

## Revised Projected Property Tax Increases

	2022	2023	2024	2025	2026
General Asset Management Reserve	1.0%	1.0%	1.0%	1.0%	1.0%
General Property Tax Increase	3.3%	2.5%	2.2%	1.8%	1.1%
<b>Total Municipal Taxes</b>	<b>4.3%</b>	<b>3.5%</b>	<b>3.2%</b>	<b>2.8%</b>	<b>2.1%</b>

### Summary of Changes


RCMP Contract	1,157,000	0.98%
Wages & Benefits	93,000	0.08%
Casino Revenue (Increase)	(153,000)	-0.13%
Other	(23,000)	-0.02%
<b>Total</b>	<b>1,074,000</b>	<b>0.91%</b>


  

Draft Property Tax Increase	3.4%
Net Changes	0.9%
<b>Revised Draft Property Tax Increase</b>	<b>4.3%</b>

Rounded to nearest \$1,000

**2022 – 2026 Draft Financial Plan**






## Reserve Funding

Reserve Funding Allocated to Reduce Property Taxes

	2022	2023	2024	2025
Special Initiatives Reserve	1,900,000	1,100,000	300,000	100,000

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## Revised Projected 2022 User Fees

Sewer User Fees	4% Increase
Water User Fees	5% Increase
Sanitation User Fees*	\$201 - Annual Fee

\* Revised to include haulage to the new Recycle BC receiving facility

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## Impact on a Typical Home

	2021	2022	\$ Change	% Change
Property Taxes	\$2,294	\$2,392	\$98	4.3%
Municipal User Fees				
Water Fees	638	670	32	5.0%
Sewer Fees	146	152	6	4.0%
Sanitation Fees	189	201	12	6.3%
<b>Total Municipal Taxes &amp; User Fees</b>	<b>\$3,267</b>	<b>\$3,415</b>	<b>\$148</b>	<b>4.5%</b>

Based on \$544,227 assessed value (average for Nanaimo per BC Assessment)

Rounded to nearest dollar  
Assumes a typical single family house with average assessment change

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## 2022 Key Budget Drivers

Expenditure Increases/(Decreases)	
Asset Management	\$ 1,233,000
Beban Park Complex - Physical Plant	278,000
Beban Pool <sup>1</sup>	150,000
Climate Action Reserve Contribution	119,000
Landscaping - Neighbourhood Parks	128,000
Nanaimo Prosperity Corporation	107,000
Parking - Net	(109,000)
Project Expenditures	
Annual general revenue funding	959,000
RCMP Contract (budgeted at 95%) <sup>2</sup>	3,499,000
Software Licenses - includes new Building Permit, Microsoft 365	258,000
Staff Development	124,000
Transfer to Facility Development Reserve	531,000
Wages and Benefits	2,830,000
<b>Subtotal Expenditure Increases</b>	<b>\$ 10,107,000</b>

Rounded to nearest \$1,000  
<sup>1</sup>Excludes impact of wages and benefits and transfer to Facility Development Reserve  
<sup>2</sup>Includes 3 new members effective April 1, 2022

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## 2022 Key Budget Drivers

Revenue (Increases)/Decreases	
Aquatic Revenue	(1,868,000)
Arenas Revenue	(207,000)
Building Permit Revenue	(200,000)
Casino Revenue	(825,000)
Facility Rental Revenue - Playfields, Recreation Centres	(378,000)
Grants in Lieu	(148,000)
RDN Recreation Sharing Agreement	(150,000)
Recreation Program Revenue	(254,000)
<b>Subtotal Revenue Increases</b>	<b>\$ (4,030,000)</b>

