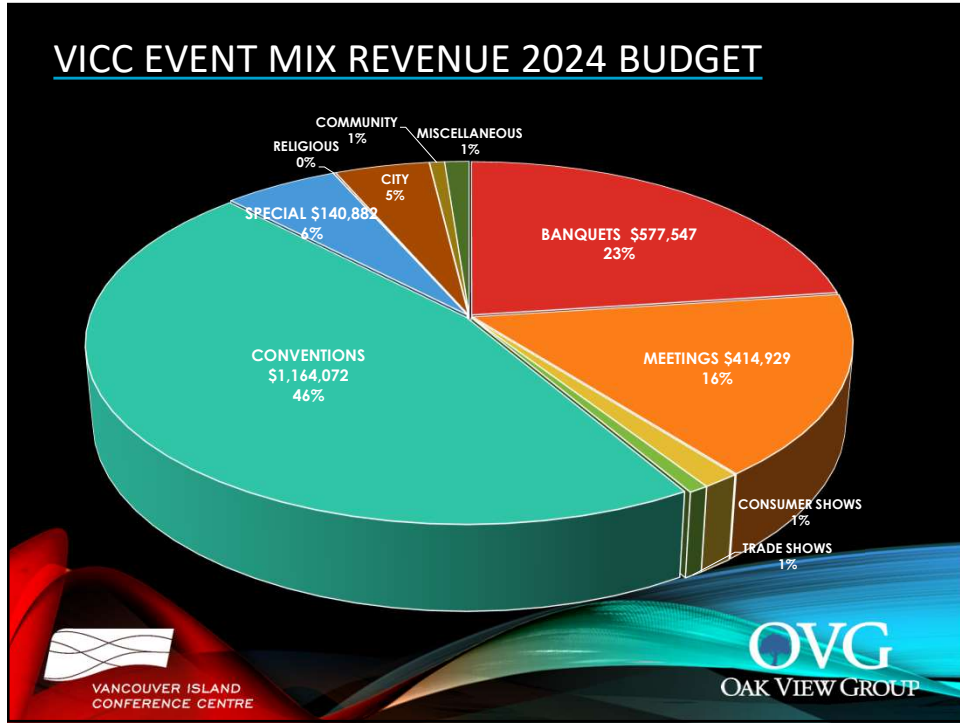


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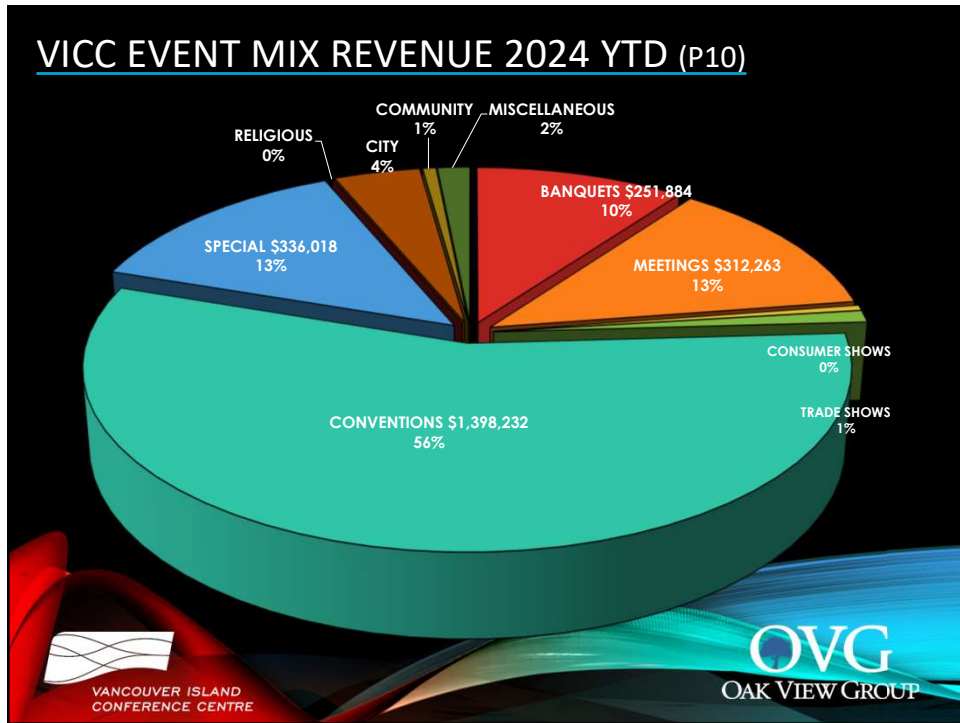
VICC REVENUE BY EVENT TYPE BY YEAR



