

AGENDA
SPECIAL OPEN FINANCE AND AUDIT COMMITTEE MEETING
SERVICE AND RESOURCE CENTRE BOARDROOM, 411 DUNSMUIR STREET, NANAIMO, BC
TUESDAY, 2016-NOV-01, AT 9:30 A.M.

1. **CALL THE SPECIAL OPEN MEETING OF THE FINANCE AND AUDIT COMMITTEE NAME TO ORDER:**
2. **INTRODUCTION OF LATE ITEMS:**
3. **ADOPTION OF AGENDA:**
4. **ADOPTION OF MINUTES:**
 - (a) Minutes of the Inaugural Special Open Meeting of the Finance and Audit Committee held in the Service and Resource Centre Boardroom, 411 Dunsmuir Street, Nanaimo, BC, on Tuesday, 2016-OCT-04 at 10:00 a.m. Pg. 3-5
5. **PRESENTATIONS:**
 - (a) A representative of SGW Management Services Inc. will present the City of Nanaimo Supply Management Operations Update.
6. **TERMS OF REFERENCE:**
 - (a) **Approval of the edited Draft Terms of Reference:** Pg. 6-7

Recommendation: That the Committee recommend that the Terms of Reference for the Finance and Audit Committee be forwarded to Council for adoption.
7. **ADMINISTRATION:**
 - (a) **Business Continuity Plan**

Purpose: To provide information on the development of the City's Business Continuity Plan and budget implications.

Staff Recommendation: That the Finance and Audit Committee recommend that Council approve allocation of \$125,000 towards development and implementation of the City wide Business Continuity Plan. Pg. 8-9

(b) **Draft 2017 – 2021 Financial Plan Review (continued from the meeting held 2016-OCT-04)**

Purpose: To inform the Finance and Audit Committee of key information in the DRAFT 2017 – 2021 Financial Plan. More detailed information is being provided in the accompanying presentation.

Pg. 10-25

Presentation:

1. *Mr. Victor Mema, Chief Financial Officer, and Ms. Deborah Duncan, Deputy Director of Financial Services.*
 - a. *Overview*
 - b. *Projected increases*
 - c. *Significant changes*
 - d. *Reserves*
 - e. *Debt*
2. *Sewer and Water – operating and projects*

8. **QUESTION PERIOD:**

9. **ADJOURNMENT:**

MINUTES

INAUGURAL SPECIAL OPEN FINANCE AND AUDIT COMMITTEE MEETING
SERVICE AND RESOURCE CENTRE BOARDROOM, 411 DUNSMUIR STREET, NANAIMO, BC
TUESDAY, 2016-OCT-04, AT 10:00 A.M.

PRESENT: Members: Mayor W. B. McKay
 Councillor W. L. Bestwick (arrived 10:08 a.m.)
 Councillor G. W. Fuller (vacated 11:25 a.m.)
 Councillor J. Hong
 Councillor J. A. Kipp (arrived 10:09 a.m., vacated 11:58 a.m.)
 Councillor W. M. Yoachim
 Councillor I. W. Thorpe

 Absent: Councillor M. D. Brennan
 Councillor W. L. Pratt

 Staff: T. Samra, Chief Administrative Officer
 V. Mema, Chief Financial Officer
 J. Armstrong, City Clerk
 D. Duncan, Deputy Director of Financial Services
 L. Mercer, Manager of Accounting Services
 W. Fulla, Manager, Finance, Business and Asset Planning
 A. Coronica, Senior Financial Analyst
 J. Slater, Senior Accountant
 M. Brown, Recording Secretary

1. CALL THE INAUGURAL SPECIAL OPEN FINANCE AND AUDIT COMMITTEE MEETING TO ORDER:

The Inaugural Special Open Finance and Audit Committee Meeting was called to order at 10:07 a.m.

2. ADOPTION OF AGENDA:

 It was moved and seconded that the Agenda be adopted. The motion carried unanimously.

3. APPOINTMENTS:

T. Samra, Chief Administrative Officer, discussed committee workload. Committee focus, the Core Service review, accountability, financial management and financial practices for the City were also discussed.

V. Mema addressed the workload for the committee and explained what a typical year would entail and that 2017 would be an atypical year because there is considerable work to do.

It was moved and seconded that the Finance and Audit Committee appoint Councillor Bestwick as Chair. The motion carried unanimously.

It was moved and seconded that the Finance and Audit Committee adopt Council's Acting Mayor Schedule as the Vice-Chair Schedule. The motion carried unanimously.

4. TERMS OF REFERENCE:

The Committee discussed the draft of the Terms of Reference and provided the following recommendations:

- Under Community Investment Matters:
 - include licenses and non market licenses
- Under Membership:
 - Remove non-voting advisory members
- Under Term:
 - Change cumulative to consecutive
- Under Financial Matters:
 - Add investment portfolio

It was moved and seconded that the Finance and Audit Committee receive the Terms of Reference. The motion carried unanimously.

5. PRESENTATIONS:

- (a) Ms. N. Adie-Mac-Kay, Lead Audit Engagement Partner, KPMG LLP, presented the 2016 External Audit Plan.

It was moved and seconded that the Finance and Audit Committee receive the presentation from Ms. A. Adie-Mac-Kay. The motion carried unanimously.

- (b) Ms. D. Tacon, General Manager, Vancouver Island Conference Centre, presented the 2017 financial requirements for the Vancouver Island Conference Centre.

It was moved and seconded that the Finance and Audit Committee receive the presentation from Ms. D. Tacon. The motion carried unanimously.

6. ADMINISTRATION:

- (a) 2016 Annual Financial Audit

It was moved and seconded that the Finance and Audit Committee receive the 2016 Annual Financial Audit report. The motion carried unanimously.

(b) Harbourfront Parkade Debt Retirement

Discussion took place regarding funding for the loan payments currently coming from the parking fund and the payout coming from the general reserve fund. Ms. D. Duncan, Deputy Director of Financial Services, explained that net parking revenues are transferred to the Parking Reserve at the end of each year. The Parking Reserve has been used each year to fund the current annual parking debt repayments.