Rounded to nearest \$1,000

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## 2022 Key Budget Drivers

Funding (Increase)/Decrease from Reserves	
Transfer from General Financial Stability Reserve - Property Tax Reduction	1,409,000
Transfer from RCMP Contract Reserve	368,000
Transfer from Special Initiatives Reserve - Property Tax Reduction	(1,500,000)
<b>Subtotal Funding Increase</b>	<b>\$ 277,000</b>
<b>Other Changes</b>	<b>\$ 54,000</b>
<b>Net Change</b>	<b>\$ 6,408,000</b>
Less Increased Property Tax Revenues due to Growth	1,300,000
<b>Net Impact</b>	<b>\$ 5,108,000</b>

Rounded to nearest \$1,000


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## Items for Council Discussion

### #1 Business Cases Not Included in Draft Plan

Business Case	Projected Impact to 2022 Property Taxes
<b>Corporate Services</b>	
Manager, Financial Services & Special Projects	0.11% - April 1 <sup>st</sup> start
Supervisor, Technical Support	0.09% - April 1 <sup>st</sup> start
Police Services: Support Staff Resourcing Plan	Ideal Scenario – 0.44% (0.37% -2023, 0.19% -2024, 0.11% -2025, 0.09% – 2026) Moderate Scenario – 0.32% (0.33% -2023, 0.12% - 2024, 0.09% -2025, 0.03% -2026) Minimal Scenario – 0.26% (0.13% -2023, 0.14% -2024, 0.09% -2025, 0.02% - 2026)
<b>Development Services</b>	
Parkade Security Plan	Fund from Parking Reserve Fund
<b>ENG PW</b>	
Community Clean Team	Option #1 - 0.40%, Option #2 - 0.21% or fund from Strategic Infrastructure Reserve
<b>Nanaimo Fire Rescue</b>	
Manager, VIERA	Option #1 – 0.09% decrease - February 1 <sup>st</sup> start Option #2 – no change 2022, 0.04% increase in 2023
<b>RCMP</b>	
Geographically Targeted Bike Patrol Units	0.43% - April 1 <sup>st</sup> start



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## Business Cases Not Included in Draft Plan

Business Case	Projected Impact to 2022 Property Taxes
<b>Parks, Recreation and Culture</b>	
Aquatics Development Plan	Option #1 - 0.26% Option #2 – 0.12% (0.06% - 2023, 0.07 % - 2024) Option #3 - tbd
Parks, Trails and Natural Areas – Lead Supervisor	0.17% - February 15 <sup>th</sup> start
Parks Maintenance Worker - Playgrounds	0.16% - April 1 <sup>st</sup> start

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## # 1.a Manager, Financial Services & Special Projects

To provide additional resources for the Finance Department to effectively and efficiently meet current and future expectations and demands.


**Option #1 Add Position**  
April 1<sup>st</sup> Implementation


Funding Source:  
General Revenue ~ 0.11% in 2022

**Motion**  
That the Finance and Audit Committee recommend that Council add a Manager, Financial Services & Special Projects position to the 2022 – 2026 Financial Plan effective April 1, 2022.

**Option #2 Status Quo – No Motion Required**

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## # 1.b Supervisor, Technical Support

To provide the IT Technical & Client Services section with additional capacity and oversight to support the City's increasing technology requirements.


**Option #1 Add Position**  
 April 1<sup>st</sup> Implementation

Funding Source:  
 General Revenue ~ 0.09% in 2022

**Motion**  
 That the Finance and Audit Committee recommend that Council add a Supervisor, Technical Support position to the 2022 – 2026 Financial Plan effective April 1, 2022.

**Option #2 Status Quo – No Motion Required**

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## # 1.c Police Services: Support Staff Resourcing Plan

To provide additional resources to adequately, and better support contracted RCMP members.

Four possible options for Council's consideration

**Option #1 Ideal Scenario: 15 Positions Over 5 Years**

April 1<sup>st</sup> Implementation

Funding Source:  
 General Revenue ~ 0.44% in 2022, ~0.37% in 2023, ~0.19% in 2024, ~0.11% in 2025 and ~ 0.09% in 2026

**Motion**  
 That the Finance and Audit Committee recommend that Council add 15 Police Support positions over the next 5 years as outlined in the ideal staffing scenario to the 2022 – 2026 Financial Plan effective April 1, 2022.

