



November 10th Decisions

Decision Point #1. d

Add a Parkade Security Plan to 2022 funded from the Parking Reserve Fund.

Decision Point #1.e

Extend the Community Clean Team Pilot to December 31, 2022 funded from the Strategic Infrastructure Reserve

Decision Point #1.f

Add a Manager, VIERA effective February 1, 2022. Additional VIERA revenues will cover cost of changes and result in a 0.09% property tax decrease

Decision Point #3

Reduce 2022 Snow and Ice Control (SNIC) budgets back to 2021 levels.

2022 – 2026 Draft Financial Plan



Impact to 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	3.1%	2.6%	2.2%	1.8%	1.1%
Total Municipal Taxes	4.1%	3.6%	3.2%	2.8%	2.1%

Summary of Changes

VIERA	-0.09%
SNIC	-0.08%
Total	-0.17%
Draft Property Tax Increase	4.3%
Net Changes	-0.2%
Revised Draft Property Tax Increase	4.1%

2022 – 2026 Draft Financial Plan

Impact on a Typical Home

	2021	2022	\$ Change	% Change
Property Taxes	\$2,294	\$2,389	\$95	4.1%
Municipal User Fees				
Water Fees	638	670	32	5.0%
Sewer Fees	146	152	6	4.0%
Sanitation Fees	189	201	12	6.3%
Total Municipal Taxes & User Fees	\$3,267	\$3,412	\$145	4.4%


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

2022 – 2026 Draft Financial Plan



Items for Council Discussion



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 1st 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*

2022 – 2026 Draft Financial Plan





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 1st 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

2022 – 2026 Draft Financial Plan




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 1st 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.

2022 – 2026 Draft Financial Plan





1.c Police Services: Support Staff Resourcing Plan

Continued


Option #2 Moderate Scenario: 11 Positions Over 4 Years

April 1st 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.

2022 – 2026 Draft Financial Plan

1.c Police Services: Support Staff Resourcing Plan

Continued

Option #3 Minimal Scenario: 8 Positions Over 4 Years


April 1st 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

2022 – 2026 Draft Financial Plan



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 1st 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

2022 – 2026 Draft Financial Plan

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.

2022 – 2026 Draft Financial Plan




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 15th 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 15th, 2022.

Option #2 Status Quo – No Motion Required

2022 – 2026 Draft Financial Plan



1.j Parks Maintenance Worker – Playgrounds

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

Option #1 Add Position

April 1st 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 1st, 2022.

Option #2 Status Quo – No Motion Required

2022 – 2026 Draft Financial Plan

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

2022 – 2026 Draft Financial Plan

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.

2022 – 2026 Draft Financial Plan

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.

2022 – 2026 Draft Financial Plan



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.

2022 – 2026 Draft Financial Plan





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.

2022 – 2026 Draft Financial Plan




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

2022 – 2026 Draft Financial Plan





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.

2022 – 2026 Draft Financial Plan

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.

2022 – 2026 Draft Financial Plan





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.

2022 – 2026 Draft Financial Plan

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.

2022 – 2026 Draft Financial Plan





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.

2022 – 2026 Draft Financial Plan

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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2022 – 2026 Draft Financial Plan



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 10th Information Report to the Finance and Audit Committee for the 2022 – 2026 Financial Plan.

Option #2 Status Quo – No Motion Required

2022 – 2026 Draft Financial Plan

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

2022 – 2026 Draft Financial Plan



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

2022 – 2026 Draft Financial Plan



Next Steps







Timeline

December 6 th	2022 – 2026 Financial Plan Bylaw to Council for first three readings
December 20 th	2022 – 2026 Financial Plan Bylaw (Provisional Budget) adopted by Council

2022 – 2026 Draft Financial Plan



Decision Slides Completed

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

2022 – 2026 Draft Financial Plan

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.

2022 – 2026 Draft Financial Plan



1.e Community Clean Team

Continued

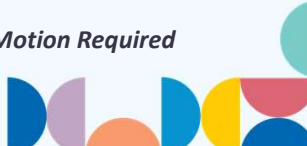

Option #2 Extend Community Clean Team Pilot to December 31, 2022

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

2022 – 2026 Draft Financial Plan

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 1st 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.

2022 – 2026 Draft Financial Plan





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.

2022 – 2026 Draft Financial Plan