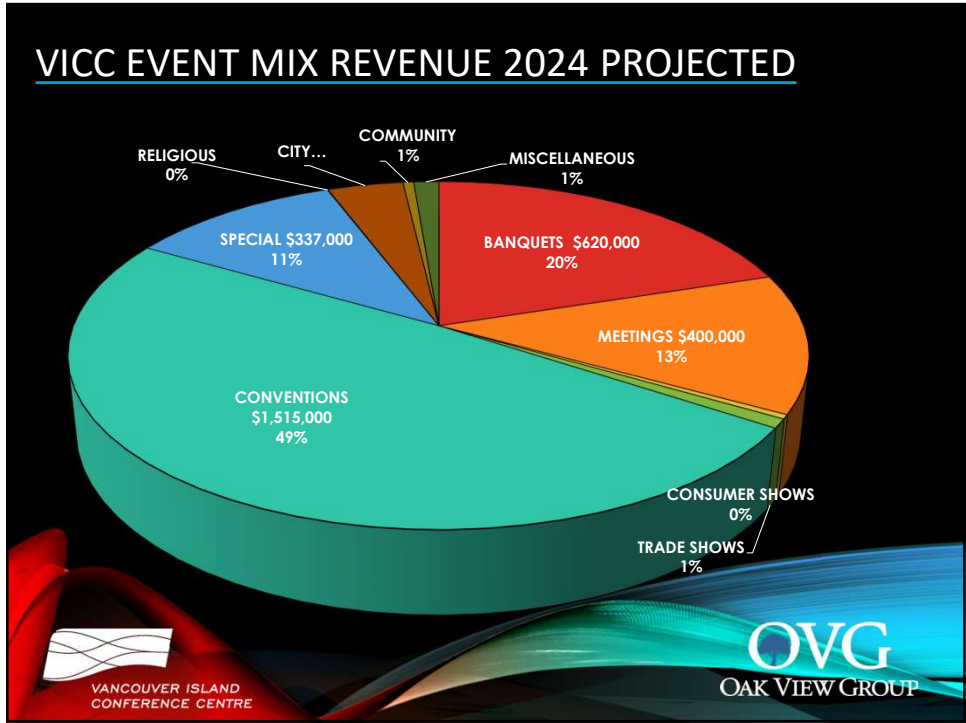
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VICC 2024 ACHIEVEMENTS

CONTINUED COLLABORATION & INTEGRATION

- Tourism Nanaimo Society
- Nanaimo Hospitality Association
- Downtown & City Hotels
- Downtown Nanaimo Business Association
- Nanaimo Chamber of Commerce
- City Departments
- YCD
- MOU in ACTION

ECLIPSING PRE-COVID BUSINESS TOURISM

- Conventions (40)
- Delegate Days (28,175)
- Economic Impact (\$11,044,600)

VANCOUVER ISLAND CONFERENCE CENTRE

OVG OAK VIEW GROUP

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VICC 2024 ACHIEVEMENTS

GREATER EVENT MIX SHIFT

- More Multi Day Overnight Conventions
- Less Single Day Meetings
- Formalization of Community Rates
- Expansion of Community Events
- PRC Programming
- Indigenous Events
- Greater Use of Facility By Community

CONTINUED FINANCIAL SUCCESS

- Projected Refund to the City (\$317,862)



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VICC 2024 FINANCIAL RESULTS & PROJECTION

	2024 Budget	2024 YTD Bud	2024 YTD Oct	2024 Projection
EVENT REVENUE				
Gross Building Rent	950,111	\$762,621	\$1,088,907	\$1,200,000
Catering Sales	1,471,851	\$1,078,267	\$1,348,578	\$1,800,000
Concessions Sales	96,589	\$64,139	\$59,264	\$88,000
GROSS EVENT REVENUE	\$2,518,551	\$1,905,027	\$2,496,749	\$3,088,000
OTHER REVENUE				
GROSS OTHER REVENUE	\$62,000	\$51,664	\$77,710	\$92,000
TOTAL GROSS REVENUE	\$2,580,551	\$1,956,691	\$2,574,459	\$3,180,000
EVENT EXPENSES				
Building Direct Event Expenses	410,318	\$332,847	\$449,994	\$489,000
Catering COS	1,167,560	\$853,833	\$1,054,227	\$1,400,000
Concessions COS	79,269	\$52,753	\$48,709	\$70,000
TOTAL EVENT EXPENSES	\$1,657,147	\$1,239,433	\$1,552,930	\$1,959,000
TOTAL INDIRECT DEPARTMENTAL EXPENSES	\$1,962,817	\$1,608,877	\$1,604,375	\$1,942,551
NET OPERATING REVENUE / (LOSS)	-\$1,039,413	-\$891,619	-\$582,846	-\$721,551