It was moved and seconded that the Finance and Audit Committee recommend to Council to approve the payout of the Harbourfront Parkade Loan for the full amount of \$810,791. The motion carried unanimously.

(c) Draft 2017 – 2021 Financial Plan Review

It was moved and seconded that the Finance and Audit Committee receive the Draft 2017 – 2021 Financial Plan Review report. The motion carried unanimously.

It was moved and seconded that the Finance and Audit Committee receive the Draft 2017 – 2021 Financial Plan Review presentation. The motion carried unanimously.

7. ADJOURNMENT:

It was moved and seconded at 12:06 p.m. that the meeting terminate and that the Draft 2017 – 2021 Financial Plan review continue at the next Finance and Audit Committee Meeting. The motion carried unanimously.

CHAIR

CERTIFIED CORRECT:

CORPORATE OFFICER

City of Nanaimo
FINANCE & AUDIT COMMITTEE
(the “Committee”)

PURPOSE:

The Committee’s purpose is to assist Council in fulfilling its oversight responsibilities over the finances of the City of Nanaimo in accordance with provisions of the *Community Charter* by providing advice on the following:

Financial Matters:

- Recommend to Council best practices that ensure integrity of financial statements, financial recording and reporting processes and systems of internal controls through best practices in policies and procedures;
- Oversee and review the preparation of annual and long-term financial plans for recommendation to Council;
- Receive and review periodic budget and other financial reports on behalf of Council;
- Review strategic key performance indicators as they relate to financial performance;
- Review and make recommendations with respect to relevant legislation or changes thereof affecting financial resources and environmental issues relating to the City of Nanaimo.
- Review Council’s investment portfolio.

Enterprise Risk Matters:

- Oversee the process of selecting external financial auditors and recommend appointment of the same to Council;
- Engage, serve as primary contact and report on reviews of external auditors;
- Recommend to Council audit reviews of City of Nanaimo where warranted;
- Receive, review and report on audit outcomes and initiatives, and recommend required action;
- Oversee the City of Nanaimo’s enterprise risk management practices and processes relating to risk mitigation and business continuity.

Community Investment Matters:

- Recommend best practices and policies relating to community investment for Council’s consideration with regard to general financial grants to community organizations and non-statutory tax exemption (Permissive Tax Exemptions under Section 224 and 227 of the *Community Charter*), and licenses and non-market licenses;
- Receive, review funding applications from community organizations and recommend grant fund awards for Council consideration.

Subsidiary Companies and Service Agreements:

- Advise Council on matters of governance and service and other agreements relating to City of Nanaimo subsidiary companies and organizations providing services on behalf of the City of Nanaimo;

- Receive and review performance reports from the City of Nanaimo's subsidiary companies and organizations providing services on behalf of the City of Nanaimo under agreement;
- Recommend strategic investments for Council's consideration.

MEMBERSHIP:

The membership of the Committee will be as follows:

- all members of Council

ELIGIBILITY:

All members of Council.

TERM:

The Term of committee members will match the member's term in office.

ACCOUNTABILITY:

The Committee will comply with the *City of Nanaimo Committee Operating Guidelines*.

MEETING FREQUENCY:

There will be monthly, regularly scheduled meetings. Procedural bylaw will have to be followed for special or extra meetings.

STAFF SUPPORT:

The following City Departments may provide support to the Committee in accordance with the ***City of Nanaimo Committee Operating Guidelines***:

- Office of Chief Financial Officer
- Office of the Chief Administrative Officer
- City Clerk

DATE OF MEETING November 1, 2016

AUTHORED BY DEBORAH DUNCAN, DEPUTY DIRECTOR, FINANCIAL SERVICES

SUBJECT **BUSINESS CONTINUITY PLAN**

OVERVIEW

Purpose of Report

To provide information on the development of the City's Business Continuity Plan and budget implications.

Recommendation

That the Finance and Audit Committee recommend that Council approve allocation of \$125,000 towards development and implementation of the City wide Business Continuity Plan.

BACKGROUND

The City's Emergency Management plans dealing with emergencies and major disaster incidents are adequate and continuously being enhanced to increase their effectiveness. The City is also committed to establishing an operational Business Continuity Plan (BCP) to enable critical services to be continually delivered in the event of an emergency or business interruption.

A Request for Qualifications (RFQ) was issued 2016-JUN-29. A selection committee has reviewed submissions and is ready to select and engage a consultant to develop and implement the City's Business Continuity Plan in consultation with City departments. The expected cost is \$125,000 and funding will be from general reserves. This budget change will be included in the next 2016 – 2020 Financial budget bylaw amendment.


OPTIONS

1. Approve the allocation of \$125,000 towards development and implementation of the City wide Business Continuity Plan.
 - **Budget Implication:** The next 2016 – 2020 Financial Plan bylaw will include \$125,000 budget for the Business Continuity Plan.
 - **Strategic Priorities Implication:** The development and implementation of a Business Continuity Plan contributes to the Strategic Priority of Taking Responsibility.

SUMMARY POINTS

- A Business Continuity Plan will enable the City to continue delivering critical services in the event of an emergency or business interruption.
- A consultant will be engaged to work with staff to develop the City's BCP.
- The expected cost of the consultant is \$125,000.

Submitted by:



Deborah Duncan
Deputy Director, Financial Services

Concurrence by:



Victor Mema
Chief Financial Officer

CITY MANAGER COMMENT:

I concur with the staff recommendation.

DATE OF MEETING October 4, 2016

AUTHORED BY DEBORAH DUNCAN, DEPUTY DIRECTOR, FINANCIAL SERVICES

SUBJECT DRAFT 2017 – 2021 FINANCIAL PLAN REVIEW

OVERVIEW

Purpose of Report

To inform the Finance and Audit Committee of key information in the DRAFT 2017 – 2021 Financial Plan. More detailed information is being provided in the accompanying presentation.

DISCUSSION

The financial plan process is informed by policies and plans endorsed by Council, including the Official Community Plan (OCP) and the Strategic Plan. In compliance with the *Community Charter*, the Financial Plan is developed through public consultation and Council direction. Prior to May 15th each year, Council must adopt both a Five Year Financial Plan bylaw and a Property tax Rates bylaw.

