




2024 – 2028 Draft Financial Plan Recap

*Special Finance & Audit
Committee Meeting
December 1, 2023*

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Projected Property Tax Increases *Updated*

	2024	2025	2026	2027	2028
General Asset Management Reserve	1.0%	1.0%	1.0%	1.0%	1.0%
General Property Tax Increase	5.6%	6.3%	3.6%	1.6%	1.6%
Total Municipal Taxes	6.6%	7.3%	4.6%	2.6%	2.6%


Reserve Funding Allocated to Reduce Property Taxes

	2024	2025
Special Initiatives Reserve	300,000	100,000

Projected tax increases do not include final benefit rates or impact of Nanaimo Operations Centre Phase 1 borrowing (elector and Council approval required).
Benefits will be updated for final budget.

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Projected 2024 User Fee Increases: *No Change*

Sewer User Fees ¹	4.0% Increase
Water User Fees ²	6.0% Increase
Sanitation User Fees	3.2% Increase

¹2% Sewer Asset Management Reserve Increase, 2% General Sewer User Rate Increase
²2% Water Asset Management Reserve Increase, 4% General Water User Rate Increase

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Impact on a Typical Home *Updated*

Based on Average Home of \$808,873	2023	2024	\$ Change	% Change
Property Taxes	\$2,647	\$2,821	\$174	6.6%
Municipal User Fees				
Water Fees*	478	506	28	6.0%
Sewer Fees	158	164	6	4.0%
Sanitation Fees	221	228	7	3.2%
Total Municipal Taxes & User Fees	\$3,504	\$3,719	\$215	6.1%

Rounded to nearest dollar
 Assumes a typical single family house with average Class 1 assessment change
 *Based on average seasonal usage.

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Summary of Changes to Budget Drivers

Management Consulting	100,000	0.07%
Wages & Benefits	31,538	0.02%
Other	123,345	0.09%
Total	\$ 254,883	0.18%
Draft Property Tax Increase		6.4%
Net Changes		0.2%
Revised Draft Property Tax Increase		6.6%

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Other Changes Highlights

Project Plan Changes:


- Project Budgets Added/Adjusted – Timing changes, cost estimate updates, grant funding
- Growing Communities Reserve Fund allocations – Council direction

Online Accommodation Platform Funds (OAP) Revenue and 2024 Allocation

Water Utility - Meter Readers additional temporary staffing

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Potential Changes for Final Budget *Estimates to be Updated*

Items to be reviewed/updated prior to presentation of final budget in Spring.

- Growth
- Projected interest income
- Projected interest expense – tax payment installments
- Start date of three new RCMP members
- RCMP contract changes
- Contracts – IAFF
- Recreation Sharing Agreement
- Position vacancies
- Debt
 - Confirm timing and current interest rate on short term borrowing
 - Nanaimo Operations Centre borrowing if elector and Council approval is received.
- Employee benefits

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Items for Council Discussion

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#1 RCMP Contract

The 2024 – 2028 Draft Financial Plan budgets the RCMP contract at 95% for all years due to the history of vacancies and to minimize annual operating surplus.

Option #1 Change Percentage to 93% for 2024 Only (95% for 2025 forward).

Impact to 2024 Property Taxation ~ 0.54% reduction
Impact to 2025 Property Taxation ~ 0.50% increase

Motion
That the Finance and Audit Committee recommend that Council budget the RCMP contract at 93% for 2024 and 95% for 2025 to 2028 for the 2024 – 2028 Financial Plan.

Decision Points

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#1 RCMP Contract *Continued*

Option #2 Change Percentage to 92% for 2024 Only (95% for 2025 forward).

Impact to 2024 Property Taxation ~ 0.80% reduction
Impact to 2025 Property Taxation ~ 0.75% increase

Motion
That the Finance and Audit Committee recommend that Council budget the RCMP contract at 92% for 2024 and 95% for 2025 to 2028 for the 2024 – 2028 Financial Plan.

Option #3 Status Quo – No Motion Required

Decision Points

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#2 Nanaimo Prosperity Corporation

Option #1 Increase Base Funding to \$635,850
Increase base funding from \$412,692 to \$635,850 for 2024 and a 2% increase for 2025 and 2026.

