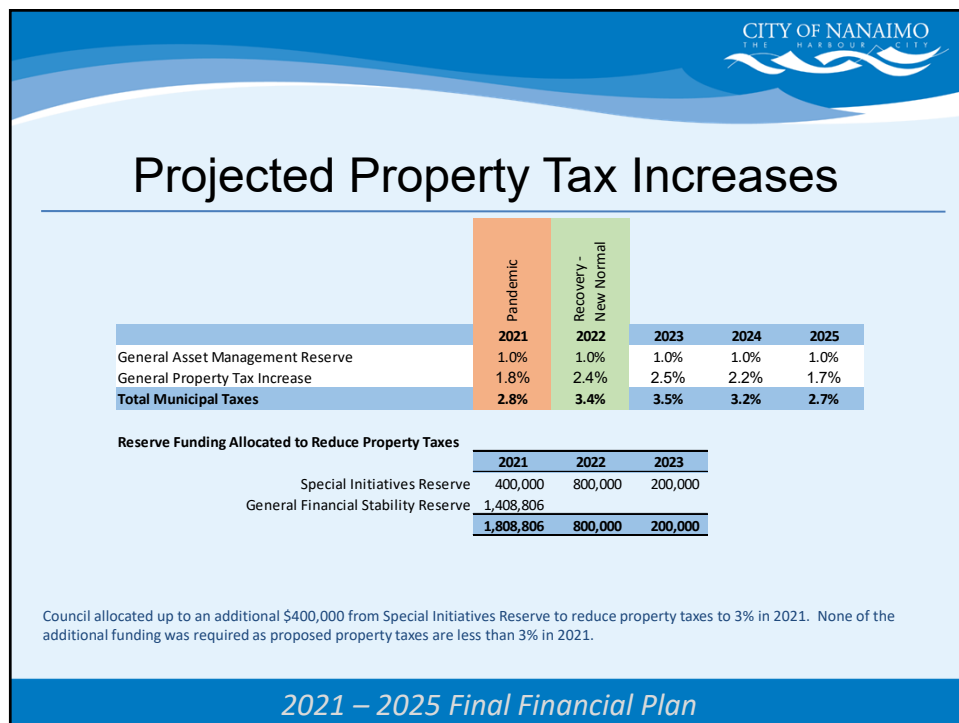
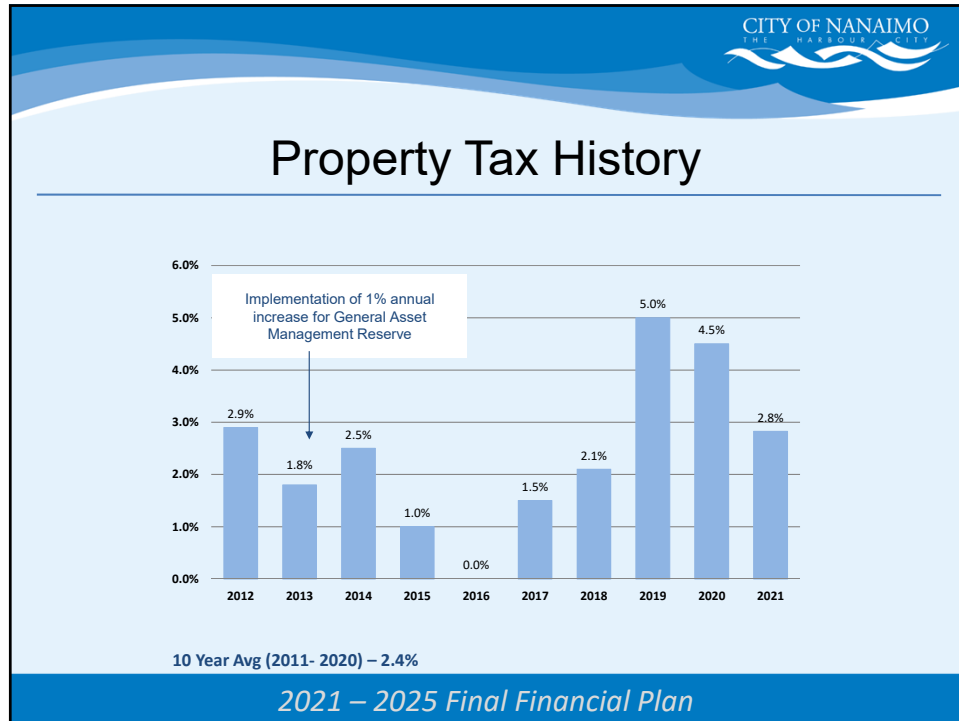