In 2013, Council approved an annual 1% increase in property taxes for five years ending 2017, and annual increases to sanitary sewer and water fees for contributions to asset management reserve funds. These reserves fund many asset renewal projects.

A summary of the projected property tax increases with a comparison to projected increases in the 2016 – 2020 Financial Plan:

	2017	2018	2019	2020	2021
2016 - 2020 Financial Plan	2.8%	1.8%	0.7%	1.0%	
Draft 2017 - 2021 Financial Plan	2.4%	1.0%	0.9%	1.0%	0.5%

The key budget drivers for the 2017 property tax increase are summarized in Appendix A.

Additional review of the Draft 2017 – 2021 Financial Plan will take place during the next Finance and Audit Committee meetings.

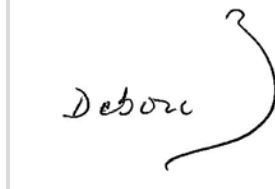
SUMMARY POINTS

- Provide summary information on the Draft 2017 – 2021 Financial Plan for Council's review and direction.
- The projected property tax increase for 2017 is 2.4% which includes a 1% increase for contribution to the General Asset Management Reserve.
- Additional review of the Draft 2017 – 2021 Financial Plan will take place during the next Finance and Audit Committee meetings.

ATTACHMENTS:

- Appendix A: Key Budget Drivers

Submitted by:



Deborah Duncan
Deputy Director, Financial Services

Concurrence by:



Victor Mema
Chief Financial Officer

Appendix A – Key Budget Drivers

The 2017 expenditure budget increased by \$3.3 million which was offset by \$1.2 million increased revenues. Significant budget changes for 2017 are provided below.

		\$
Sustaining Services		
Increased contribution to the General Asset Management Reserve		964,125
Labour:		
Communication Specialist	77,145	
Committee Clerk	69,934	
IAFF	287,244	
Provision for Mgmt/CUPE	<u>965,000</u>	1,399,323
RCMP		854,749
Snow and Ice Control		(200,000)
Debt:		
New debt re Wellcox Access		<u>372,150</u>
		3,390,347
Increased Property Tax Revenues due to Growth		<u>1,200,000</u>
Net Expenditures Increase (Decrease)		<u>2,190,347</u>

2017- 2021 Capital Plan - Operating and Capital Funds

Summary by Plan

For Discussion Purposes Only

Supporting Document	2017	2018	2019	2020	2021	Total
Asset Management Plans:						
Asset Renewal Plan (ARP)	19,804,255	25,582,525	19,872,308	20,457,598	15,120,346	100,837,032
Beaufort Utility Upgrades Storm Drainage Study	35,000	-	350,000	-	-	385,000
Boxwood Connector Rd SS Conceptual Study -2012	-	-	3,500	-	350,000	353,500
Boxwood Road Technical Memo	-	-	37,000	-	370,000	407,000
Chase River Sanitary Sewer Master Plan - 2014	60,000	-	650,000	-	-	710,000
City Wide Sanitary Sewer Study - 2014	-	32,000	-	339,500	-	371,500
College Heights Water Study - 2006	-	-	438,000	-	-	438,000
Dam Review Reports	100,000	600,000	100,000	100,000	2,000,000	2,900,000
Dam Safety Regulations	62,000	63,550	65,100	66,650	68,200	325,500
DCC Bylaws - Current (DCC)	10,153,000	4,755,000	6,000,000	2,992,000	16,290,000	40,190,000
DCC Bylaws - Proposed (FDCC)	1,278,821	3,763,000	2,473,000	1,206,000	2,341,500	11,062,321
Departure Bay and Neyland PRV Study - 2013	-	-	145,000	-	-	145,000
Harewood Centennial Park Improvement Plan	2,600,710	-	-	-	10,081	2,610,791
IT Security Review - 2016	19,040	59,940	-	-	-	78,980
Millstone Sewer Trunk and Laterals Master Plan - 2012	60,000	-	600,000	22,000	-	682,000
Northfield Creek Master Drainage Plan	-	-	100,000	-	1,000,000	1,100,000
Parks & Recreation Security Review - 2016	70,900	-	-	-	-	70,900
Seventh St Sub Catchment Area Sanitary Sewer Study - 2011	-	-	-	-	32,000	32,000
South Nanaimo Water Study - 1998	16,000	158,606	-	-	-	174,606
Trail Implementation Plan	-	32,575	100,000	100,000	100,000	332,575
Transportation Master Plan (TMP)	1,177,240	799,300	1,601,000	1,325,450	3,093,900	7,996,890
Water Audit Study - 2013	360,000	330,000	340,000	330,000	330,000	1,690,000
Water Supply Strategic Plan - 2007	3,210,000	-	-	75,000	-	3,285,000
Council's Strategic Plan Update 2016-2019:						
Projects:						
Waterfront Walkway	125,000	1,250,000	-	-	-	1,375,000
Port Drive/South Downtown Waterfront	300,000	6,000,000	-	-	-	6,300,000
Georgia Avenue Greenway	90,000	900,000	-	-	-	990,000
Initiatives:						
Poverty Reduction/Affordable Housing	365,000	165,000	165,000	165,000	165,000	1,025,000
Property Acquisitions	600,000	600,000	600,000	600,000	600,000	3,000,000
Strategic/Organization Plans:						
BC Fire Safety ACT/BC Building Code	6,000	-	-	-	-	6,000
Business Cases	670,429	383,250	-	-	-	1,053,679
Colliery Dam Park Improvement Process and Action Plan - 2016	192,627	33,300	-	-	-	225,927
Community Plan for Public Art - 2010	100,000	100,000	100,000	100,000	100,000	500,000
Core Review	206,500	120,000	-	-	-	326,500
Council Directive	546,725	7,500	7,500	7,500	7,500	576,725
Culture Plan for a Creative Nanaimo 2014 - 2020 (Culture Plan)	30,000	6,900,000	-	-	-	6,930,000
Heritage Conservation Program	50,000	-	-	-	-	50,000
Myra Review - 2016	67,920	-	-	-	-	67,920
Official Community Plan (OCP)	342,650	270,000	265,000	165,000	165,000	1,207,650
OH & S Recommendation	6,000	-	-	-	-	6,000
Property Management Strategy (PMS)	425,040	-	-	-	-	425,040
Sustainability Project	390,487	41,500	42,300	-	-	474,287
Water Conservation Strategies - 2004	160,000	160,000	160,000	160,000	30,000	670,000
Total - Projects From Plans	43,681,344	53,107,046	34,214,708	28,211,698	42,173,527	201,388,323
Total - Other Projects	717,284	492,220	175,000	539,000	314,000	2,237,504
Total - All Projects	44,398,628	53,599,266	34,389,708	28,750,698	42,487,527	203,625,827