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VICC 2024 DELEGATE DAYS & ECONOMIC IMPACT

	2022 ACT	2023ACT	2024 ACT YTD	2024 PROJ
DELEGATE DAYS	17,488	24,921	27125	28175
ANNUAL ECONOMIC IMPACT	\$5,508,720	\$9,769,032	\$10,633,000	\$11,044,600
PARTICIPANT DAYS	53,119	58,256	54,410	65,000
ACCUMULATED ECONOMIC IMPACT	\$89,665,065	\$99,434,097	\$110,067,097	\$110,478,697

	2022 ACT	2023 EST	2024 BUD	2025 PRJ	2026 PRJ	2027 PRJ	2028 PRJ
DELEGATE DAYS	17,488	19,000	20,500	22,400	23,800	25,200	25,520
ANNUAL ECONOMIC IMPACT	\$5,508,720	\$7,448,000	\$8,036,000	\$8,780,800	\$9,329,600	\$9,878,400	\$10,003,840
PARTICIPANT DAYS	53,119	57,500	62,000	68,000	72,000	76,500	77,500
ACCUMULATED ECONOMIC IMPACT	\$89,665,065	\$97,113,065	\$105,149,065	\$113,929,865	\$123,259,465	\$133,137,865	\$143,141,705



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VICC 2025 CONSIDERATIONS & OPPORTUNITIES

Considerations

- Courtyard By Marriott
- HULLO Passenger Ferry VAN – NAN
- DMO Central Sales Office Expansion / Specialization
- City Owned Facilities
- Continued Downtown Revitalization COMMERCIAL ST / DKP

Opportunities

- Marriott Corporate Selling VICC Events
- Partnerships With Snuneymuxw
- Increased Business Use & Marketing On Fast Ferry
- Dominant Trade Show Presence, Marketing & RFP Collaboration
- Partnership With PRC For Trade Shows and Conventions
- Increased Attraction To Nanaimo For Event Planners



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VICC 2024 - 2029 BUDGETS & PROJECTIONS

	2024 Budget	2024 Projection	2025 Budget	2026 Projection	2027 Projection	2028 Projection	2029 Projection
EVENT REVENUE							
Gross Building Rent	950,111	\$1,200,000	\$1,072,320	\$1,120,574	\$1,171,000	\$1,223,695	\$1,277,538
Catering Sales	1,471,851	\$1,800,000	\$1,659,520	\$1,734,199	\$1,812,238	\$1,893,788	\$1,977,115
Concessions Sales	96,589	\$88,000	\$110,464	\$115,435	\$120,629	\$126,058	\$131,604
GROSS EVENT REVENUE	\$2,518,551	\$3,088,000	\$2,842,304	\$2,970,208	\$3,103,867	\$3,243,541	\$3,386,257
GROSS OTHER REVENUE	\$62,000	\$92,000	\$70,000	\$72,100	\$74,263	\$76,491	\$78,786
TOTAL GROSS REVENUE	\$2,580,551	\$3,180,000	\$2,912,304	\$3,042,308	\$3,178,130	\$3,320,032	\$3,465,042
EVENT EXPENSES							
Building Direct Event Expenses	410,318	\$489,000	\$469,255	\$490,371	\$512,438	\$535,498	\$559,060
Catering COS	1,167,560	\$1,400,000	\$1,317,977	\$1,377,286	\$1,439,264	\$1,504,031	\$1,570,208
Concessions COS	79,269	\$70,000	\$90,682	\$94,762	\$99,027	\$103,483	\$108,036
TOTAL EVENT EXPENSES	\$1,657,147	\$1,959,000	\$1,877,914	\$1,962,420	\$2,050,729	\$2,143,012	\$2,237,304
TOTAL INDIRECT DEPARTMENTAL EXPENSES	\$1,962,817	\$1,942,551	\$2,020,157	\$2,060,560	\$2,101,771	\$2,143,807	\$2,186,683
NET OPERATING REVENUE / (LOSS)	-\$1,039,413	-\$721,551	-\$985,767	-\$980,673	-\$974,370	-\$966,787	-\$958,945



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VICC 2025 FINANCIAL CONSIDERATIONS

ANNUAL OPERATING INVESTMENT

The 2025 Draft Operating Budget includes an annual operating investment by the City of \$985,767 and a \$100,000 contingency budget for non-capital improvements.