Funding Source: General Revenue
Impact to 2024 Property Taxation ~ 0.16% increase
Impact to 2025 Property Taxation ~ 0.01% increase
Impact to 2026 Property Taxation ~ 0.01% increase

Motion
That the Finance and Audit Committee recommend that Council increase the base budget for Nanaimo Prosperity Corporation from \$412,692 to \$635,850 for 2024 and add a 2%, per year, increase for 2025 and 2026 for the 2024 – 2028 Financial Plan.

Decision Points

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THE QUALITY CONNECTION

#2 Nanaimo Prosperity Corporation

Continued

Option #2 Increase Base Funding to \$515,850
Increase base funding from \$412,692 to \$515,850.

Funding Source: General Revenue
Impact to 2024 Property Taxation ~ 0.08% increase

Motion
That the Finance and Audit Committee recommend that Council increase the base budget for Nanaimo Prosperity Corporation from \$412,692 to \$515,850 for the 2024 – 2028 Financial Plan.

Option #3 Status Quo – No Motion Required

Decision Points

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#3 Nanaimo Area Land Trust (NALT)

NALT request to increase funding from \$35,000 to \$40,000 in 2024, adjusted for inflation in subsequent years.

Option #1 Approve a 5-Year Annual Operating Grant for the Term Covering January 1, 2024 to December 31, 2028 Based on \$40,000 for 2024 with a 2% Annual Increase for 2025 - 2028.

Subject to annual Financial Statements and annual presentation to the Finance and Audit Committee during budget deliberations.

Funding Source: General Revenue
Impact to 2024 Property Taxation ~ 0.004% increase

Motion
That the Finance and Audit Committee recommend that Council approve a 5-year annual operating grant to NALT for the term covering January 1, 2024 to December 31, 2028 based on \$40,000 for 2024 and add a 2%, per year, increase for 2025 - 2028.

Option #2 Status Quo – No Motion Required

Decision Points

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#4 CatNap Society

CatNap Society request for annual operating funding to support the Society's work in addressing the semi-feral/feral cat population.

Option #1 Approve a 5-year Operating Grant for the Term Covering January 1, 2024 to December 31, 2028.

Subject to annual Financial Statements and annual presentation to the Finance and Audit Committee during budget deliberations.

Grant Amount:
2024 - \$36,000
2025 to 2028 - \$25,000/yr

Funding Source: General Revenue
Impact to 2024 Property Taxation ~ 0.03% increase
Impact to 2025 Property Taxation ~ 0.01% decrease

Decision Points

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#4 CatNap Society

Continued

Motion

That the Finance and Audit Committee recommend that Council provide the CatNap Society with a 5-year annual operating grant for the term covering January 1, 2024 to December 31, 2028.

Option #2 Status Quo – No Motion Required

Decision Points

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#5 SNIC

The 2024 – 2028 Draft Financial Plan includes a \$100,000 increase to SNIC budgets (PRC & ENGPW combined) for a total budget of \$980,000.

- 3-year (2020 – 2022) avg actual costs: \$1,439,375
- 5-year (2018 – 2022) avg actual costs: \$1,222,136

The City has a SNIC reserve with a current balance of \$1.33 million (minimum required balance) to address extraordinary snow years.

Option #1 Increase 2024 SNIC Budget to \$1.4M Based on 3-Year Average.


Funding Source: General Revenue
Impact to 2024 Property Taxation ~ 0.31% increase

Motion

That the Finance and Audit Committee recommend that Council increase the SNIC budget to \$1.4 million in 2024 for the 2024 – 2028 Financial Plan.

Decision Points

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#5 SNIC

Continued

Option #2 Increase 2024 SNIC Budget to \$1.2M Based on 5-Year Average.


Funding Source: General Revenue
Impact to 2024 Property Taxation ~ 0.16% increase

Motion
That the Finance and Audit Committee recommend that Council increase the SNIC budget to \$1.2 million in 2024 for the 2024 – 2028 Financial Plan.

Option #3 Status Quo – No Motion Required

Decision Points

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#6 Nanaimo 150

2024 marks 150 years since the City incorporated in 1874. Information on plans to recognize this milestone are provided in the accompanying Information Report.

Option #1 Add \$50,000 to 2024 to Recognize Nanaimo's 150 Funded from General Revenue.