Note: A project may support more than one plan, classification is based on major plan supported. Additional plans are listed on individual project pages

2017- 2021 Capital Plan - Operating and Capital Funds

Summary by Major Category and Funding For Discussion Purposes Only

	2017	2018	2019	2020	2021	Total
PROJECTS						
Strategic	2,255,190	1,534,000	1,315,000	1,215,000	1,224,000	7,543,190
Equipment & Vehicle Program	3,484,331	2,956,973	2,631,717	3,221,366	2,635,476	14,929,863
Facilities Infrastructure & Amenities Program	4,490,780	11,844,438	1,982,191	1,118,480	768,598	20,204,487
Information Technology Infrastructure Program	560,769	606,940	79,400	388,150	696,950	2,332,209
Parking Infrastructure Program	462,745	287,000	575,000	605,000	575,000	2,504,745
Parks Infrastructure Program	2,098,242	1,849,725	397,300	429,450	491,057	5,265,774
Sanitary Sewer Infrastructure Program	4,968,875	9,652,000	7,262,500	6,487,102	3,873,246	32,243,723
Drainage Infrastructure Program	2,218,948	2,340,500	3,158,000	2,455,000	2,359,000	12,531,448
Transportation Infrastructure Program	7,718,940	12,383,934	6,556,500	3,831,750	10,873,100	41,364,224
Water Infrastructure Program	16,139,808	10,143,756	10,432,100	8,999,400	18,991,100	64,706,164
Total Projects	44,398,628	53,599,266	34,389,708	28,750,698	42,487,527	203,625,827
FUNDING SOURCES						
Drainage DCCs	20,000	50,000	225,000	500,000	250,000	1,045,000
Parks DCCs	100,000	100,000	100,000	100,000	100,000	500,000
Roads DCCs	3,031,270	-	2,970,000	-	5,593,500	11,594,770
Sewer DCCs	345,000	4,655,000	2,550,000	1,592,000	140,000	9,282,000
Water DCCs	4,647,500	-	-	350,000	-	4,997,500
Development Cost Charges (DCC) Reserves	8,143,770	4,805,000	5,845,000	2,542,000	6,083,500	27,419,270
Community Works Reserve	3,171,210	1,219,500	560,000	200,000	-	5,150,710
Equipment Depreciation Reserve	2,271,874	1,535,500	1,969,500	2,461,220	1,981,000	10,219,094
Facility Development Reserve	564,790	2,174,764	922,785	120,600	-	3,782,939
Property Sales Fund Reserve	-	-	-	-	-	-
General Fund Asset Mgmt Reserve	3,815,833	5,948,627	2,312,000	1,613,000	3,413,000	17,102,460
Sewer Fund Asset Mgmt Reserve	1,014,054	-	550,500	211,752	1,138,646	2,914,952
Water Fund Asset Mgmt Reserve	530,000	527,000	4,027,000	2,609,000	4,063,100	11,756,100
General Reserves	2,653,278	1,168,160	76,700	403,150	651,950	4,953,238
Sewer Reserves	3,640,221	5,026,500	4,181,500	4,693,350	2,694,600	20,236,171
Water Reserves	11,058,908	9,683,956	6,474,800	6,296,500	4,993,800	38,507,964
Operating and Statutory Reserves	28,720,168	27,284,007	21,074,785	18,608,572	18,936,096	114,623,628
Private Contributions	150,000	2,880,000	-	-	-	3,030,000
Grants/Private Contributions	150,000	2,880,000	-	-	-	3,030,000
General Revenue and User Fees	7,259,690	7,360,259	7,469,923	7,600,126	7,467,931	37,157,929
PILT's	125,000	670,000	-	-	-	795,000
Borrowing	-	10,600,000	-	-	10,000,000	20,600,000
Total Funding	44,398,628	53,599,266	34,389,708	28,750,698	42,487,527	203,625,827