CAPITAL PROJECT PLAN

The 2025 Draft Capital Budget includes new projects amounting to \$73,800 including 6 glass doors and network equipment replacements.

Previously budgeted for Capital projects anticipated to be completed in 2025 include Phase 2 of the AV Upgrade in the ballroom and meeting rooms; and refurbishment of 2 freight elevators.

The 5 Year Draft Capital Budget for 2025 – 2029 amounts to \$997,800.



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VICC KEY PERFORMANCE INDICATORS

The Current Agreement also provides that following KPIs be reported on monthly, quarterly and annual bases to the City and Stakeholders:

- > Multi-Day Non-Resident Conferences, Conventions & Events
- > Event Days
- > Delegate Days
- > Economic Impact
- > MOU Compliance
- > Single Day Meetings & Events
- > Trade & Consumer Shows
- > Participant Days
- > Customer Satisfaction
- > Community Use
- > Financial Results



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CITY COUNCIL STRATEGIC FRAMEWORK

2023 – 2026 STRATEGIC PLAN

IN JUNE 2023 COUNCIL ENDORSED THE 2023-2026 COUNCIL STRATEGIC FRAMEWORK. THE FRAMEWORK REFLECTS SIX KEY FOCUS AREAS THAT WILL SERVE TO GUIDE COUNCIL'S DECISION-MAKING IN THE YEARS AHEAD.

THE SIX KEY FOCUS AREAS ARE:

- > IMPLEMENTING "CITY PLAN" ACTION PLANS AND KEY MANAGEMENT PLANS
- > SOCIAL, HEALTH AND PUBLIC SAFETY CHALLENGES
- > MAINTAINING AND GROWING CURRENT SERVICES
- > CAPITAL PROJECTS
- > COMMUNICATING WITH COMMUNITY
- > GOVERNANCE AND CORPORATE EXCELLENCE



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2025 KEY INITIATIVES - NEW & ONGOING

Strategic Priority: Implementing City Plan Action Plans and Key Management Plans
"Accelerating Circular Economy" Partnering with Synergy Foundation

Strategic Priority: Social, Health and Public Safety Challenges
"Safe Secure Sustainable Streets" Partnering with Hotels, DNBA, CSO

Strategic Priority: Communicating with the Community
"Expanding The VICC Walls" Partnering with Parks, Recreation and Culture facilities (Nanaimo Ice Centre, Frank Crane)

"Opening Our Doors Wider" Partnering with PRC, Community Groups, and Non-Profits

"West Coast Indigenous Inspired Fusion Culinary" Partnering with Snuneymuxw/Levy – Launch 2025