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## # 1.c Police Services: Support Staff Resourcing Plan

### Continued


**Option #2 Moderate Scenario: 11 Positions Over 4 Years**

April 1<sup>st</sup> Implementation

Funding Source:  
General Revenue ~ 0.32% in 2022, ~0.33% in 2023, ~0.12% in 2024, and ~0.09% in 2025

**Motion**  
That the Finance and Audit Committee recommend that Council add 11 Police Support positions over the next 4 years as outlined in the moderate staffing scenario to the 2022 – 2026 Financial Plan effective April 1, 2022.

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## # 1.c Police Services: Support Staff Resourcing Plan

### Continued

**Option #3 Minimal Scenario: 8 Positions Over 4 Years**


April 1<sup>st</sup> Implementation

Funding Source:  
General Revenue ~ 0.26% in 2022, ~0.13% in 2023, ~0.14% in 2024, and ~0.09% in 2025


**Motion**  
That the Finance and Audit Committee recommend that Council add 8 Police Support positions over the next 4 years as outlined in the minimal staffing scenario to the 2022 – 2026 Financial Plan effective April 1, 2022.

**Option #4 Status Quo for 2022 – No Motion Required**

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## # 1.d Parkade Security Plan

Retain the service of a security consultant who specializes in parking facilities to conduct a risk assessment which will identify strengths and weaknesses in existing security measures in City owned parkades.



**Option #1 Prepare Security Plan**

Funding Source:  
Parking Reserve Fund - \$25,000

**Motion**  
That the Finance and Audit Committee recommend that Council add a Parkade Security Plan to 2022 of the 2022 – 2026 Financial Plan.

**Option #2 Status Quo – No Motion Required**

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## # 1.e Community Clean Team

The Community Clean Team pilot project began in November 2019 and is currently scheduled to end December 31, 2021. The pilot project has increased the cleanliness of public spaces in downtown and parks and relieved the strain on the Bylaw Services section.


Three possible options for Council's consideration


**Option #1 Create a Permanent Community Clean Team**

Funding Source:  
General Revenue ~ 0.40% in 2022  
(includes one-time capital costs in 2022)

**Motion**  
That the Finance and Audit Committee recommend that Council add a permanent Community Clean Team to the 2022 – 2026 Financial Plan effective January 2022.

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## # 1.e Community Clean Team

### Continued



**Option #2 Extend Community Clean Team Pilot to December 31, 2022**

Funding Source:  
General Revenue ~ 0.21% in 2022 or  
Strategic Infrastructure Reserve - \$249,800

**Motion**  
That the Finance and Audit Committee recommend that Council extend the Community Clean Team Pilot to December 31, 2022.

**Option #3 Project Ends December 31, 2021 – No Motion Required**

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## # 1.f Manager, VIERA

Adding a dedicated manager to the Vancouver Island Emergency Response Academy (VIERA) will allow for the Assistant Chief of Education and Training to focus on Nanaimo Fire Rescue staff development requirements and allow for VIERA to increase course offerings.

**Option #1 Add Position**


February 1<sup>st</sup> Implementation

Funding Source:  
Position is anticipated to result in a 0.09% property tax decrease

**Motion**  
That the Finance and Audit Committee recommend that Council add a Manager, VIERA position to the 2022 – 2026 Financial Plan effective February 1, 2022.

**Option #2 Status Quo– No Motion Required**  
VIERA course offerings will be scaled back effective 2023, resulting in decreased revenues. Anticipated impact is a ~0.04% increase to property taxes in 2023.

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## # 1.g RCMP - Additional Bike Patrol Units

Add 4 additional bike patrol members. These geographically targeted units would patrol the downtown area and work proactively in an outreach capacity with the Community Outreach Team.