The slide has a blue header with the City of Nanaimo logo. The title "Development and Review to Date" is centered in a large, dark blue font. Below the title, a bulleted list details the following: Finance and Audit Committee meetings; Budget Overview and Departmental Business Plans presented November 25th and 27th, 2020; 2021 – 2025 Draft Project Plan presented November 30th, 2020; Budget Recaps presented December 4th and 9th, 2020; eTown Hall held on December 7th, 2020; 2021 – 2025 Financial Plan Bylaw approved; Adopted at Council meeting on January 18th, 2021; and Referred to as the Provisional Five Year Financial Plan. The footer contains the text "2021 – 2025 Final Financial Plan" in white.



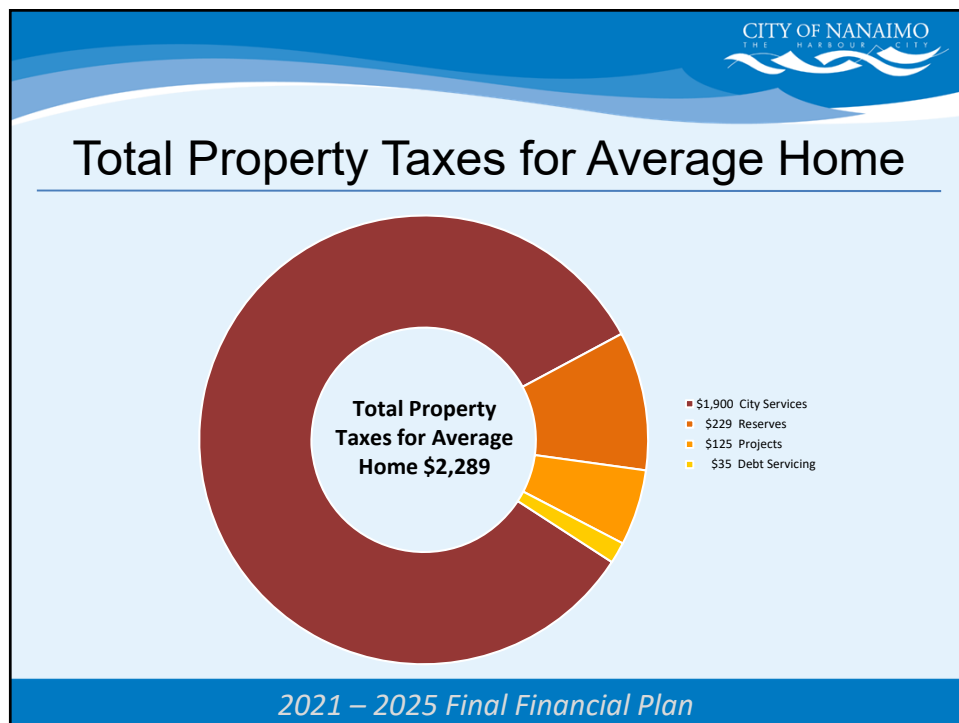
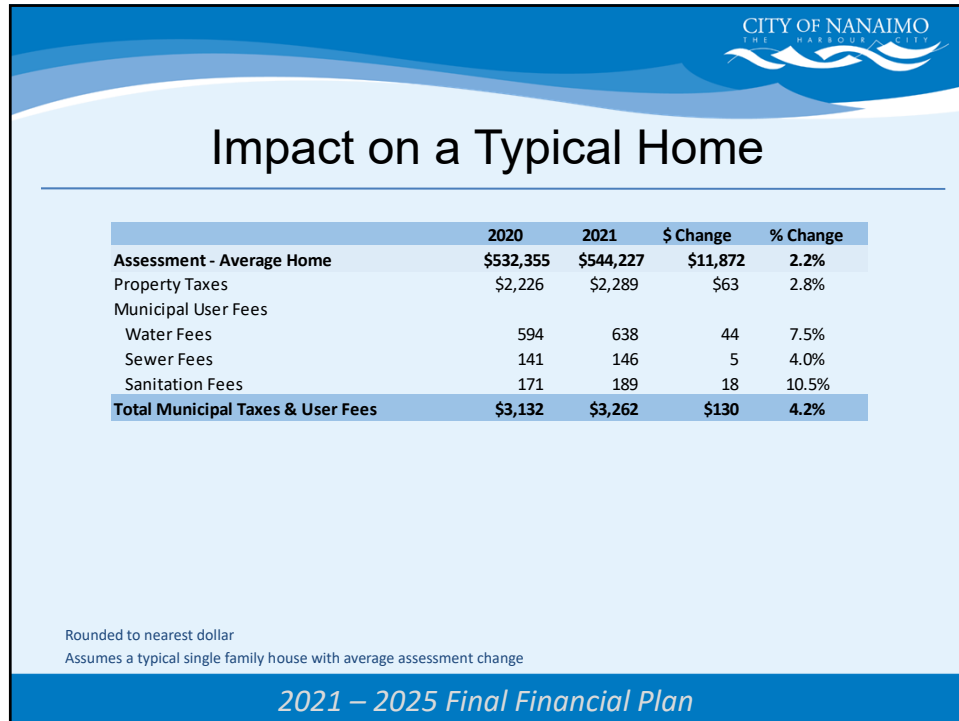