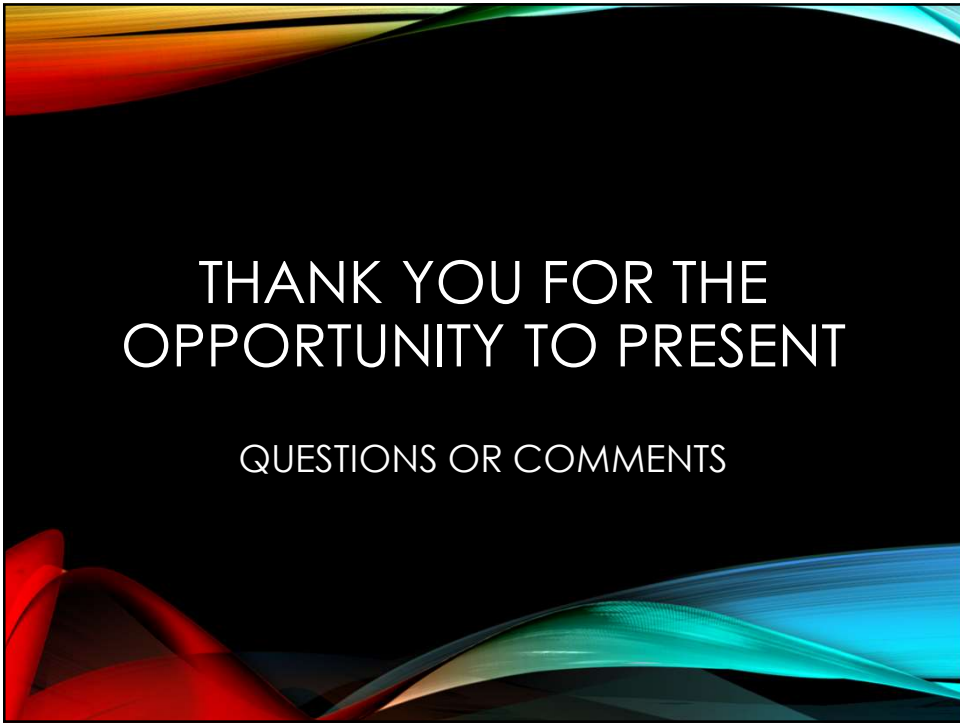


The slide features a dark background with a colorful, wavy graphic at the bottom. On the left, the Vancouver Island Conference Centre logo is displayed, consisting of a stylized white wave icon above the text "VANCOUVER ISLAND CONFERENCE CENTRE". On the right, the OVG logo is shown, with "OVG" in large white letters above "OAK VIEW GROUP" in smaller white letters.

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THANK YOU FOR THE OPPORTUNITY TO PRESENT

QUESTIONS OR COMMENTS



The slide has a dark background with a colorful, wavy graphic at the bottom, matching the style of the previous slide. The text is centered in white, with "THANK YOU FOR THE OPPORTUNITY TO PRESENT" in a large, bold font and "QUESTIONS OR COMMENTS" in a smaller font below it.


22



Introduction of Items for Council Discussion

Special Finance & Audit
Committee Meeting
December 4, 2024

1




#1 Business Cases

Four business cases have been prepared for Council's consideration

- A. Community Safety Action Plan Strategy
 - i. Increase staffing for Community Safety Officers Program
 - ii. Increase resources for public space cleanliness
- B. Assistant Manager, Financial Planning
- C. Assistant Manager, Current Planning
- D. Additional RCMP members

2025 – 2029 Draft Financial Plan

2




#1.A Community Safety Action Plan Strategy

At the April 29, 2024, Governance and Priorities Committee the Downtown Nanaimo Community Safety Action Evaluation and Strategy Alignment Report was presented. A motion was made for a business case to be prepared for Council's consideration during 2025 budget deliberations. The business case considers:

- i. Increased staffing for the Community Safety Officers Program
- ii. Increased resources for public space cleanliness

2025 – 2029 Draft Financial Plan

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#1.A.i Community Safety Officers (CSOs)

Option #1 Expansion of Community Safety Officer Program
 Add nine full-time Community Safety Officers and one full-time Senior Community Safety Officer utilizing a phased approach by hiring five CSOs, one Senior CSO and converting the permanent part-time Bylaw Steno position to a permanent full-time position effective April 1, 2025. Add the remaining four CSOs effective April 1, 2026.


Funding Sources - Option #1A:
 General Revenue
 General Capital Reserve (Fleet Units & EV Charger)

2025 General Capital Reserve - \$119,600
 2026 General Capital Reserve - \$ 82,100
 Estimated Property Tax Impact

2025	2026	2027
0.33%	0.36%	0.06%

2025 – 2029 Draft Financial Plan

4


CITY OF NANAIMO
THE HARBOUR CITY

#1.A.i Community Safety Officers


Continued

Motion
 That the Finance and Audit Committee recommend that for the 2025 – 2029 Financial Plan Council:

1. Add nine full-time Community Safety Officers (CSOs), one full-time Senior Community Safety Officer and convert the part-time Bylaw Steno position to full-time, including related costs, utilizing a phased approach;
2. Hire five CSOs, 1 Senior CSO and convert the part-time Bylaw Steno position to a full-time position effective April 1, 2025;
3. Add four CSOs effective April 1, 2026; and
4. Fund the two CSO fleet units and the EV charging station from the General Capital Reserve.

2025 – 2029 Draft Financial Plan

5


CITY OF NANAIMO
THE HARBOUR CITY

1.A.i Community Safety Officers

Continued

Funding Source - Option #1B: General Revenue

Estimated Property Tax Impact


2025	2026	2027
0.41%	0.34%	0.02%

Motion
 That the Finance and Audit Committee recommend that for the 2025 – 2029 Financial Plan Council:

1. Add nine full-time Community Safety Officers (CSOs), one full-time Senior Community Safety Officer and convert the part-time Bylaw Steno position to full-time, including related costs, utilizing a phased approach;
2. Hire five CSOs, 1 Senior CSO and convert the part-time Bylaw Steno position to a full-time position effective April 1, 2025; and
3. Add four CSOs effective April 1, 2026.