Funding Source: General Revenue
Impact to 2024 Property Taxation ~ 0.04% increase
Impact to 2025 Property Taxation ~ 0.03% decrease

Motion
That the Finance and Audit Committee recommend that Council add \$50,000 in 2024 of the 2024 – 2028 Financial Plan funded from general revenue to recognize Nanaimo's 150.

Decision Points

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#6 Nanaimo 150

Continued

Option #2 Add \$50,000 to 2024 to Recognize Nanaimo's 150 Funded from Reserves.

Funding Source: Strategic Infrastructure Reserve Fund

Motion
That the Finance and Audit Committee recommend that Council add \$50,000 in 2024 of the 2024 – 2028 Financial Plan funded from the Strategic Infrastructure Reserve to recognize Nanaimo's 150.

Option #3 Status Quo – No Motion Required

Decision Points

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#7 Breakfast Meal Program

City funding for the Breakfast Meal Program contract ends December 31, 2023. The accompanying Information Report provides an update on the Reaching Home Designated Funding Program and letters sent to the Minister of Social Development and Poverty Reduction and the Minister of Housing for funding of a meal program.

Option #1 Status Quo: City Funding for the Breakfast Meal Program Contract Ends December 31, 2023 – No Motion Required

Decision Points

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#7 Breakfast Meal Program

Continued

Option #2 Add \$429,000 to Fund a Breakfast Meal Program for 2024 Only.
 Extend current breakfast meal program model to March 31, 2024 and launch an Expression of Interest in January for a meal provider to provide an indoor breakfast meal for April 1, 2024 to December 31, 2024.

Two Possible Funding Options
Funding Option A: Strategic Infrastructure Reserve Fund

Motion
 That the Finance and Audit Committee recommend that Council add \$429,000 to 2024 of the 2024 – 2028 Financial Plan to fund a breakfast meal program, for 2024 only, funded from the Strategic Infrastructure Reserve Fund.

Decision Points

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#7 Breakfast Meal Program

Continued

Option #2 Continued

Funding Option B: General Revenue
 Impact to 2024 Property Taxation ~ 0.31% increase
 Impact to 2025 Property Taxation ~ 0.29% decrease

Motion
 That the Finance and Audit Committee recommend that Council add \$429,000 to 2024 of the 2024 – 2028 Financial Plan to fund a breakfast meal program for 2024 only funded by general revenue.

Decision Points

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#7 Breakfast Meal Program

Continued

Option #3 Add \$107,000 to Fund a Breakfast Meal Program to March 31, 2024.

Extend current breakfast meal program model to March 31, 2024, and explore other funding options through other services and initiatives and return to Council in March 2024 with an update.

Two Possible Funding Options

Funding Option A: Strategic Infrastructure Reserve Fund

Motion

That the Finance and Audit Committee recommend that Council add \$107,000 to 2024 of the 2024 – 2028 Financial Plan to fund a breakfast meal program to March 31, 2024, funded from the Strategic Infrastructure Reserve Fund.

Decision Points

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#7 Breakfast Meal Program

Continued

Option #3 Continued

Funding Option B: General Revenue

Impact to 2024 Property Taxation ~ 0.08% increase
Impact to 2025 Property Taxation ~ 0.07% decrease

Motion

That the Finance and Audit Committee recommend that Council add \$107,000 to 2024 of the 2024 – 2028 Financial Plan to fund a breakfast meal program to March 31, 2024, funded by general revenue.

Decision Points

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#8 Downtown Event Grants

The 2024 – 2028 Draft Financial Plan includes a \$150,000 per year for Downtown Event Grants. Applications for the grant program far exceed available funding.

Option #1 Increase the Annual Budget by \$50,000 to \$200,000/yr.

Funding Source: General Revenue
Impact to 2024 Property Taxation ~ 0.04% increase

Motion
That the Finance and Audit Committee recommend that Council increase the annual allocation for the Downtown Event Grants program from \$150,000/yr to \$200,000/yr for the 2024 – 2028 Financial Plan.

Decision Points

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#8 Downtown Event Grants

Continued

Option #2 Increase the Annual Budget by \$100,000 to \$250,000/yr.