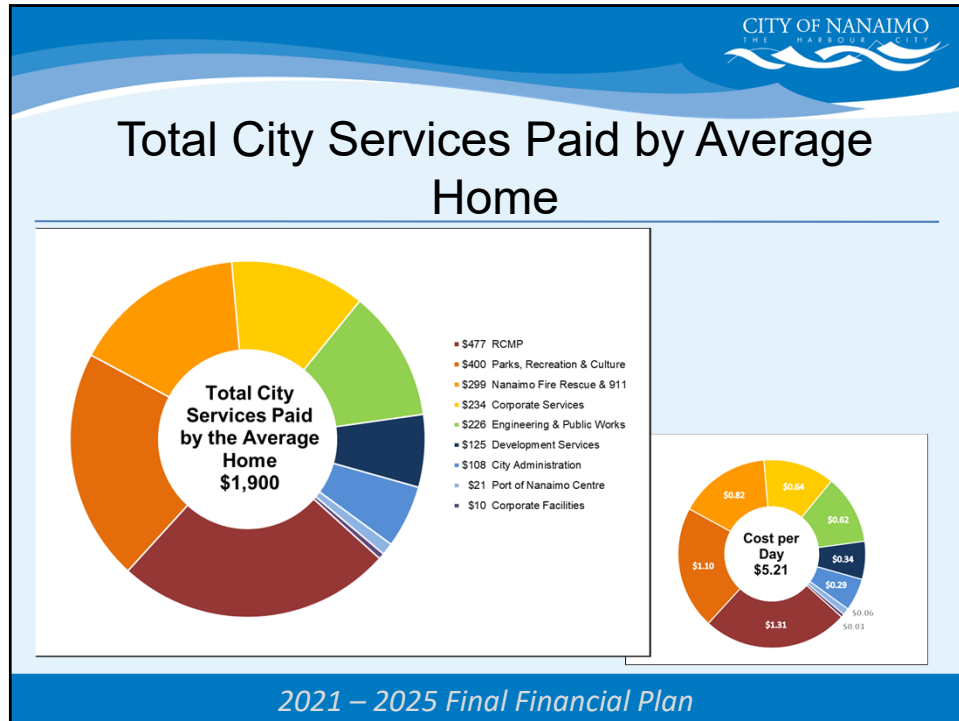
CITY OF NANAIMO
THE HARBOUR CITY

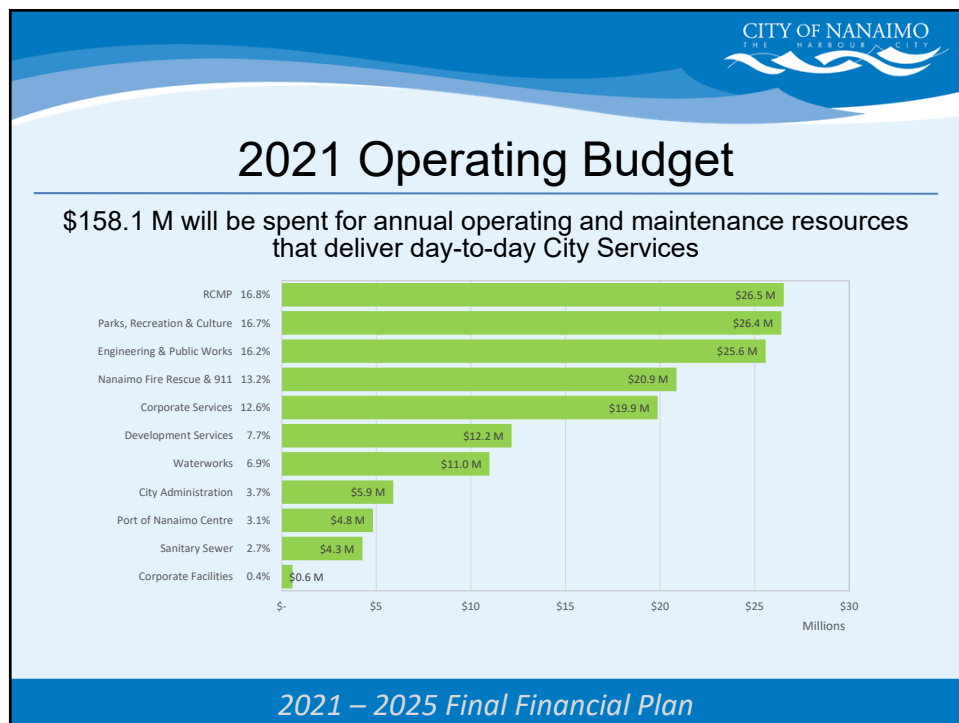
TYPICAL HOME

EXCLUDES PROPERTY TAXES COLLECTED FOR THE
RDN, SCHOOL DISTRICT, HOSPITAL AND VANCOUVER
ISLAND REGIONAL LIBRARY

2021 – 2025 Final Financial Plan









2021 Changes That Impacted Property Taxes		
Aquatics - Net	22,300	0.02%
Arenas - Net	(29,000)	-0.03%
Health & Housing Initiatives		
Add Operating Budget	480,000	
Remove Daytime Drop In Centre	(100,000)	
	380,000	0.33%
Insurance - Corporate	(29,300)	-0.03%
Investment Income	(400,000)	-0.35%
Management Consulting - Intelligent City/Virtual City Hall	60,000	0.05%
Mayor's Leaders' Table	12,000	0.01%
Other	(10,400)	-0.01%
Parking - Net	109,200	0.10%
RCMP Contract - Fleet Units	70,600	0.06%
RDN Recreation Sharing Agreement	72,500	0.06%
Recreation	(10,800)	-0.01%
Serauxmen Stadium Maintenance - Net	59,100	0.05%
Special Initiatives Reserve Funding to Reduce Taxes to 3%	355,400	0.31%
Growth	(836,700)	-0.73%
Total	(175,100)	-0.15%
Provisional Property Tax Increase		3.0%
Net Changes		-0.2%
Proposed Final Property Tax Increase		2.8%

Rounded to nearest hundred dollars

2021 – 2025 Final Financial Plan

CITY OF NANAIMO THE HARBOUR CITY	
2021 Other Changes	
Funded From 911 Reserve and General Financial Stability Reserve	
Fire Adjustment Plan - Net	718,995
net impact to property taxes 2022 - 2025 \$472,825	
Total	718,995
Funded From General Asset Management Reserve	
Nanaimo Fire Rescue - Radio Replacement	58,000
Port Theatre Chiller	350,799
Total	408,799
Funded From General Capital Reserve	
Civic Precinct Study	25,000
Total	25,000
Funded From Emission Reduction Reserve	
Port Theatre Chiller	150,000
Total	150,000
Funded From Facility Development Reserve	
Beban Pool Changeroom/Washroom Upgrades	255,000
Total	255,000
Funded From Grants/Private Contributions	
Alternative Transportation Education & Marketing	1,600
FireSmart	49,380
Nanaimo Situation Table	30,000
Serauxmen Stadium	150,000
Total	230,980
2021 – 2025 Final Financial Plan	