2025 – 2029 Draft Financial Plan

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#1.A.i Community Safety Officers
Continued
Option #2 Status Quo – No Motion Required

2025 – 2029 Draft Financial Plan

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#1.A.ii Public Space Cleanliness

Option #1 Increase Resources for Public Space Cleanliness
 Increase funding available for contracted services to assist with encampment cleanups and other social disorder cleaning services on an as needed, on call basis in 2025 by \$50,000 and 2026 by \$100,000. Add one full-time Superintendent, Sanitation, Recycling and Cemeteries effective April 1, 2025.

Funding Source: General Revenue
 Estimated Property Tax Impact


2025	2026	2027
0.12%	0.05%	-0.05%

Motion
 That the Finance and Audit Committee recommend that for the 2025 – 2029 Financial Plan Council:

1. Increase funding for contracted services for public space cleanliness by \$50,000 in 2025 and \$100,000 in 2026; and
2. Add a Superintendent, Sanitation, Recycling and Cemeteries and related costs effective April 1, 2025.

2025 – 2029 Draft Financial Plan

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CITY OF NANAIMO
THE HARBOUR CITY

#1.A.ii Public Space Cleanliness

Continued

Option #2 Expansion of Community Clean Team Program
 Add a third Community Clean Team (2 FTEs) and one full-time Superintendent, Sanitation, Recycling and Cemeteries effective April 1, 2026.

Funding Sources - Option #2A:
 General Revenue
 General Capital Reserve (Fleet Unit & Roll-Off Bin)

2026 General Capital Reserve - \$219,500
 Estimated Property Tax Impact


2025	2026	2027
0.00%	0.21%	0.07%

Motion
 That the Finance and Audit Committee recommend that for the 2025 – 2029 Financial Plan Council:

1. Add a Community Clean Team (2 FTEs), a Superintendent, Sanitation, Recycling and Cemeteries and related costs effective April 1, 2026;
2. Fund the Community Clean Team fleet unit and roll-off bin from the General Capital Reserve.

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CITY OF NANAIMO
THE HARBOUR CITY

#1.A.ii Public Space Cleanliness

Continued

Funding Source - Option #2B: General Revenue

Estimated Property Tax Impact

2025	2026	2027
0.00%	0.35%	-0.06%

Motion
 That the Finance and Audit Committee recommend that for the 2025 – 2029 Financial Plan Council add a Community Clean Team (2 FTEs), a Superintendent, Sanitation, Recycling and Cemeteries and related costs effective April 1, 2026;

Option #3 Status Quo – No Motion Required

2025 – 2029 Draft Financial Plan

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#1B Assistant Manager, Financial Planning

Additional capacity to address increasing reporting requirements, information requests, grant opportunities and provide timely support to departments.

Option #1 Add a Full-Time Position

Funding Source: General Revenue
Estimated Property Tax Impact

2025	2026
0.08%	0.03%

Motion
That the Finance and Audit Committee recommend for the 2025 – 2029 Financial Plan that Council add an Assistant Manager, Financial Planning and related costs effective April 1, 2025.

Option #2 Status Quo – No Motion Required

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#1C Assistant Manager, Current Planning

Additional capacity to address increasing workloads including the impact of Provincial legislative changes such as Bills 16, 44, 46 & 47.

Option #1 Add a Full-Time Position

Funding Source: General Revenue
Estimated Property Tax Impact


2025	2026
0.08%	0.03%

Motion
That the Finance and Audit Committee recommend for the 2025 – 2029 Financial Plan that Council add an Assistant Manager, Current Planning and related costs effective April 1, 2025.

Option #2 Status Quo – No Motion Required

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CITY OF NANAIMO
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#1D Additional RCMP Members

Add 12 new RCMP members over three years (four per year) to address community growth and demand for police services in the community.

Option #1 Add 12 New Members
 4 members – April 1, 2025
 4 members – April 1, 2026
 4 members – April 1, 2027

Funding Source: General Revenue
 Estimated Property Tax Impact
 Based on City budgeting 95% of City's share of RCMP contract

2025	2026	2027	2028	2029
0.38%	0.49%	0.51%	0.16%	0.05%

2025 – 2029 Draft Financial Plan

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CITY OF NANAIMO
THE HARBOUR CITY

#1D Additional RCMP Members *Continued*

Motion
 That the Finance and Audit Committee recommend that Council add 12 new RCMP members to the 2025 – 2029 Financial Plan; four on April 1, 2025, four on April 1, 2026, and four April 1, 2027.

Option #2 Council to Provide Alternative Direction
 Council to provide a recommendation on additional RCMP members for the 2025 – 2029 Financial Plan to address resourcing requirements and direct staff to return to Council with the projected budget impact.