### **Option #1 Add Additional Units**

April 1<sup>st</sup> Implementation

Funding Source:

General Revenue ~ 0.43% in 2022

### ***Motion***

That the Finance and Audit Committee recommend that 4 additional RCMP Bike Patrol members to the 2022 – 2026 Financial Plan effective April 1, 2022.

### **Option #2 Status Quo – No Motion Required**

4 RCMP Bike Patrol Members are in addition to 3 the RCMP Members being added April 1, 2022

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## # 1.h Aquatics Development Plan

To support adequate supervision of 90+ staff and provide the necessary resources to create and sustain an enhanced team-based workplace environment.

Three possible options for Council's consideration

### **Option #1 Full Implementation in 2022**


Funding Source:

General Revenue ~ 0.26% in 2022

### ***Motion***

That the Finance and Audit Committee recommend that Council add the Aquatics Development Plan to the 2022 – 2026 Financial Plan effective January 2022.

*2022 – 2026 Draft Financial Plan*



## # 1.h Aquatics Development Plan

### Continued

**Option #2 Phased Implementation of the Aquatics Development Plan**


Funding Source:  
General Revenue ~ 0.12% in 2022, ~0.06% in 2023, and  
~0.07% in 2024

**Motion**  
That the Finance and Audit Committee recommend that Council add the phased Aquatics Development Plan to the 2022 – 2026 Financial Plan effective January 2022.

**Option #3 Alternative Options**

**Motion**  
That the Finance and Audit Committee recommend that Council direct staff to return to Council with a report on alternative options.

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## # 1.i Parks, Trails and Natural Areas – Lead Supervisor

To provide additional resources to proactively manage park assets in a planned and strategic fashion.

**Option #1 Add Position**  
February 15<sup>th</sup> Implementation

Funding Source:  
General Revenue ~ 0.17% in 2022  
(includes one-time capital costs in 2022)

**Motion**  
That the Finance and Audit Committee recommend that Council add a Parks, Trails and Natural Areas – Lead Supervisor position to the 2022 – 2026 Financial Plan effective February 15<sup>th</sup>, 2022.

**Option #2 Status Quo – No Motion Required**

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## # 1.j Parks Maintenance Worker – Playgrounds

To support enhanced playground maintenance, moving towards a more proactive maintenance model .

### **Option #1 Add Position**

February 15<sup>th</sup> Implementation

Funding Source:

General Revenue ~ 0.16% in 2022

(includes one-time capital costs in 2022)

### **Motion**

That the Finance and Audit Committee recommend that Council add a Parks Maintenance Worker – Playgrounds position to the 2022 – 2026 Financial Plan effective April 1<sup>st</sup>, 2022.

### **Option #2 Status Quo – No Motion Required**

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## # 2 Climate Action Reserve

At the July Finance and Audit it was moved and seconded that Council consider during the 2022 – 2026 Financial Plan deliberations a new funding strategy based on an annual allocation of \$165,000 to the new Climate Action Reserve Fund to support energy and emission reduction projects and initiatives.

### **Option #1 \$165,000 annual contribution to reserve – No Motion Required**

### **Option #2 Reduce Annual Contribution**

Impact to Property Taxation ~ 0.05% reduction

### **Motion**

That the Finance and Audit Committee recommend that Council amend the annual contribution to the Climate Action Reserve Fund to \$100,000 in the 2022 – 2026 Financial Plan

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### # 3 Snow and Ice Control (SNIC)

The 2022 – 2026 Draft Financial Plan includes a \$95,000 increase to the SNIC budgets (PRC & ENGPW combined) based on the 3 year actual costs (2018 – 2020). The City has a SNIC reserve with a current balance of \$1.2 million (minimum required balance) to address extraordinary snow years.

