


**Introduction of Items for
Council Discussion**

**Special Finance & Audit
Committee Meeting
December 4, 2024**

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#1 Business Cases

Four business cases have been prepared for Council's consideration

- A. Community Safety Action Plan Strategy
 - i. Increase staffing for Community Safety Officers Program
 - ii. Increase resources for public space cleanliness
- B. Assistant Manager, Financial Planning
- C. Assistant Manager, Current Planning
- D. Additional RCMP members

2025 – 2029 Draft Financial Plan

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#1.A Community Safety Action Plan Strategy

At the April 29, 2024, Governance and Priorities Committee the Downtown Nanaimo Community Safety Action Evaluation and Strategy Alignment Report was presented. A motion was made for a business case to be prepared for Council's consideration during 2025 budget deliberations. The business case considers:

- i. Increased staffing for the Community Safety Officers Program
- ii. Increased resources for public space cleanliness

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#1.A.i Community Safety Officers (CSOs)

Option #1 Expansion of Community Safety Officer Program
 Add nine full-time Community Safety Officers and one full-time Senior Community Safety Officer utilizing a phased approach by hiring five CSOs, one Senior CSO and converting the permanent part-time Bylaw Steno position to a permanent full-time position effective April 1, 2025. Add the remaining four CSOs effective April 1, 2026.


Funding Sources - Option #1A:
 General Revenue
 General Capital Reserve (Fleet Units & EV Charger)

2025 General Capital Reserve - \$119,600
 2026 General Capital Reserve - \$ 82,100
 Estimated Property Tax Impact

2025	2026	2027
0.33%	0.36%	0.06%

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#1.A.i Community Safety Officers


Continued

Motion
 That the Finance and Audit Committee recommend that for the 2025 – 2029 Financial Plan Council:

1. Add nine full-time Community Safety Officers (CSOs), one full-time Senior Community Safety Officer and convert the part-time Bylaw Steno position to full-time, including related costs, utilizing a phased approach;
2. Hire five CSOs, 1 Senior CSO and convert the part-time Bylaw Steno position to a full-time position effective April 1, 2025;
3. Add four CSOs effective April 1, 2026; and
4. Fund the two CSO fleet units and the EV charging station from the General Capital Reserve.

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1.A.i Community Safety Officers

Continued

Funding Source - Option #1B: General Revenue

Estimated Property Tax Impact


2025	2026	2027
0.41%	0.34%	0.02%

Motion
 That the Finance and Audit Committee recommend that for the 2025 – 2029 Financial Plan Council:

1. Add nine full-time Community Safety Officers (CSOs), one full-time Senior Community Safety Officer and convert the part-time Bylaw Steno position to full-time, including related costs, utilizing a phased approach;
2. Hire five CSOs, 1 Senior CSO and convert the part-time Bylaw Steno position to a full-time position effective April 1, 2025; and
3. Add four CSOs effective April 1, 2026.

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#1.A.i Community Safety Officers

Continued

Option #2 Status Quo – No Motion Required

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#1.A.ii Public Space Cleanliness

Option #1 Increase Resources for Public Space Cleanliness
 Increase funding available for contracted services to assist with encampment cleanups and other social disorder cleaning services on an as needed, on call basis in 2025 by \$50,000 and 2026 by \$100,000. Add one full-time Superintendent, Sanitation, Recycling and Cemeteries effective April 1, 2025.

Funding Source: General Revenue
 Estimated Property Tax Impact


2025	2026	2027
0.12%	0.05%	-0.05%

Motion
 That the Finance and Audit Committee recommend that for the 2025 – 2029 Financial Plan Council:

- Increase funding for contracted services for public space cleanliness by \$50,000 in 2025 and \$100,000 in 2026; and
- Add a Superintendent, Sanitation, Recycling and Cemeteries and related costs effective April 1, 2025.

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#1.A.ii Public Space Cleanliness

Continued

Option #2 Expansion of Community Clean Team Program
 Add a third Community Clean Team (2 FTEs) and one full-time Superintendent, Sanitation, Recycling and Cemeteries effective April 1, 2026.