CITY OF NANAIMO THE HARBOUR CITY	
2021 Other Changes	
Funded From IT Reserve	
Microsoft 365 Implementation	50,000
ERP Replacement	60,000
Total	110,000
Funded from Parkland Dedication and Parks DCC Reserve	
Property Acquisitions	1,260,044
Total	1,260,044
Funded From PILT's	
Wesley Street Cleanup	38,100
Total	38,100
Funded From RCMP Contract Reserve	
RCMP Contract - Fleet Units	250,000
Total	250,000
Funded From Strategic Infrastructure Reserve	
Downtown Transit Exchange Functional Design	250,000
Total	250,000
Funded From Special Initiatives Reserve	
Haliburton Sidewalk - Design (\$499k 2022 Construction)	55,000
Total	55,000
2021 – 2025 Final Financial Plan	

CITY OF NANAIMO
THE HARBOUR CITY

2021 COVID Internal Order Update

Council allocated \$500,000 from the Special Initiatives Reserve to a 2021 COVID Internal Order to cover continuing and potential new costs related to the pandemic.

To date the internal order has been allocated to:

- Facility Ambassadors
 - SARC Facility Ambassador to July 2, 2021
 - Extension of PRC Facility Ambassadors from April 1 to August 31 under a modified service model
- Security Services – SARC and City Hall
- Portable Toilets – SARC, Prideaux St, Bastion, Terminal and Oliver Woods Community Centre
- Laptops – Purchases and leases for staff working remotely
- 2 Trailers – To address space issues at Police Services
- Personal Protective Equipment – Additional partitions, masks, wipes, etc
- Other costs related to COVID

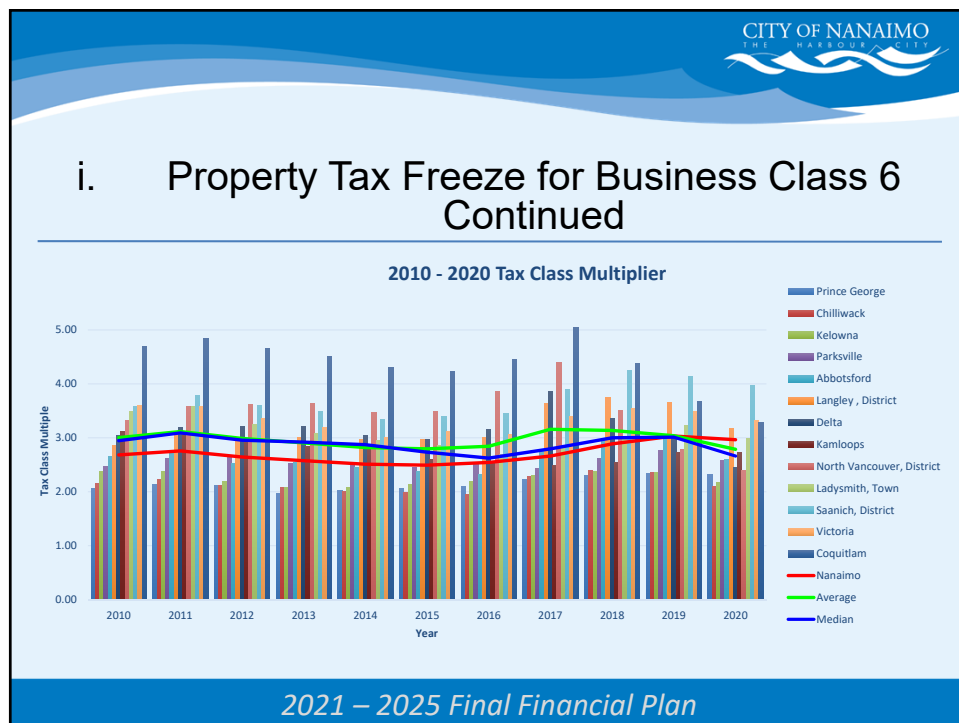
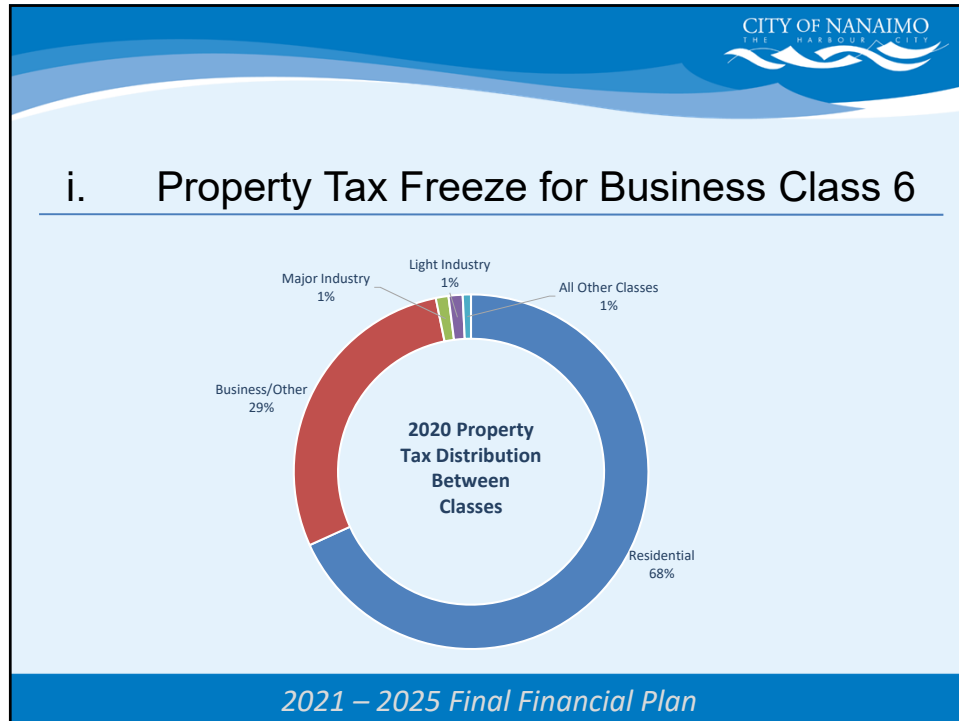
2021 – 2025 Final Financial Plan