2017 - 2021 Projects Plan - Operating and Capital Funds

Strategic Projects

For Discussion Purposes Only

Supporting Document		2017	2018	2019	2020	2021	Total
Project Costs:							
	Audits:						
	COR External Audit	-	14,000	-	-	14,000	28,000
	Financial/Performance Audits	50,000	50,000	50,000	50,000	50,000	250,000
	Culture & Heritage Initiatives:						
Cultural Plan	Canada Day 150 Celebrations	30,000	-	-	-	-	30,000
Cultural Plan/Community Plan for Public Art	Public Art	50,000	50,000	50,000	50,000	50,000	250,000
Heritage Action Plan/OCP	Downtown Facade Grants	20,000	20,000	20,000	20,000	20,000	100,000
Heritage Conservation Program	Downtown Heritage Bldg Design Guidelines Update	50,000	-	-	-	-	50,000
	Environmental Projects:						
Buttertubs Management Plan/OCP	Buttertubs Marsh Hydrology Study	27,900	-	-	-	-	27,900
Buttertubs Management Plan/OCP/PRC Master Plan	Community Watershed Monitoring	2,750	-	-	-	-	2,750
Invasive Plant Mangement Strategy/OCP	Invasive Plant Management Program	28,000	25,000	20,000	20,000	20,000	113,000
Departure Bay Neighbourhood Plan/OCP	Municipal Stream Relocation	114,000	-	-	-	-	114,000
	Land:						
Council Strategic Plan Update/PMS	Property Acquisitions - General	600,000	600,000	600,000	600,000	600,000	3,000,000
PMS	Property Acquisitions - General	425,040					425,040
	Official Community Plan:						
OCP	Planning Studies	-	75,000	75,000	75,000	75,000	300,000
OCP	OCP Update	-	100,000	100,000	-	-	200,000
OCP	Woodgrove Urban Node Area Plan	100,000	-	-	-	-	100,000
	Parks and Recreation (PR) Plans:						
Core Review	PR Master Plan Update	75,000	75,000	-	-	-	150,000
Core Review	PR Marketing Plan Update	26,500	-	-	-	-	26,500
	Water Conservation Strategies:						
Council Directive/Water Conservation Strategies	Appliance Rebate Program	30,000	30,000	30,000	30,000	-	120,000
Council Directive/Water Conservation Strategies	Toilet Rebate Program	100,000	100,000	100,000	100,000	-	400,000
Water Conservation Strategies	Water Conservation Strategy	30,000	30,000	30,000	30,000	30,000	150,000
	Social Planning Initiatives:						
Council Strategic Plan Update	Affordable Housing Strategy	150,000	-	-	-	-	150,000
Council Strategic Plan Update	Poverty Reduction Strategy	50,000	-	-	-	-	50,000
Council Strategic Plan Update/OCP	Housing Legacy Reserve	165,000	165,000	165,000	165,000	165,000	825,000
							-
BC Fire Safety ACT/BC Building Code	Fire Bylaw Update	6,000	-	-	-	-	6,000
Council Directive	Immigrant Welcome Reception	4,500	4,500	4,500	4,500	4,500	22,500
Council Directive	Mayor's Youth Advisory Council	3,000	3,000	3,000	3,000	3,000	15,000
Council Directive/TMP	Alternate Transportation Education & Marketing	7,500	7,500	7,500	7,500	7,500	37,500
	City Orthophotos	25,000	150,000	25,000	25,000	150,000	375,000
	Coal Mine Risk Assessment	50,000	-	-	-	-	50,000
	Property Valuations for Insurance	35,000	35,000	35,000	35,000	35,000	175,000
Grand Total		2,255,190	1,534,000	1,315,000	1,215,000	1,224,000	7,543,190

2017 - 2021 Projects Plan - Operating and Capital Funds
 Equipment & Vehicle Program
 For Discussion Purposes Only

Supporting Document		2017	2018	2019	2020	2021	Total
Project Costs:							
Renewal Projects and Programs:							
	Fleet:						
ARP	City Fleet	1,909,974	1,465,000	410,000	1,285,000	1,115,000	6,184,974
ARP	Fire Fleet	141,000	100,000	1,500,000	1,165,000	825,000	3,731,000
ARP	Ice Resurfacer	185,000	-	-	-	-	185,000
	Equipment:						
ARP	Furniture and Equipment	323,230	237,953	240,209	239,622	188,028	1,229,042
ARP	Gym Equipment	50,000	-	50,000	-	50,000	150,000
ARP	Maintenance Equipment	177,000	381,100	228,100	151,650	222,500	1,160,350
ARP	Misc - Fire Equipment	106,900	69,500	67,208	67,874	69,448	380,930
ARP	Misc - Fleet Shop Equipment	10,400	16,000	10,000	79,720	17,500	133,620
ARP	Misc - Survey Equipment	10,000	10,000	10,000	10,000	10,000	50,000
ARP	Park Amenities	116,200	116,200	116,200	118,000	118,000	584,600
ARP	SNIC Equipment	-	36,500	-	104,500	20,000	161,000
ARP	VICC Kitchen Equipment	73,700	81,470	-	-	-	155,170
Total		3,103,404	2,513,723	2,631,717	3,221,366	2,635,476	14,105,686
New/Upgrades:							
	Fleet:						
2016 Business Case	City Fleet	232,927	-	-	-	-	232,927
Core Review	City Fleet	40,000	45,000	-	-	-	85,000
	City Fleet	88,000	-	-	-	-	88,000
	Equipment:						
	Maintenance Equipment	20,000	-	-	-	-	20,000
2014 Business Case	Parking Equipment	-	383,250	-	-	-	383,250
	SNIC Equipment	-	15,000	-	-	-	15,000
Total		380,927	443,250	-	-	-	824,177
Grand Total		3,484,331	2,956,973	2,631,717	3,221,366	2,635,476	14,929,863

2017 - 2021 Projects Plan - Operating and Capital Funds
Facilities Infrastructure & Amenities Program
For Discussion Purposes Only