**Option #1 Maintain Draft Budget – No Motion Required**

**Option #2 Reduce SNIC budgets to 2021 budget levels**

Impact to Property Taxation ~ 0.08% reduction

***Motion***

That the Finance and Audit Committee recommend that Council reduce the 2022 SNIC budgets back to 2021 budget levels in the 2022 – 2026 Financial Plan.

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### # 4 Pavement Preservation

The 2022 – 2026 Draft Financial Plan includes a \$50,000 increase for pavement preservation. The budget increase will allow department to explore alternative treatments with increased extension to the asset life and reduce the backlog of identified work.

**Option #1 Maintain Draft Budget – No Motion Required**

**Option #2 Eliminate the \$50,000 Increase for Pavement Preservation**

Impact to Property Taxation ~ 0.04% reduction

***Motion***

That the Finance and Audit Committee recommend that Council decrease the pavement preservation budget by \$50,000 annually in the 2022 – 2026 Financial Plan.

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## # 5 Landscaping - Boxwood Detention Pond

The 2022 – 2026 Draft Financial Plan includes a \$67,000 increase to contracted landscaping budgets for the newly completed Boxwood Detention Pond. The detention pond was completed in 2021, for the purpose of preventing localized flooding while returning the water to the earth. Annual maintenance is required to ensure the detention pond is functioning as intended and to maintain the health of the newly established native plants and trees and controlling invasive species.

**Option #1 Maintain Draft Budget – No Motion Required**

**Option #2 Remove the Boxwood Detention Pond Contracted Landscaping Budget**

Impact to Property Taxation ~ 0.06% reduction

### **Motion**

That the Finance and Audit Committee recommend that Council reduce Parks Operations contracted landscaping budget by \$67,000 annually in the 2022 – 2026 Financial Plan.

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## # 6 Public Art Maintenance

The 2022 – 2026 Draft Financial Plan includes a new \$25,000 annual budget to ensure the longevity of the City's Public Art Collection. The City has invested in significant public artworks that are displayed in various civic facilities and outdoor locations. The maintenance budget will allow for the planning and scheduling of maintenance for the artworks to ensure continued enjoyment for residents and visitors.

**Option #1 Maintain Draft Budget – No Motion Required**


**Option #2 Remove the Public Art Maintenance Budget**

Impact to Property Taxation ~ 0.02% reduction

### **Motion**

That the Finance and Audit Committee recommend that Council remove the Public Art Maintenance budget in the 2022 – 2026 Financial Plan.

*2022 – 2026 Draft Financial Plan*



## # 7 Urban Design Roster

At the June Finance and Audit it was moved and seconded that Council consider an increase of \$25,000 to the Public Art budget during the 2022 – 2026 Financial Plan deliberations to support the Urban Design Roster initiative. The 2022 – 2026 Draft Financial Plan includes an additional \$25,000 per year in the Public Art project.



**Option #1 Maintain Draft Budget – No Motion Required**

**Option #2 Reduce the Public Art project budget to 2021 budget levels**

No impact to property taxation as general revenue funding for projects is a set amount. The \$25,000 in funding will be reallocated to another project(s) currently funded from reserves.

**Motion**  
That the Finance and Audit Committee recommend that Council reduce the Public Art project back to 2021 budget levels in the 2022 – 2026 Financial Plan.

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## # 8 National Indigenous People Day & Truth and Reconciliation Day

Provide \$60,000 in annual funding for events to recognize National Indigenous People Day & Truth and Reconciliation Day. Additional information in accompanying Information Report.


Three possible options for Council's consideration

**Option #1 Fund from Property Taxation**

Funding Source:  
General Revenue ~ 0.05% in 2022

**Motion**  
That the Finance and Audit Committee recommend that Council add \$60,000 in annual funding to support events for National Indigenous People Day & Truth and Reconciliation Day to the 2022 – 2026 Financial Plan.

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## # 8 National Indigenous People Day & Truth and Reconciliation Day

Continued

### Option #2 Reallocate \$60,000 from Downtown Events Grant Budget

Reallocate \$60,000 from the \$150,000 annual Downtown Events grant budget.