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THE HARBOUR CITY

COUNCIL DISCUSSION POINTS



2021 – 2025 Final Financial Plan





i. Property Tax Freeze for Business Class 6 Continued


Residential Class Properties					
	Provisional	Senario 1	Senario 2	Senario 3	Senario 4
2021	3.0%	4.3%	4.3%	3.0%	2.8%
2022	3.4%	2.2%	3.4%	4.3%	3.4%
2023	3.2%	3.2%	3.2%	3.2%	3.2%
2024	3.2%	3.2%	3.2%	3.2%	3.2%
2025	2.6%	2.6%	2.6%	2.6%	2.8%

*Includes both Asset Management Reserve and General Taxation increases

Business Class Properties					
	Provisional	Senario 1	Senario 2	Senario 3	Senario 4
2021	3.0%	0.0%	0.0%	0.0%	2.8%
2022	3.4%	6.4%	3.4%	4.3%	3.4%
2023	3.2%	3.2%	3.2%	3.2%	3.2%
2024	3.2%	3.2%	3.2%	3.2%	3.2%
2025	2.6%	2.6%	2.6%	2.6%	2.8%

*Includes both Asset Management Reserve and General Taxation increases

2021 – 2025 Final Financial Plan



i. Property Tax Freeze for Business Class 6 Continued

Possible Scenarios for freezing property taxes for Business Class 6 for one year.

Information report provides impact of various scenarios

Scenario 1

- Shift to Residential Class 1 and back to Business Class 6 in 2022

Scenario 2

- Shift to Residential Class 1 permanently

Scenario 3

- Use funding from Special Initiatives Reserve to fund Business Class 6 increase in 2021

Scenario 4

- Use funding from Special Initiatives Reserve to reduce property taxes for all classes

Options:

That the Finance and Audit Committee recommend that Council direct staff to:

- Implement scenario 1, 2, 3 or 4; or
- Proceed with the calculation of property taxes as presented

2021 – 2025 Final Financial Plan

ii. Records and Information Specialist

To ensure capacity to successfully implement, on time and on budget, the records management project and provide on-going support.

Business case provided

- July 1st Implementation

Funding Source:

- General Revenue ~ 0.04% in 2021 and ~0.04% in 2022

Option:

That the Finance and Audit Committee recommend that Council add a Records and Information Specialist position to the 2021 – 2025 Financial Plan effective July 1, 2021 funded from general revenue.

2021 – 2025 Final Financial Plan

iii. Development Service Recommendations - Staffing

To support the creation of two building permit fast track streams as recommended in the Building Permit Function Review, add an additional Building Supervisor and an additional Building Official.