Supporting Document		2017	2018	2019	2020	2021	Total
Project Costs:							
Renewal Projects and Programs:							
ARP	Condition Assessment/Pre-Design	203,000	200,000	300,000	300,000	300,000	1,303,000
Culture & Heritage Facilities:							
ARP	150 Commercial Street	10,200	85,500	-	25,500	-	121,200
ARP	25 Victoria Rd	-	260,000	-	-	-	260,000
ARP	Bastion	-	13,000	-	-	23,000	36,000
ARP	Nanaimo Museum	-	10,000	-	-	-	10,000
ARP	Port Theatre	93,100	29,800	98,656	106,700	95,000	423,256
Nanaimo Fire Rescue Facilities:							
ARP	Fire Station #2	-	-	14,300	-	-	14,300
ARP	Fire Station #3	22,600	14,600	-	-	-	37,200
ARP	Fire Station #7	36,300	-	-	-	-	36,300
ARP	Fire Training Centre	7,100	-	-	-	-	7,100
Parks and Recreation Facilities:							
ARP	Beban Complex	22,300	1,565,193	-	-	-	1,587,493
ARP	Beban Pool	79,160	90,884	3,500	60,000	10,000	243,544
ARP	Beban Social Centre	169,705	66,700	41,650	135,600	11,250	424,905
ARP	Bowen Park Complex	90,150	71,350	-	25,000	21,000	207,500
ARP	Centennial Building	-	-	-	-	23,555	23,555
ARP	Cliff McNabb Arena	-	72,095	11,700	-	-	83,795
ARP	Frank Crane Arena	27,300	420,000	-	-	-	447,300
ARP	Kin Pool	89,600	-	5,100	-	-	94,700
ARP	Nanaimo Aquatic Centre	80,575	1,707,765	1,000,785	49,500	119,016	2,957,641
ARP	Nanaimo Ice Centre	-	-	14,600	15,000	60,777	90,377
ARP	Oliver Woods Community Centre	10,000	-	25,000	45,000	-	80,000
Total		941,090	4,606,887	1,515,291	762,300	663,598	8,489,166
New/Upgrades:							
Culture & Heritage Facilities:							
Cultural Plan/Council Directive	Port Theatre	-	6,900,000	-	-	-	6,900,000
	Port Theatre	12,400	-	-	-	-	12,400
Nanaimo Fire Rescue Facilities:							
OH & S Recommendation	Fire Station #3	6,000	-	-	-	-	6,000
	Fire Station #4	20,040	-	-	-	-	20,040
2016 Business Case	Fire Training Centre	200,167	-	-	-	-	200,167
	Fire Training Centre	25,000	-	-	-	-	25,000
Parks and Recreation Facilities:							
Sustainability	Beban Complex	4,950	-	-	-	-	4,950
P & R Security Review	Beban Pool	30,500	-	-	-	-	30,500
	Beban Pool	12,100	-	-	-	-	12,100
P & R Security Review	Beban Social Centre	14,000	-	-	-	-	14,000
	Bowen Park Complex	19,200	49,700	-	-	-	68,900
Sustainability	Cliff McNabb Arena	-	41,500	-	-	-	41,500
P & R Security Review	Frank Crane Arena	26,400	-	-	-	-	26,400
Sustainability	Frank Crane Arena	-	-	42,300	-	-	42,300
Harewood Centennial Park Improvement Plan	Harewood Centennial Court	2,417,290	-	-	-	-	2,417,290
Sustainability	Nanaimo Aquatic Centre	193,665	-	-	-	-	193,665
Sustainability	Nanaimo Ice Centre	39,772	-	-	-	-	39,772
Total		3,021,484	6,991,200	42,300	-	-	10,054,984
Subtotal		3,962,574	11,598,087	1,557,591	762,300	663,598	18,544,150

2017 - 2021 Projects Plan - Operating and Capital Funds
 Facilities Infrastructure & Amenities Program Continued
 For Discussion Purposes Only

Supporting Document		2017	2018	2019	2020	2021	Total
Project Costs:							
Renewal Projects and Programs:							
	Police Facilities:						
ARP	Police Operations Building	94,736	87,876	339,000	29,180	20,000	570,792
ARP	Public Works Yard	194,000	77,475	65,600	85,000	65,000	487,075
	Water Department Facilities:						
ARP	Prince John Pump Station	-	-	-	12,000	-	12,000
ARP	VICC	38,185	55,000	-	30,000	-	123,185
Total		326,921	220,351	404,600	156,180	85,000	1,193,052
New/Upgrades:							
	Police Facilities:						
Sustainability	Police Operations Building	133,500	-	-	-	-	133,500
Sustainability	Public Works Yard	12,685	-	-	-	-	12,685
	Water Department Facilities:						
	Water Treatment Plant	55,100	26,000	20,000	200,000	20,000	321,100
Total		201,285	26,000	20,000	200,000	20,000	467,285
Grand Total		4,490,780	11,844,438	1,982,191	1,118,480	768,598	20,204,487

2017 - 2021 Projects Plan - Operating and Capital Funds
 Information Technology Infrastructure Program
 For Discussion Purposes Only

Supporting Document		2017	2018	2019	2020	2021	Total
Project Costs:							
Renewal Projects and Programs:							
ARP	Business Applications	46,150	-	-	-	487,750	533,900
ARP	Computing Infrastructure	81,480	394,480	34,400	343,150	164,200	1,017,710
Myra Review	Business Applications	28,300	-	-	-	-	28,300
Total		155,930	394,480	34,400	343,150	651,950	1,579,910
New/Upgrades:							
2016 Business Case	Computing Infrastructure	237,335	-	-	-	-	237,335
IT Security Review	Computing Infrastructure	19,040	-	-	-	-	19,040
IT Security Review	Policy Development/User Training	-	59,940	-	-	-	59,940
Myra Review	Business Applications	39,620	-	-	-	-	39,620
	Business Applications	108,844	45,000	45,000	45,000	45,000	288,844
	Computing Infrastructure	-	107,520	-	-	-	107,520
Total		404,839	212,460	45,000	45,000	45,000	752,299
Grand Total		560,769	606,940	79,400	388,150	696,950	2,332,209

Excludes Desktop Computers (Included in Furniture and Equipment Replacement Plans)

2017 - 2021 Projects Plan - Operating and Capital Funds

Parking Infrastructure Program

For Discussion Purposes Only

Supporting Document		2017	2018	2019	2020	2021	Total
Project Costs:							
Renewal Projects and Programs:							
ARP	Bastion St Parkade	48,670	242,000	250,000	250,000	250,000	1,040,670
ARP	Harbourfront Parkade	346,975	45,000	325,000	340,000	325,000	1,381,975
ARP	Port of Nanaimo Centre Parkade	-	-	-	15,000	-	15,000
Total		395,645	287,000	575,000	605,000	575,000	2,437,645
New/Upgrades:							
Core Review	Parking Strategies	65,000	-	-	-	-	65,000
Sustainability	Gordon Street Parking Lot	2,100	-	-	-	-	2,100
Total		67,100	-	-	-	-	67,100
Grand Total		462,745	287,000	575,000	605,000	575,000	2,504,745