Funding Source: General Revenue
Impact to 2024 Property Taxation ~ 0.07% increase

Motion
That the Finance and Audit Committee recommend that Council increase the annual allocation for the Downtown Event Grants program from \$150,000/yr to \$250,000/yr for the 2024 – 2028 Financial Plan.

Option #3 Status Quo – No Motion Required

Decision Points

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#9 Business Cases

The business cases have been consolidated into 5 decision points for Council's consideration.

7 of the business cases, as per list below, have been consolidated into one decision point and the remaining four business cases will be presented as individual decision points for Council's consideration.

Consolidated decision point includes business cases for:

- Assistant Manager, Procurement – mgmt.
- Executive Assistant, Police Services – mgmt.
- Client Support Technician – CUPE
- Community Development Clerk (conversion of six-month temp position) – CUPE
- Mechanic, Emergency Vehicle Technician – CUPE
- Mechanic, Fleet Generator Technician – CUPE
- Natural Area Technician (2) – CUPE

Decision Points

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#9.1 Business Cases: Consolidated

Option #1 Add Positions to 2024 and Fund Fleet Requirements from Reserves.
Add positions and related annual operating costs and one-time costs as per business cases presented.

Funding Sources: General Revenue and the General Capital Reserve

2024 Impact

- ~ 0.53% increase to property taxes
- \$530,200 reduction in General Capital Reserve
- Reduction in contribution to Equipment Depreciation Reserve Fund for one position.*

2025 Impact

- ~ 0.13% increase to property taxes
- Fleet rates will be adjusted to incorporate cost of one position, impacting property taxes and user fees.*

Decision Points

*Mechanic, Fleet Generator

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#9.1 Business Cases: Consolidated

Continued

Option #1 Motion
That the Finance and Audit Committee recommend that Council add the positions and related costs identified in the business cases consolidated grouping to the 2024 – 2028 Financial Plan and fund the fleet purchases from the General Capital Reserve.

Option #2 Add Positions to 2024 and Fund Fleet Requirements from General Revenue.

Funding Sources: General Revenue

2024 Impact

- ~ 0.92% increase to property taxes
- Reduction in contribution to Equipment Depreciation Reserve Fund for one position.*

Decision Points *Mechanic, Fleet Generator

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#9.1 Business Cases: Consolidated

Continued

2025 Impact

- ~ 0.23% decrease to property taxes
- Fleet rates will be adjusted to incorporate cost of one position, impacting property taxes and user fees.*

Motion
That the Finance and Audit Committee recommend that Council add the positions and related costs identified in the business cases consolidated grouping to 2024 of the 2024 – 2028 Financial Plan funded by general revenue.

Option #3 Status Quo – No Motion Required

Decision Points *Mechanic, Fleet Generator

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#9.2 Steno Bylaw

Additional staffing will provide needed capacity if a Bylaw Exemption Program is implemented.

Option #1 Add a Full-Time Position
April 1st Implementation

Funding Source: General Revenue
Impact to 2024 Property Taxation ~ 0.06% increase
Impact to 2025 Property Taxation ~ 0.01% increase

Motion
That the Finance and Audit Committee recommend that Council add a full-time Steno Bylaw to the 2024 – 2028 Financial Plan effective April 1, 2024.

Decision Points

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#9.2 Steno Bylaw

Option #2 Add a Part-Time Position
April 1st Implementation

Funding Source: General Revenue
Impact to 2024 Property Taxation ~ 0.03% increase
Impact to 2025 Property Taxation ~ 0.002% increase

Motion
That the Finance and Audit Committee recommend that Council add a part-time Steno Bylaw to the 2024 – 2028 Financial Plan effective April 1, 2024.

Option #3 Status Quo – No Motion Required

Decision Points

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#9.3 Fire Clerk

Additional staffing is anticipated to increase capacity for providing support to Nanaimo Fire Rescue and the Vancouver Island Emergency Response Academy (VIERA).

Option #1 Add a Full-Time Position
April 1st Implementation

Funding Source: General Revenue
Impact to 2024 Property Taxation ~ 0.05% increase
Impact to 2025 Property Taxation ~ 0.01% increase

Motion
That the Finance and Audit Committee recommend that Council add a Fire Clerk to the 2024 – 2028 Financial Plan effective April 1, 2024.

Option #2 Status Quo – No Motion Required

Decision Points

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#9.4 Transit Stop Amenities

Increase level of services to support transit users.