Funding Sources - Option #2A:
 General Revenue
 General Capital Reserve (Fleet Unit & Roll-Off Bin)

2026 General Capital Reserve - \$219,500
 Estimated Property Tax Impact


2025	2026	2027
0.00%	0.21%	0.07%

Motion
 That the Finance and Audit Committee recommend that for the 2025 – 2029 Financial Plan Council:

1. Add a Community Clean Team (2 FTEs), a Superintendent, Sanitation, Recycling and Cemeteries and related costs effective April 1, 2026;
2. Fund the Community Clean Team fleet unit and roll-off bin from the General Capital Reserve.

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#1.A.ii Public Space Cleanliness

Continued

Funding Source - Option #2B: General Revenue

Estimated Property Tax Impact

2025	2026	2027
0.00%	0.35%	-0.06%

Motion
 That the Finance and Audit Committee recommend that for the 2025 – 2029 Financial Plan Council add a Community Clean Team (2 FTEs), a Superintendent, Sanitation, Recycling and Cemeteries and related costs effective April 1, 2026;

Option #3 Status Quo – No Motion Required

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#1B Assistant Manager, Financial Planning

Additional capacity to address increasing reporting requirements, information requests, grant opportunities and provide timely support to departments.

Option #1 Add a Full-Time Position

Funding Source: General Revenue
Estimated Property Tax Impact

2025	2026
0.08%	0.03%

Motion
That the Finance and Audit Committee recommend for the 2025 – 2029 Financial Plan that Council add an Assistant Manager, Financial Planning and related costs effective April 1, 2025.

Option #2 Status Quo – No Motion Required

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#1C Assistant Manager, Current Planning

Additional capacity to address increasing workloads including the impact of Provincial legislative changes such as Bills 16, 44, 46 & 47.

Option #1 Add a Full-Time Position

Funding Source: General Revenue
Estimated Property Tax Impact


2025	2026
0.08%	0.03%

Motion
That the Finance and Audit Committee recommend for the 2025 – 2029 Financial Plan that Council add an Assistant Manager, Current Planning and related costs effective April 1, 2025.

Option #2 Status Quo – No Motion Required

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#1D Additional RCMP Members

Add 12 new RCMP members over three years (four per year) to address community growth and demand for police services in the community.

Option #1 Add 12 New Members
 4 members – April 1, 2025
 4 members – April 1, 2026
 4 members – April 1, 2027

Funding Source: General Revenue
 Estimated Property Tax Impact
 Based on City budgeting 95% of City's share of RCMP contract

2025	2026	2027	2028	2029
0.38%	0.49%	0.51%	0.16%	0.05%

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#1D Additional RCMP Members *Continued*

Motion
 That the Finance and Audit Committee recommend that Council add 12 new RCMP members to the 2025 – 2029 Financial Plan; four on April 1, 2025, four on April 1, 2026, and four April 1, 2027.

Option #2 Council to Provide Alternative Direction
 Council to provide a recommendation on additional RCMP members for the 2025 – 2029 Financial Plan to address resourcing requirements and direct staff to return to Council with the projected budget impact.

Motion
 To be determined based on Council direction

Option #3 Status Quo – No Motion Required

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#2 Increase to Road Maintenance Budget

At the January 22, 2024, Governance and Priorities Committee the results of the Asphalt Levels of Service study was presented. A motion was made for Council to consider increasing the annual road maintenance budget by \$1.5 million during 2025 budget deliberations.

Option #1 Add \$1.5 million to the Road Maintenance Operating Budget

Funding Source: General Revenue
Estimated 2025 Property Tax Impact - 1.0%

Motion

That the Finance and Audit Committee recommend that Council increase the road maintenance operating budget by \$1.5 million effective 2025 for the 2025 – 2029 Financial Plan.