- July 1st Implementation

Funding Source:

- General Revenue ~ 0.11% in 2021 and ~0.09% in 2022

Option:

That the Finance and Audit Committee recommend that Council add a Building Supervisor position and a Building Official position to the 2021 – 2025 Financial Plan effective July 1, 2021 funded from general revenue.

2021 – 2025 Final Financial Plan

iv. Development Service Recommendations - Software

To support investment in technology as recommended in the Building Permit Function Review to support implementation of improvements to the online application system including ability for cost recovery option for credit card fees.

2021 Budget - \$375,000 estimate

A request for proposals would be undertaken to refine cost estimates and determine the best product solution

Ongoing Budget - \$150,000/yr, estimate for annual software license

Funding Sources:

- Special Initiatives Reserve and/or General Revenue for 2021 implementation and licensing costs
- General Revenue for ongoing annual software license

The City will pursue a grant for the software from the Local Government Development Approvals Program and if grant application is successful any grant funding received will offset City funding

Option:

That the Finance and Audit Committee recommend that Council add \$375,000 to 2021 of the 2021 – 2025 Financial Plan for online application system improvements and \$150,000 for annual operating costs.

2021 – 2025 Final Financial Plan

v. Development Service Recommendations - Implementation

To support implementation of the recommendations in the Building Permit Function Review allocate \$25,000 in 2021 for consulting services to assist with:

- Developing a terms of reference for Joint Building Permit Advisory Working Group
- Developing eligibility criteria for the proposed Fast Track Program & specific elements, requirements and terms for the proposed Approved Professionals Pilot Project.
- Reviewing and updating internal process guides and supporting the development of an internal service agreement.

Funding Sources:

- Special Initiatives Reserve
- General Revenue

The City will pursue a grant for funding to assist in the implementation of the recommendations from the Building Permit Function Review from the Local Government Development Approvals Program and if grant application is successful any grant funding received will offset City funding

Option:

That the Finance and Audit Committee recommend that Council add \$25,000 to 2021 of the 2021 – 2025 Financial Plan to support implementation of the recommendations in the Building Permit Function Review.

2021 – 2025 Final Financial Plan



vi. South End Recreation Centre Feasibility Study

Allocate \$200,000 for a feasibility study and conceptual design for South End Recreation Centre, including:

- Stakeholder engagement – programming requirements, community needs
- Conceptual design – review through public process
- Class 'D' budget or opinion of probable costs

Funding Source:

- Special Initiatives Reserve

Option:

That the Finance and Audit Committee recommend that Council add \$200,000 to 2021 in the 2021 – 2025 Financial Plan for a South End Recreation Centre Feasibility Study funded from the Special Initiatives Reserve

2021 – 2025 Final Financial Plan



vii. Haliburton Street Sidewalk

At the Council meeting on March 15th it was moved and seconded that Council accelerate in the Financial Plan the Haliburton Street Sidewalk project.

Revised timeline:

- Design – 2021
- Construction - 2022

Funding Source:

March 15th motion changed funding source from Community Works Fund to Special Initiatives Reserve

Motion:

That the Finance and Audit Committee recommend that Council fund the acceleration of the Haliburton Street Sidewalk to 2021/2022 from the Community Works Reserve Fund.

2021 – 2025 Final Financial Plan

viii. Health and Housing Task Force

At the Special Finance and Audit Committee meeting on December 4th it was moved and seconded that Council reserve \$400,000 from the Special Initiatives Reserve and \$100,000 from the Daytime Resource Centre, to be allocated to the 2021 Budget, for the recommendations coming from the Health and Housing Task Force.

Subsequent to this motion being approved by Council at the December 14 Special Council meeting, Council approved that \$380,000 be added to the 2021 – 2025 Financial Plan for Health and Housing Initiatives; and that \$100,000 allocated for the Daytime Resource Centre be reallocated to Health and Housing Initiatives in the 2021 – 2025 Financial Plan.

Motion:

That the Finance and Audit Committee recommend that Council not reserve \$400,000 in funding from the Special Initiatives Reserve for recommendations coming from the Health and Housing Task Force as a budget line item has been added to 2021 to 2025 of the 2021 – 2025 Financial Plan.