Option #1 Corridor - Based Hybrid Model, No FTE
Increase annual operating budget for transit shelter program and provide additional capital funding for 2024.

Funding Source: General Revenue and the General Capital Reserve
\$146,000 reduction in General Capital Reserve
Impact to 2024 Property Taxation ~ 0.01% increase
Impact to 2025 Property Taxation ~ 0.005% increase

Motion
That the Finance and Audit Committee recommend that Council increase funding for the transit shelter program as per option #1 of the Transit Stop Amenities business case in the 2024 – 2028 Financial Plan.

Decision Points

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#9.4 Transit Stop Amenities

Continued

Option #2 Corridor - Based Hybrid Model

Increase annual operating budget for transit shelter program, add a Transit Planning Specialist and provide additional capital funding for 2024.

Funding Source: General Revenue and the General Capital Reserve

April 1st Implementation for the position

- \$146,000 reduction in General Capital Reserve
- Impact to 2024 Property Taxation ~ 0.08% increase
- Impact to 2025 Property Taxation ~ 0.02% increase

Decision Points

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#9.4 Transit Stop Amenities

Continued

Motion

That the Finance and Audit Committee recommend that Council increase funding for the transit shelter program and add a Transit Planning Specialist as per option #2 of the Transit Stop Amenities business case in the 2024 – 2028 Financial Plan.

Option #3 Status Quo – No Motion Required

Decision Points

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#9.5 RCMP Mental Health Liaison Officer

Additional resources to support the creation of an additional CAR54 team.

Option #1 Add a RCMP Member for CAR54 Team
April 1st Implementation

Funding Source: General Revenue
Based on City budgeting 95% of City's share of RCMP contract
Impact to 2024 Property Taxation ~ 0.10% increase
Impact to 2025 Property Taxation ~ 0.03% increase

Motion
That the Finance and Audit Committee recommend that Council increase the number of new RCMP members from three (3) to four (4) in 2024 of the 2024 – 2028 Financial Plan to support the creation of an additional CAR54 team.

Option #2 Status Quo – No Motion Required

Decision Points

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#10 Annual Allocation for New Positions

To address the need for additional resources to maintain levels of service in a growing community include an annual budget increase for new positions.

Option #1 Add an Annual Allocation to the Budget to Support New Positions
To be included in the base budget effective 2025.

Funding Source: General Revenue
Impact Property Taxation - 0.50% annual increase

Motion
That the Finance and Audit Committee recommend that Council direct staff to include an annual 0.50% property tax increase to support new positions effective 2025.

Option #2 Status Quo – No Motion Required

Decision Points

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#11 Reserve Funding

Revise the allocation of reserve funding used to lower property taxes.

Current Allocation:

	2024	2025
Special Initiatives Reserve	300,000	100,000

Decision Points

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#11 Reserve Funding

Continued

Option #1 Eliminate the \$400,00 in Reserve Funding to Lower Property Taxes

Impact to 2024 Property Taxation ~ 0.22% increase
 Impact to 2025 Property Taxation ~ 0.14% reduction
 Impact to 2026 Property Taxation ~ 0.07% reduction

Motion
 That the Finance and Audit Committee recommend that Council remove the \$400,000 in reserve funding for property tax reduction from the 2024 – 2028 Financial Plan.

Option #2 Status Quo – No Motion Required

Decision Points

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#12 Traffic Calming: Extension Road

As per the direction of the Governance and Priorities Committee add a decision point for Council's consideration to add \$120,000 to the traffic calming project on Extension Road to allow the project to be completed in one phase.

Option #1 Add \$120,000 to the Extension Road Traffic Calming Project

Two Possible Funding Options
Funding Option A: Strategic Infrastructure Reserve Fund

Motion
 That the Finance and Audit Committee recommend that Council increase the budget for the Extension Road Traffic Calming project by \$120,000 in 2024 of the 2024 – 2028 Financial Plan funded from the Strategic Infrastructure Reserve.

Funding Option B: General Capital Reserve

Motion
 That the Finance and Audit Committee recommend that Council increase the budget for the Extension Road Traffic Calming project by \$120,000 in 2024 of the 2024 – 2028 Financial Plan funded the General Capital Reserve.