#### **Motion**

That the Finance and Audit Committee recommend that Council reallocate \$60,000 annually from the Downtown Events grant budget to support events for National Indigenous People Day & Truth and Reconciliation Day in the 2022 – 2026 Financial Plan.

### Option #3 Status Quo – No Motion Required

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## # 9 Buttertubs Pedestrian Bridge

The 2022 – 2026 Draft Financial Plan includes \$500,000 for construction of the Buttertubs Pedestrian Bridge. The current feasibility report estimates the cost of construction between \$1.0 - \$1.5 million. See information report for additional information.

### Option #1 Remove Project

Funding will be available for other projects.


#### **Motion**

That the Finance and Audit Committee recommend that Council remove the Buttertubs Pedestrian Bridge project from the 2022 – 2026 Financial Plan.

### Option #2 No Change to Project Plan

Additional funding will be required to move forward, this may involve reprioritizing/cancelling other projects. Staff will return to a future meeting with an update when costs are further refined.

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## # 10 Albert and Fourth Complete Street Ph 2 Project

Based on current cost estimates additional funding and direction is required. See information report for additional information.

Four possible options for Council's consideration



**Option #1 Reduce Scope of Project and Increase Budget**

Reduce the scope of the Fourth and Albert Complete Street Phase 2 project to Pine Street to Milton Street and increase the project budget by \$400,000 funded from the Strategic Infrastructure Reserve.

**Motion**

That the Finance and Audit Committee recommend that Council reduce the scope of the Fourth and Albert Complete Street Phase 2 project to Pine Street to Milton Street and increase the budget by \$400,000 in the 2022 – 2026 Financial Plan.

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## # 10 Albert and Fourth Complete Street Ph 2 Project

Continued


**Option #2 Increase the Budget & Proceed with Option A (Bike Lanes Uphill Only)**


Increase the project budget by \$800,000 funded from the Strategic Infrastructure Reserve and proceed with Option A for the Dunsmuir Street to Kennedy Street section.

**Motion**

That the Finance and Audit Committee recommend that Council increase the budget of the Albert and Fourth Street Complete Streets Phase 2 by \$800,000 in the 2022 – 2026 Financial Plan and proceed with Option A.

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## # 10 Albert and Fourth Complete Street Ph 2 Project

### Continued



**Option #3 Increase the Budget & Proceed with Option B (Bike Lanes Both Directions)**

Increase the project budget by \$800,000 funded from the Strategic Infrastructure Reserve and proceed with Option B for the Dunsmuir Street to Kennedy Street section.

**Motion**

That the Finance and Audit Committee recommend that Council increase the budget of the Albert and Fourth Street Complete Streets Phase 2 by \$800,000 in the 2022 – 2026 Financial Plan and proceed with Option B.

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## # 10 Albert and Fourth Complete Street Ph 2 Project

### Continued

**Option #4 Remove Project**


Funding will be available for other projects.


- Water Reserves ~ \$0.9 million
- General Reserves ~ \$1.4 million

**Motion**

That the Finance and Audit Committee recommend that Council remove the Albert Street Complete Streets Phase 2 project from the 2022 – 2026 Financial Plan.

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## # 11 Sanitation

Implement recommendations from the Refuse Truck Life Cycle & Funding Analysis. See information report for additional information.

Current draft user rates:

2022 - \$201	2023 - \$205
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**Option #1 Implement Recommendations**

1. Replace department owned diesel units #317 & #318 with fleet owned CNG units.
2. Lease a CNG refuse truck to replace unit #317 until new unit arrives.
3. Shorten the life-cycle on all fleet owned units to 8 years.