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#2 Increase to Road Maintenance Budget *Continued*

Option #2 Add \$775,000 to the Road Maintenance Operating Budget

Funding Source: General Revenue
Estimated 2025 Property Tax Impact - 0.52%

Motion

That the Finance and Audit Committee recommend that Council increase the road maintenance operating budget by \$775,000 effective 2025 for the 2025 – 2029 Financial Plan.

Option #3 Status Quo – No Motion Required

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#3 Culture Grants

At the September 25, 2024, Finance and Audit Committee Meeting a motion was made for Council to consider during 2025 budget deliberations:

- A. 10 % annual increase for five years (2025 – 2029) in Project Grant funding; and
- B. \$0.25 per capita annual increase for three years (2025 – 2027) in Operating Grant funding.

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#3A Culture Grants – Project Grant Funding

Option #1 10% Annual Increase for Five Years (2025 -2029)


Funding Source: General Revenue
 Estimated Property Tax Impact

2025	2026	2027	2028	2029
0.003%	0.003%	0.003%	0.003%	0.004%

Motion
 That the Finance and Audit Committee recommend that Council add a 10% annual increase for Culture Project Grant funding for five years, starting in 2025 (2025 – 2029), for the 2025 – 2029 Financial Plan.

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#3A Culture Grants – Project Grant Funding

Continued

Option #2 10% Increase for 2025


Funding Source: General Revenue
Estimated 2025 Property Tax Impact - 0.003%

Motion
That the Finance and Audit Committee recommend that Council add a 10% increase for Culture Project Grant funding effective 2025 for the 2025 – 2029 Financial Plan.

Option #3 Status Quo – No Motion Required

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#3B Culture Grants – Operating Grant Funding

Option #1 \$0.25 per Capita Annual Increase for Three Years (2025 -2027)
Rate will increase from the current \$3.00/capita to \$3.75/capita by 2027

Funding Source: General Revenue
Estimated Property Tax Impact

2025	2026	2027
0.02%	0.02%	0.02%

Motion
That the Finance and Audit Committee recommend that Council increase Culture Operating Grant funding annually by \$0.25 per capita for three years, starting in 2025 (2025 – 2027), for the 2025 – 2029 Financial Plan.

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#3B Culture Grants – Operating Grant Funding *Continued*

Option #2 \$0.50 per Capita for 2025

Rate will increase from the current \$3.00/capita to \$3.50/capita effective 2025

Funding Source: General Revenue

Estimated 2025 Property Tax Impact - 0.04%

Motion

That the Finance and Audit Committee recommend that Council increase Culture Operating Grant funding by \$0.50 per capita effective 2025 for the 2025 – 2029 Financial Plan.

Option #3 Status Quo – No Motion Required

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#4 Restorative Justice Program

At the October 16, 2024, Finance and Audit Committee Meeting a motion was made for Council to consider during 2025 budget deliberations increasing the annual operating grant from \$50,000 to \$150,000 starting in 2025.

Option #1 Increase the Annual Operating Grant to \$150,000

Funding Source: General Revenue

Estimated 2025 Property Tax Impact - 0.07%

Motion

That the Finance and Audit Committee recommend that Council increase the annual operating grant for the Restorative Justice Program to \$150,000 effective 2025 for the 2025 – 2029 Financial Plan.

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#4 Restorative Justice Program *Continued*

Option #2 Increase the Annual Operating Grant to \$100,000

Funding Source: General Revenue
Estimated 2025 Property Tax Impact - 0.03%

Motion

That the Finance and Audit Committee recommend that Council increase the annual operating grant for the Restorative Justice Program to \$100,000 effective 2025 for the 2025 – 2029 Financial Plan.

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#4 Restorative Justice Program *Continued*

Option #3 Increase the Annual Operating Grant to \$85,000

Funding Source: General Revenue
Estimated 2025 Property Tax Impact - 0.02%

Motion

That the Finance and Audit Committee recommend that Council increase the annual operating grant for the Restorative Justice Program to \$85,000 effective 2025 for the 2025 – 2029 Financial Plan.