2021 – 2025 Final Financial Plan

Summary of Discussion of Points

Discussion Point	Funding Source	Projected Property Tax Impact	
		2021	2022
i Property Tax Freeze Class 6			
ii Records and Information Specialist	General Revenue	0.04%	0.04%
iii Building Supervisor and Building Official	General Revenue	0.11%	0.09%
iv Online Applications Software	General Revenue and Reserves	0 - 0.33%	0.13%
v Development Services Review Implementation	General Revenue or Reserves	0 - 0.02%	
vi South End Recreation Centre Feasibility Study	Reserves		
vii Halliburton Street Sidewalk	Change Funding Source from Special Initiatives Reserve to Community Works Fund		
viii Health And Housing Task Force	Removing Reserving of Funds in Special Initiatives Reserve		

2021 – 2025 Final Financial Plan

CITY OF NANAIMO THE HARBOUR CITY					
Strategic Infrastructure Reserve					
	2021	2022	2023	2024	2025
Contributions					
Projected Opening Balance	4,025,304	1,051,426	727,664	1,962,691	3,216,244
Interest	37,792	13,244	20,027	38,553	57,356
Casino Revenue		1,256,250	1,675,000	1,675,000	1,675,000
Fortis Revenue	440,000	440,000	440,000	440,000	440,000
Total Annual Contributions	477,792	1,709,494	2,135,027	2,153,553	2,172,356
Withdrawals					
3 D Nanaimo Sign	10,000				
Diana Krall Plaza Redevelopment Plan	10,000				
Downtown Transit Exchange Functional Design	250,000				
Downtown Way-Finding Signage	91,773				
EMR Training	72,900	60,000			
Haliburton St Area WM & PED/CYC	300,000				
Harewood Centennial Park - Turf Field*	119,250	1,073,256			
Long Lake Paddling & Rowing Centre: Design	83,739				
Marie Davidson Bike Park: Design	5,195				
Nanaimo Art Gallery - Feasibility Study	25,000				
Ped Transportation Improvements	1,247,168	300,000	300,000	300,000	300,000
Property Acquisitions	662,320	600,000	600,000	600,000	600,000
Public Engagement	13,500				
Rotary Centennial Gardens	3,419				
VIU Bikeways - Albert Street	300,000				
Waterfront Walkway - #1 Port Drive	257,406				
Total Withdrawals	3,451,670	2,033,256	900,000	900,000	900,000
Projected Closing Balance	1,051,426	727,664	1,962,691	3,216,244	4,488,600
*If grant application is successful					
minimum target balance \$320,183					
2021 – 2025 Final Financial Plan					

CITY OF NANAIMO THE HARBOUR CITY					
Special Initiatives Reserve					
	2021	2022	2023	2024	2025
Withdrawals					
Projected Opening Balance	12,195,731	5,700,004	4,043,604	3,606,104	3,405,604
2021 Pandemic Response	500,000				
2021 Projects Reinstated	883,120				
Community Clean Team - Pilot Extension	248,300				
Community Connect Grant - Pilot Extension	147,000				
Community Watercourse Restoration Grant	20,000	20,000			
Corporate Asset Management System	40,500	182,400	237,500	200,500	
Haliburton Sidewalk	55,000	499,000			
Health & Housing Task Force Recommendations - Reserved	400,000				
Offset Parking Loss	84,000				
Project Engineer	155,000	155,000			
Property Tax Reduction	400,000	800,000	200,000		
Property Tax Reduction - Reserved	400,000				
SARC: Modifications	723,092				
Sponsorship Project	100,000				
Start Date Reinstated to January 1 (3 Positions)	217,748				
VICC: Audio Visual Upgrade	1,121,967				
VIU Bikeways - Albert Street	1,000,000				
Total Withdrawals	6,495,727	1,656,400	437,500	200,500	-
Projected Closing Balance	5,700,004	4,043,604	3,606,104	3,405,604	3,405,604
Council has allocated up to \$400,000 to reduce property taxes to 3% in 2021, current Final 2021 – 2025 Financial Plan does not use any of the additional funds					
2021 – 2025 Final Financial Plan					



Next Steps

- May 3rd
 - Financial Plan Amendment Bylaw to Council for first three readings
 - Property Tax Bylaw to Council for first three readings
- May 10th
 - Financial Plan Amendment Bylaw and Property Tax Bylaw for adoption

Financial Plan Amendment Bylaw must be adopted by May 15th
Bylaws allows staff to calculate and collect 2020 property taxes

2021 – 2025 Final Financial Plan