Motion
 To be determined based on Council direction

Option #3 Status Quo – No Motion Required

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#2 Increase to Road Maintenance Budget

At the January 22, 2024, Governance and Priorities Committee the results of the Asphalt Levels of Service study was presented. A motion was made for Council to consider increasing the annual road maintenance budget by \$1.5 million during 2025 budget deliberations.

Option #1 Add \$1.5 million to the Road Maintenance Operating Budget

Funding Source: General Revenue
Estimated 2025 Property Tax Impact - 1.0%

Motion

That the Finance and Audit Committee recommend that Council increase the road maintenance operating budget by \$1.5 million effective 2025 for the 2025 – 2029 Financial Plan.

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#2 Increase to Road Maintenance Budget *Continued*

Option #2 Add \$775,000 to the Road Maintenance Operating Budget

Funding Source: General Revenue
Estimated 2025 Property Tax Impact - 0.52%


Motion

That the Finance and Audit Committee recommend that Council increase the road maintenance operating budget by \$775,000 effective 2025 for the 2025 – 2029 Financial Plan.

Option #3 Status Quo – No Motion Required

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#3 Culture Grants

At the September 25, 2024, Finance and Audit Committee Meeting a motion was made for Council to consider during 2025 budget deliberations:

- A. 10 % annual increase for five years (2025 – 2029) in Project Grant funding; and
- B. \$0.25 per capita annual increase for three years (2025 – 2027) in Operating Grant funding.

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#3A Culture Grants – Project Grant Funding

Option #1 10% Annual Increase for Five Years (2025 -2029)


Funding Source: General Revenue
Estimated Property Tax Impact

2025	2026	2027	2028	2029
0.003%	0.003%	0.003%	0.003%	0.004%

Motion
That the Finance and Audit Committee recommend that Council add a 10% annual increase for Culture Project Grant funding for five years, starting in 2025 (2025 – 2029), for the 2025 – 2029 Financial Plan.

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#3A Culture Grants – Project Grant Funding

Continued

Option #2 10% Increase for 2025


Funding Source: General Revenue
Estimated 2025 Property Tax Impact - 0.003%

Motion
That the Finance and Audit Committee recommend that Council add a 10% increase for Culture Project Grant funding effective 2025 for the 2025 – 2029 Financial Plan.

Option #3 Status Quo – No Motion Required

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#3B Culture Grants – Operating Grant Funding

Option #1 \$0.25 per Capita Annual Increase for Three Years (2025 -2027)
Rate will increase from the current \$3.00/capita to \$3.75/capita by 2027

Funding Source: General Revenue
Estimated Property Tax Impact

2025	2026	2027
0.02%	0.02%	0.02%

Motion
That the Finance and Audit Committee recommend that Council increase Culture Operating Grant funding annually by \$0.25 per capita for three years, starting in 2025 (2025 – 2027), for the 2025 – 2029 Financial Plan.

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#3B Culture Grants – Operating Grant Funding *Continued*

Option #2 \$0.50 per Capita for 2025

Rate will increase from the current \$3.00/capita to \$3.50/capita effective 2025

Funding Source: General Revenue

Estimated 2025 Property Tax Impact - 0.04%

Motion

That the Finance and Audit Committee recommend that Council increase Culture Operating Grant funding by \$0.50 per capita effective 2025 for the 2025 – 2029 Financial Plan.

Option #3 Status Quo – No Motion Required

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#4 Restorative Justice Program

At the October 16, 2024, Finance and Audit Committee Meeting a motion was made for Council to consider during 2025 budget deliberations increasing the annual operating grant from \$50,000 to \$150,000 starting in 2025.

Option #1 Increase the Annual Operating Grant to \$150,000

Funding Source: General Revenue

Estimated 2025 Property Tax Impact - 0.07%

Motion

That the Finance and Audit Committee recommend that Council increase the annual operating grant for the Restorative Justice Program to \$150,000 effective 2025 for the 2025 – 2029 Financial Plan.

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#4 Restorative Justice Program *Continued*

Option #2 Increase the Annual Operating Grant to \$100,000

Funding Source: General Revenue
Estimated 2025 Property Tax Impact - 0.03%

Motion

That the Finance and Audit Committee recommend that Council increase the annual operating grant for the Restorative Justice Program to \$100,000 effective 2025 for the 2025 – 2029 Financial Plan.