Revised user rates:

2022 - \$215	2023 - \$227
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## # 11 Sanitation

***Motion for Option #1***

That the Finance and Audit Committee recommend that Council implement recommendations from the Refuse Truck Life Cycle & Funding Analysis as detailed in the November 10<sup>th</sup> Information Report to the Finance and Audit Committee for the 2022 – 2026 Financial Plan.

**Option #2 Status Quo – *No Motion Required***

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## # 12 RCMP Contract

The 2022 – 2026 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 94% for 2022 only (95% for 2023 forward).**

Impact to 2022 Property Taxation ~ 0.27% reduction

Impact to 2023 Property Taxation ~ 0.26% increase

### **Motion**

That the Finance and Audit Committee recommend that Council budget the RCMP contract at 94% for 2022 and 95% for 2023 to 2026 for the 2022 – 2026 Financial Plan.

### **Option #2 Status Quo – No Motion Required**

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## # 13 Special Initiatives Reserve

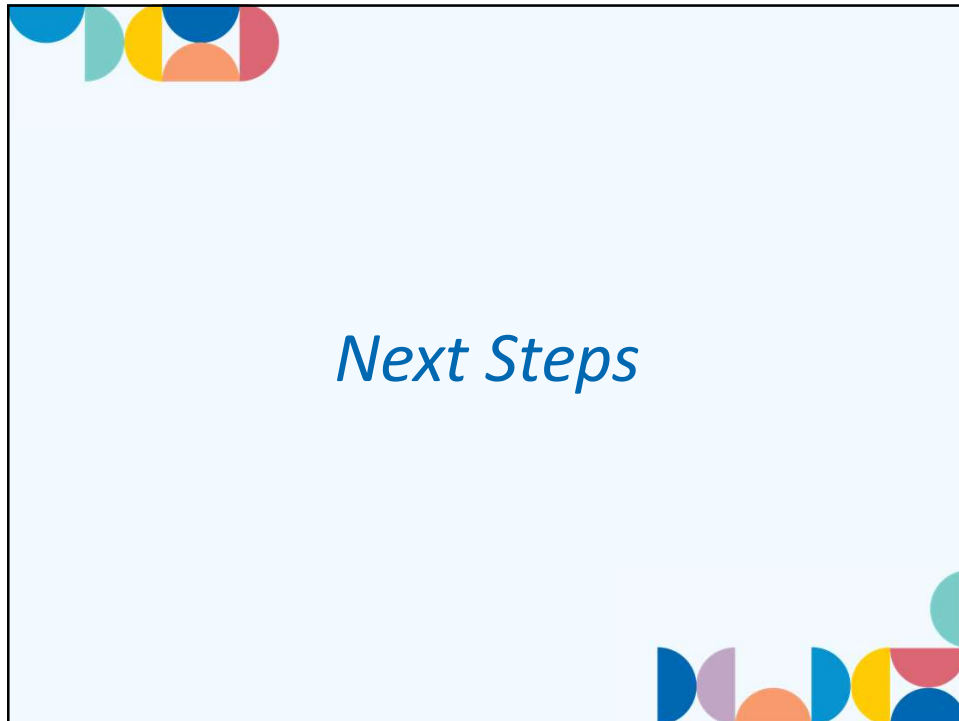
The 2022 – 2026 Draft Financial Plan includes the use of \$3.4 million in funding from the Special Initiatives Reserve between 2022 to 2025 to lower property taxes.

### **Option #1 Reduce Use of Reserves**

Council could direct staff to reduce the amount of reserve funding used to reduce property taxes. Funds could then be directed to other priorities or saved for future opportunities.

Impact to Property Taxation - dependent on direction provided

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Timeline	
November 15 <sup>th</sup>	E-Town Hall
November 19 <sup>th</sup>	Direction from Council on revisions to Financial Plan (if needed)
December 6 <sup>th</sup>	2022 – 2026 Financial Plan Bylaw to Council for first three readings
December 20 <sup>th</sup>	2022 – 2026 Financial Plan Bylaw (Provisional Budget) adopted by Council

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