Option #4 Status Quo – No Motion Required

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#5 Neighbourhood Association Grant Program

At the October 16, 2024, Finance and Audit Committee Meeting a motion was made for Council to consider during 2025 budget deliberations increasing the annual budget for the Neighbourhood Association Grant Program from \$10,000 to \$20,000 starting in 2025.

Option #1 Increase the Annual Operating Grant Budget to \$20,000

Funding Source: General Revenue
Estimated 2025 Property Tax Impact - 0.01%

Motion

That the Finance and Audit Committee recommend that Council increase the budget for the Neighbourhood Association Grant Program to \$20,000 effective 2025 for the 2025 – 2029 Financial Plan.

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#5 Neighbourhood Association Grant Program *Continued*

Option #2 Increase the Annual Operating Grant Budget to \$15,000

Funding Source: General Revenue
Estimated 2025 Property Tax Impact - 0.003%

Motion

That the Finance and Audit Committee recommend that Council increase the budget for the Neighbourhood Association Grant Program to \$15,000 effective 2025 for the 2025 – 2029 Financial Plan.

Option #3 Status Quo – No Motion Required

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#6 Nanaimo Prosperity Corporation

Option #1 Increase Base Funding to \$815,000

Increase base funding from \$515,850 to \$815,000 effective 2025.

Funding Source: General Revenue

Estimated 2025 Property Tax Impact - 0.20%

Motion

That the Finance and Audit Committee recommend that Council increase the base budget for the Nanaimo Prosperity Corporation from \$515,850 to \$815,000 effective 2025 for the 2025 – 2029 Financial Plan.

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#6 Nanaimo Prosperity Corporation *Continued*

Option #2 Increase Base Funding to \$665,000

Increase base funding from \$515,850 to \$665,000 effective 2025.

Funding Source: General Revenue

Estimated 2025 Property Tax Impact - 0.10%


Motion

That the Finance and Audit Committee recommend that Council increase the base budget for the Nanaimo Prosperity Corporation from \$515,850 to \$665,000 effective 2025 for the 2025 – 2029 Financial Plan.

Option #3 Status Quo – No Motion Required

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#7 RCMP Contract

The 2025 – 2029 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 2025 Only (95% for 2026 forward).

Estimated Property Tax Impact


2025	2026
-0.53%	0.48%

Motion

That the Finance and Audit Committee recommend that Council budget the RCMP contract at 93% for 2025 and 95% for 2026 to 2029 for the 2025 – 2029 Financial Plan.

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#7 RCMP Contract Continued

Option #2 Change Percentage to 92% for 2025 Only (95% for 2026 forward).

Estimated Property Tax Impact

2025	2026
-0.80%	0.73%


Motion

That the Finance and Audit Committee recommend that Council budget the RCMP contract at 92% for 2025 and 95% for 2026 to 2029 for the 2025 – 2029 Financial Plan.

Option #3 Status Quo – No Motion Required

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#8 Negative Wage Contingency

The 2025 – 2029 Draft Financial Plan budgets for a full staff complement for all property tax funded positions. In recent years, the City has had a higher rate of staff vacancies. To minimize annual operating surplus a negative wage contingency could be budgeted to account for vacancies that occur during the year.

Option #1 Reduce the General Fund Wages and Benefits Budget by \$750,000 for 2025 Only to Account for Vacancies

Estimated Property Tax Impact


2025	2026
-0.50%	0.46%

Motion

That the Finance and Audit Committee recommend that Council budget a \$750,000 negative wage contingency in the General Fund for 2025 for the 2025 – 2029 Financial Plan.

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#8 Negative Wage Contingency *Continued*

Option #2 Reduce the General Fund Wages and Benefits Budget by \$500,000 for 2025 Only to Account for Vacancies

Estimated Property Tax Impact

2025	2026
-0.33%	0.31%

Motion

That the Finance and Audit Committee recommend that Council budget a \$500,000 negative wage contingency in the General Fund for 2025 for the 2025 – 2029 Financial Plan.

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Additional Decision Points

Seeking direction from Council on other decision points to be included in December 6th deliberations.

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Questions?



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