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#4 Restorative Justice Program *Continued*

Option #3 Increase the Annual Operating Grant to \$85,000

Funding Source: General Revenue
Estimated 2025 Property Tax Impact - 0.02%

Motion

That the Finance and Audit Committee recommend that Council increase the annual operating grant for the Restorative Justice Program to \$85,000 effective 2025 for the 2025 – 2029 Financial Plan.

Option #4 Status Quo – No Motion Required

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#5 Neighbourhood Association Grant Program

At the October 16, 2024, Finance and Audit Committee Meeting a motion was made for Council to consider during 2025 budget deliberations increasing the annual budget for the Neighbourhood Association Grant Program from \$10,000 to \$20,000 starting in 2025.

Option #1 Increase the Annual Operating Grant Budget to \$20,000

Funding Source: General Revenue
Estimated 2025 Property Tax Impact - 0.01%

Motion

That the Finance and Audit Committee recommend that Council increase the budget for the Neighbourhood Association Grant Program to \$20,000 effective 2025 for the 2025 – 2029 Financial Plan.

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#5 Neighbourhood Association Grant Program *Continued*

Option #2 Increase the Annual Operating Grant Budget to \$15,000

Funding Source: General Revenue
Estimated 2025 Property Tax Impact - 0.003%

Motion

That the Finance and Audit Committee recommend that Council increase the budget for the Neighbourhood Association Grant Program to \$15,000 effective 2025 for the 2025 – 2029 Financial Plan.

Option #3 Status Quo – No Motion Required

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#6 Nanaimo Prosperity Corporation

Option #1 Increase Base Funding to \$815,000

Increase base funding from \$515,850 to \$815,000 effective 2025.

Funding Source: General Revenue

Estimated 2025 Property Tax Impact - 0.20%

Motion

That the Finance and Audit Committee recommend that Council increase the base budget for the Nanaimo Prosperity Corporation from \$515,850 to \$815,000 effective 2025 for the 2025 – 2029 Financial Plan.

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#6 Nanaimo Prosperity Corporation *Continued*

Option #2 Increase Base Funding to \$665,000

Increase base funding from \$515,850 to \$665,000 effective 2025.

Funding Source: General Revenue

Estimated 2025 Property Tax Impact - 0.10%


Motion

That the Finance and Audit Committee recommend that Council increase the base budget for the Nanaimo Prosperity Corporation from \$515,850 to \$665,000 effective 2025 for the 2025 – 2029 Financial Plan.

Option #3 Status Quo – No Motion Required

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#7 RCMP Contract

The 2025 – 2029 Draft Financial Plan budgets the RCMP contract at 95% for all years due to the history of vacancies and to minimize annual operating surplus.

Option #1 Change Percentage to 93% for 2025 Only (95% for 2026 forward).

Estimated Property Tax Impact

2025	2026
-0.53%	0.48%

Motion

That the Finance and Audit Committee recommend that Council budget the RCMP contract at 93% for 2025 and 95% for 2026 to 2029 for the 2025 – 2029 Financial Plan.

2025 – 2029 Draft Financial Plan

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#7 RCMP Contract Continued

Option #2 Change Percentage to 92% for 2025 Only (95% for 2026 forward).

Estimated Property Tax Impact

2025	2026
-0.80%	0.73%


Motion

That the Finance and Audit Committee recommend that Council budget the RCMP contract at 92% for 2025 and 95% for 2026 to 2029 for the 2025 – 2029 Financial Plan.

Option #3 Status Quo – No Motion Required

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#8 Negative Wage Contingency

The 2025 – 2029 Draft Financial Plan budgets for a full staff complement for all property tax funded positions. In recent years, the City has had a higher rate of staff vacancies. To minimize annual operating surplus a negative wage contingency could be budgeted to account for vacancies that occur during the year.

Option #1 Reduce the General Fund Wages and Benefits Budget by \$750,000 for 2025 Only to Account for Vacancies

Estimated Property Tax Impact


2025	2026
-0.50%	0.46%

Motion

That the Finance and Audit Committee recommend that Council budget a \$750,000 negative wage contingency in the General Fund for 2025 for the 2025 – 2029 Financial Plan.

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#8 Negative Wage Contingency

Continued

Option #2 Reduce the General Fund Wages and Benefits Budget by \$500,000 for 2025 Only to Account for Vacancies

Estimated Property Tax Impact


2025	2026
-0.33%	0.31%

Motion

That the Finance and Audit Committee recommend that Council budget a \$500,000 negative wage contingency in the General Fund for 2025 for the 2025 – 2029 Financial Plan.

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Additional Decision Points
Seeking direction from Council on other decision points to be included in December 6th deliberations.

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Questions?



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