2017 - 2021 Projects Plan - Operating and Capital Funds

Parks Infrastructure Program

For Discussion Purposes Only

Supporting Document		2017	2018	2019	2020	2021	Total
Project Costs:							
Renewal Projects and Programs:							
ARP	Communication System	20,800	42,700	-	-	-	63,500
ARP	Misc Projects	81,475	-	-	-	-	81,475
ARP	Parks & Playground	50,200	20,000	20,000	20,000	20,000	130,200
ARP	Pickleball Courts	150,000	-	-	-	-	150,000
ARP	Railing Replacement Program	267,500	-	-	-	52,500	320,000
ARP	Sports Fields/Field Houses	30,000	-	-	7,000	-	37,000
ARP	Tennis Court Improvements	-	-	-	24,000	28,876	52,876
ARP	Trail Development	231,580	324,000	129,000	129,000	129,000	942,580
Dam Safety Regulations	Misc Projects	46,000	47,150	48,300	49,450	50,600	241,500
Harewood Centennial Park Improvement Plan	Lacrosse Box	183,420	-	-	-	-	183,420
Total		1,060,975	433,850	197,300	229,450	280,976	2,202,551
New/Upgrades:							
Colliery Dam Park Impr. Process	Colliery Dam Park	192,627	33,300	-	-	-	225,927
Council Directive	Sports Fields/Field Houses	539,225	-	-	-	-	539,225
Culture Plan/Community Plan for Public Art	Public Art	50,000	50,000	50,000	50,000	50,000	250,000
Harewood Centennial Park Improvement Plan	Trail Development	-	-	-	-	10,081	10,081
OCP/PRC Master Plan	Parks & Playgrounds	50,000	50,000	50,000	50,000	50,000	250,000
Sustainability	Sports Fields/Field Houses	3,815	-	-	-	-	3,815
Trail Implementation Plan	Trail Development	-	32,575	100,000	100,000	100,000	332,575
Trail Implementation Plan/Council's Strategic Plan Update	Trail Development	125,000	1,250,000	-	-	-	1,375,000
	Misc Projects	24,300	-	-	-	-	24,300
	Sports Fields/Field Houses	52,300	-	-	-	-	52,300
Total		1,037,267	1,415,875	200,000	200,000	210,081	3,063,223
Grand Total		2,098,242	1,849,725	397,300	429,450	491,057	5,265,774

2017 - 2021 Projects Plan - Operating and Capital Funds
Sanitary Sewer Infrastructure Program
For Discussion Purposes Only

Supporting Document		2017	2018	2019	2020	2021	Total
Project Costs:							
Renewal Projects and Programs:							
ARP	Condition Assessment Program	485,000	510,000	485,000	510,000	485,000	2,475,000
ARP	Designs	60,000	60,000	60,000	60,000	60,000	300,000
ARP	Mains	2,815,054	1,382,000	2,196,000	3,057,602	1,908,246	11,358,902
Total		3,360,054	1,952,000	2,741,000	3,627,602	2,453,246	14,133,902
New/Upgrades:							
Boxwood Connector SS Study	Mains	-	-	3,500	-	350,000	353,500
Chase River SS Master Plan	Mains	60,000	-	650,000	-	-	710,000
Cide Wide SS Study	Mains	-	32,000	-	339,500	-	371,500
DCC Bylaw - Sewer	Mains	345,000	4,655,000	2,550,000	1,592,000	140,000	9,282,000
FDCC Bylaw - Sewer	Mains	878,821	2,813,000	518,000	706,000	730,000	5,645,821
Millstone Master Plan	Mains	60,000	-	600,000	22,000	-	682,000
Total		1,343,821	7,500,000	4,321,500	2,659,500	1,220,000	17,044,821
Plans/Studies:							
ARP	Standards Update	40,000	-	-	-	-	40,000
ARP	Studies	75,000	50,000	50,000	50,000	50,000	275,000
FDCC Bylaw - Sewer	Master Plans	150,000	150,000	150,000	150,000	150,000	750,000
Total		265,000	200,000	200,000	200,000	200,000	1,065,000
Grand Total		4,968,875	9,652,000	7,262,500	6,487,102	3,873,246	32,243,723

2017 - 2021 Projects Plan - Operating and Capital Funds
 Drainage Infrastructure Program
 For Discussion Purposes Only

Supporting Document		2017	2018	2019	2020	2021	Total
Project Costs:							
Renewal Projects and Programs:							
ARP	Condition Assessment Program	300,000	300,000	300,000	300,000	300,000	1,500,000
ARP	Mains	1,258,948	1,765,500	1,710,000	919,000	47,000	5,700,448
DCC Bylaw - Roads	Mains	470,000	-	-	-	-	470,000
Total		2,028,948	2,065,500	2,010,000	1,219,000	347,000	7,670,448
New/Upgrades:							
Beaufort Study	Mains	35,000	-	350,000	-	-	385,000
DCC Bylaw - Drainage	Mains	40,000	100,000	450,000	1,000,000	500,000	2,090,000
Northfield Creek Plan	Mains	-	-	100,000	-	1,000,000	1,100,000
Seventh St. Study	Mains	-	-	-	-	32,000	32,000
TMP	Mains	-	-	248,000	136,000	480,000	864,000
Total		75,000	100,000	1,148,000	1,136,000	2,012,000	4,471,000
Plans/Studies:							
ARP	Studies	115,000	75,000	-	-	-	190,000
FDCC Bylaw - Drainage	Master Plans	-	100,000	-	100,000	-	200,000
Total		115,000	175,000	-	100,000	-	390,000
Grand Total		2,218,948	2,340,500	3,158,000	2,455,000	2,359,000	12,531,448

2017 - 2021 Projects Plan - Operating and Capital Funds
Transportation Infrastructure Program
For Discussion Purposes Only