Decision Points

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12 Traffic Calming: Extension Road

Continued

Option #2 Add \$70,000 Funded from the Strategic Infrastructure Reserve and Allocate the 2024 Traffic Calming Budget of \$50,000 to the Project.

Motion
 That the Finance and Audit Committee recommend that Council increase the budget for the Extension Road Traffic Calming project by \$70,000 in 2024 of the 2024 – 2028 Financial Plan funded from the Strategic Infrastructure Reserve.

Option #3 Status Quo – No Motion Required

Decision Points

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#13 Pickleball Courts

Addition of 8 outdoor pickleball courts at Beban Park.

Option #1 Add \$518,000 to 2024 for 8 Outdoor Pickleball Courts

Funding Source: General Revenue
 Impact to 2024 Property Taxation ~ 0.38% increase
 Impact to 2025 Property Taxation ~ 0.35% decrease

Motion
 That the Finance and Audit Committee recommend that Council add \$518,000 to 2024 of the 2024 – 2028 Financial Plan for a pickleball courts project funded by general revenue.

Decision Points

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13 Pickleball Courts

Continued

Option #2 Add \$518,000 to 2025 for 8 Outdoor Pickleball Courts

Funding Source: Base general revenue funding for projects in 2025
 Impact: Decrease in the General Asset Management Reserve Fund of \$518,000

Motion
 That the Finance and Audit Committee recommend that Council add \$518,000 to 2025 of the 2024 – 2028 Financial Plan for a pickleball courts project.

Option #3 Status Quo – No Motion Required

Decision Points

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#14 Lighting of Natural Turf Fields

Installation of lighting at a natural turf field.

- Location and grade of lighting to be determine.
- Consultation with user groups and funding partnerships to be explored prior to finalizing project.

Option #1 Add \$500,000 to 2024 for Lighting of a Natural Turf Field

Funding Source: General Revenue
Impact to 2024 Property Taxation ~ 0.36% increase
Impact to 2025 Property Taxation ~ 0.34% decrease

Motion
That the Finance and Audit Committee recommend that Council add \$500,000 to 2024 of the 2024 – 2028 Financial Plan for a natural turf field lighting project funded by general revenue.

Decision Points

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THE QUALITY CONNECTION

#14 Lighting of Natural Turf Fields

Continued

Option #2 Add \$500,000 to 2025 for Lighting of a Natural Turf Field

Funding Source: Base general revenue funding for projects in 2025
Impact: Decrease in the General Asset Management Reserve Fund of \$500,000

Motion
That the Finance and Audit Committee recommend that Council add \$500,000 to 2025 of the 2024 – 2028 Financial Plan for a natural turf field lighting project.

Option #3 Status Quo – No Motion Required

Decision Points

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#15 Public Art

Add \$100,000 to 2024 to commission permanent public art within the City and/or the addition of permanent public art to a capital project.

Option #1 Add \$100,000 to 2024 for Permanent Public Art

Funding Source: General Revenue
 Impact to 2024 Property Taxation ~ 0.07% increase
 Impact to 2025 Property Taxation ~ 0.07% decrease

Motion
 That the Finance and Audit Committee recommend that Council add \$100,000 to 2024 of the 2024 – 2028 Financial Plan for permanent public art funded by general revenue.

Decision Points

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15 Public Art

Continued

Option #2 Add \$100,000 to 2024 for Permanent Public Art

Funding Source: Strategic Infrastructure Reserve Fund

Motion
 That the Finance and Audit Committee recommend that Council add \$100,000 to 2024 of the 2024 – 2028 Financial Plan for permanent public art funded by the Strategic Infrastructure Reserve Fund.

Option #3 Status Quo – No Motion Required

Decision Points

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Next Steps

December 4th	<ul style="list-style-type: none">• E- Town Hall• User Rate Bylaws – First Three Readings
December 6th & 8th - If Required	<ul style="list-style-type: none">• Additional Discussions for 2024 – 2028 Financial Plan – if required
December 18th	<ul style="list-style-type: none">• 2024 – 2028 Financial Plan Bylaw – First Three Readings• Adoption of User Rate Bylaws
January 2024	<ul style="list-style-type: none">• Adoption of 2024 – 2028 Financial Plan Bylaw (Provisional Budget)

2024 – 2028 Financial Plan

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