Supporting Document		2017	2018	2019	2020	2021	Total
Project Costs:							
Renewal Projects and Programs:							
ARP	Bridges	1,840,000	-	-	-	-	1,840,000
ARP	Condition Assessment Program	35,000	-	100,000	-	-	135,000
ARP	Pedestrian Amenities	30,000	-	-	-	-	30,000
ARP	Railway Crossings	25,000	25,000	25,000	25,000	25,000	125,000
ARP	Road Rehabilitation	326,200	4,064,434	1,156,000	2,067,000	2,166,700	9,780,334
ARP	Sidewalk Maintenance Program	-	50,000	-	50,000	-	100,000
ARP	Street Lights	350,000	50,000	50,000	50,000	50,000	550,000
ARP	Traffic Improvements	250,000	427,700	365,000	442,800	360,000	1,845,500
ARP/Council's Strategic Plan Update	Traffic Improvements	300,000	6,000,000	-	-	-	6,300,000
Total		3,156,200	10,617,134	1,696,000	2,634,800	2,601,700	20,705,834
New/Upgrades:							
DCC Bylaw - Roads	Designs	100,000	-	-	-	-	100,000
DCC Bylaw - Roads	Pedestrian Amenities	50,000	-	-	-	-	50,000
DCC Bylaw - Roads	Traffic Improvements	3,073,000	-	3,000,000	-	5,650,000	11,723,000
FDCC Bylaw - Roads	Traffic Improvements	50,000	-	500,000	-	-	550,000
TMP	Cycling Amenities	399,500	344,500	430,000	452,350	340,000	1,966,350
TMP	Pedestrian Amenities	120,240	88,300	546,500	429,600	746,400	1,931,040
TMP	Traffic Improvements	-	-	-	-	200,000	200,000
TMP	Transit Improvements	-	-	100,000	100,000	170,000	370,000
TMP/Brechin & Newcastle Neighbourhood Plans	Cycling Amenities	80,000	-	-	-	-	80,000
TMP/Brechin & Newcastle Neighbourhood Plans	Pedestrian Amenities	130,000	-	-	-	-	130,000
TMP/Brechin & Newcastle Neighbourhood Plans	Pedestrian/Cycling Amenities	-	-	59,000	-	588,000	647,000
TMP/Council's Strategic Plan Update	Pedestrian/Cycling Amenities	90,000	900,000	-	-	-	990,000
TMP/Harewood Neighbourhood Plan	Cycling Amenities	240,000	309,000	160,000	200,000	60,000	969,000
TMP/Harewood Neighbourhood Plan	Pedestrian Amenities	-	-	50,000	-	502,000	552,000
Total		4,332,740	1,641,800	4,845,500	1,181,950	8,256,400	20,258,390
Plans/Studies:							
ARP	Studies	-	60,000	-	-	-	60,000
ARP	Surveys	30,000	15,000	15,000	15,000	15,000	90,000
TMP	Planning	-	50,000	-	-	-	50,000
TMP	Standards	55,000	-	-	-	-	55,000
TMP	Studies	60,000	-	-	-	-	60,000
TMP	Surveys	85,000	-	-	-	-	85,000
Total		230,000	125,000	15,000	15,000	15,000	400,000
Grand Total		7,718,940	12,383,934	6,556,500	3,831,750	10,873,100	41,364,224

2017 - 2021 Projects Plan - Operating and Capital Funds
Water Infrastructure Program
For Discussion Purposes Only

Supporting Document		2017	2018	2019	2020	2021	Total
Project Costs:							
Renewal Projects and Programs:							
ARP	Condition Assessment Program	125,000	100,000	125,000	100,000	125,000	575,000
ARP	Design	60,000	60,000	60,000	60,000	60,000	300,000
ARP	Distribution Mains	5,282,808	6,338,750	7,615,300	6,530,200	4,227,000	29,994,058
ARP	Misc Projects	30,000	30,000	30,000	30,000	30,000	150,000
ARP	Pump Station/PRV Program	405,000	1,035,000	170,000	873,000	220,000	2,703,000
ARP	Reservoirs	-	75,000	-	-	-	75,000
ARP	Supply Mains	65,000	650,000	-	-	100,000	815,000
ARP/Annual Dam Review Reports	Water Supply Dams	100,000	100,000	100,000	100,000	-	400,000
ARP/Water Audit Study	Water Meter Replacement	330,000	330,000	330,000	330,000	330,000	1,650,000
Dam Safety Regulations	Water Supply Dams	16,000	16,400	16,800	17,200	17,600	84,000
Total		6,413,808	8,735,150	8,447,100	8,040,400	5,109,600	36,746,058
New/Upgrades:							
Boxwood Road Tech Memo	Distribution Mains	-	-	37,000	-	370,000	407,000
College Heights Water Study	Distribution Mains	-	-	438,000	-	-	438,000
DCC Bylaw - Water	Distribution Mains	365,000	-	-	200,000	-	565,000
DCC Bylaw - Water Supply	Pump Station/PRV Program	-	-	-	200,000	-	200,000
DCC Bylaw - Water Supply	Reservoirs	600,000	-	-	-	-	600,000
DCC Bylaw - Water Supply	Supply Mains	2,110,000	-	-	-	-	2,110,000
DCC Bylaw - Water Supply	Water Supply Dams	3,000,000	-	-	-	10,000,000	13,000,000
Departure Bay & Neyland PRV Study	Distribution Mains	-	-	145,000	-	-	145,000
FDCC Bylaw - Water	Distribution Mains	-	-	205,000	-	1,461,500	1,666,500
FDCC Bylaw - Water Supply	Reservoirs	200,000	500,000	1,100,000	-	-	1,800,000
Formal Annual Dam Review Report	Water Supply Dams	-	500,000	-	-	2,000,000	2,500,000
South Nanaimo Water Study	Distribution Mains	16,000	158,606	-	-	-	174,606
Water Supply Strategic Plan	Pump Station/PRV Program	3,000,000	-	-	-	-	3,000,000
Water Supply Strategic Plan	Reservoirs	-	-	-	75,000	-	75,000
	Distribution Mains	120,000	-	-	184,000	-	304,000
Total		9,411,000	1,158,606	1,925,000	659,000	13,831,500	26,985,106
Plans/Studies:							
AMP	Studies	75,000	50,000	50,000	50,000	50,000	275,000
FDCC Bylaw - Water	Master Plan	-	-	-	250,000	-	250,000
FDCC Bylaw - Water	Planning	-	200,000	-	-	-	200,000
Water Audit Study	Studies	30,000	-	10,000	-	-	40,000
Water Supply Strategic Plan	Planning	210,000	-	-	-	-	210,000
Total		315,000	250,000	60,000	300,000	50,000	975,000
Grand Total		16,139,808	10,143,756	10,432,100	8,999,400	18,991,100	64,706,164