



# 2015-2019

## Five-Year Financial Plan



**Many of the photographs found throughout this 2015-2019 Financial Plan were taken by Roy Ostling, Greg Howard, Landon Sveinson and Rachel Kirk.**



# Distinguished Budget Presentation Award



## **Awarded** **DISTINGUISHED BUDGET PRESENTATION AWARD by** **Government Finance Officers Association**

The City of Nanaimo has received the Distinguished Budget Presentation Award for the 2014-2018 Financial Plan by the Canada/US Government Finance Officers Association. This is the highest form of recognition in governmental budgeting and represents “best practices” in the field.

To receive this award, applicants must be rated “proficient” in four categories which measure how well the budget serves as: a policy document; a financial plan; an operations guide; and a communications device. There are fourteen mandatory criteria within those categories.

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## CHAPTER 1 - OVERVIEW





# CHAPTER 1 - Overview

## Executive Summary



The City of Nanaimo's 2015 - 2019 Financial Plan, adopted by Council on May 4, 2015 provides detailed information on the City's revenues and expenditures. The Financial Plan process is informed by policies and plans endorsed by Council, including the Official Community Plan (OCP) and the Strategic Plan. In compliance with the Community Charter, the Financial Plan is developed through public consultation and Council direction.

The Financial Plan also serves as:

- A Policy Document, that outlines the financial policies and processes that guide the development of the financial plan
- An Operations Guide, that helps both internal and external readers with information on operational activities, financial and staffing resources required to deliver services to the community
- A Communications Device, that gives all readers a comprehensive look at the services

provided by the City and the costs and revenues related to those services

The Five-Year Financial Plan is segregated into two components: operating plans and projects. Annual operating budgets, sometimes referred to as the base budget, include the resources needed for the City to carry out its day to day operations and deliver services to the community. Projects are for expenditures that on one-time or vary year to year. Examples of projects are annual programs related to infrastructure renewal, like the Road Rehabilitation Program, or new infrastructure like the Water Treatment Plant. Project expenditures are classified as either capital or operating in compliance with the City's capital asset policy.

The 2015 – 2019 Financial Plan maintains current service levels in 2015. Additional RCMP members, police support staff and additional firefighters for a new fire station are added between 2016 and 2019. The focus of the capital program is infrastructure



## Executive Summary - continued

renewal, upgrades to existing infrastructure required due to growth and new infrastructure. New infrastructure in the plan includes completion of a new Water Treatment Plant in 2015 and a new Fire Station in 2016.

The City has approximately \$2 billion in infrastructure that supports delivery of services to the community. The City has made significant progress in integrating asset management best practices to support efficient and effective management of its infrastructure. Starting in 2013, Council approved annual property tax increases of 1% for five years, sewer rate increase of 5% for five years, a 4% increase for an additional five years, and water rate increase of 2.5% for eight years for contributions to asset management reserves. The asset management reserves will support sustainable funding for infrastructure renewal. This Financial Plan incorporates those property tax and rate increases. The Financial Plan also uses funding from the asset management reserves for the first time to fund asset renewal projects.

The current five year plan incorporates an average property tax increase of 1.0%, water rate increase of 7.5%, sewer rate increase of 5% and solid waste increase of 2% in 2015. For an average residential home, the total increase for 2015 taxes and levies will be approximately \$44.22. The anticipated property tax increase for 2016 is 1.7%, for 2017 4.2%, for 2018 2.4% and for 2019 1.9%.

This Financial Plan provides an overview of Nanaimo's community profile and history, the City government's organizational structure and governance. The City also has a number of financial policies that provide for fiscal responsibility and protect its long-term financial sustainability.

In each section, the 2015 - 2019 Financial Plan provides comprehensive information on the City's financial and strategic management approach to meet the needs of the community, and to work towards a vision where Nanaimo will proudly feature its harbour and inclusive quality lifestyle; excelling as both the business centre and transportation/service hub for Vancouver Island.



## Report from the Director of Finance



At the meeting held September 29, 2014, Council held an eTown Hall meeting to obtain information on the budget from Nanaimo's citizens. Residents could participate by using social media,

a webform, telephone or attending in person at the VICC Shaw auditorium. The September 29th eTown Hall meeting was held near the start of the budgeting review process to ensure comments and questions from residents were identified early.

With 2014 being an election year, the draft 2015-2019 Financial Plan was presented to Council on January 19, 2015.

At a Special Committee of the Whole Meeting on January 21st, Council directed staff to reduce the property tax increase in 2015 to 0%, plus 1% for the increased contribution to the Asset Management Reserve. The reductions were identified using the following approach: maintain current service levels, reduce operating expenditures that would not impact services to City residents, and eliminate projects that may be impacted by a Core Review

process. The reductions included removing the three additional RCMP members planned for 2015, reducing management consulting, staff training and clothing budgets, increasing revenues for the Nanaimo Aquatic Centre to reflect 2014 rate increases and removing three projects. The total budget reduction was \$744,000. In addition the construction of the new Fire Station #6 was moved from 2015 to 2016, with related staffing and operational costs deferred by one year. This direction was approved at a meeting held on January 30, 2015.

Further budget discussions occurred on February 16th and March 9th and a full day meeting was held on March 31st. No further changes were made to the budget.

In order to meet deadlines for tendering projects and to meet operational staffing needs, Council was asked to provide early approval of a number of expenditures. This was done at the January 12th and 21st special committee meetings and approved by amending the 2014-2018 Financial Plan Bylaw at subsequent Council meetings.

In preparing the draft 2015-2019 Financial Plan, Staff was directed to consider the 2012-2015 Strategic





## Report from the Director of Finance - continued

Plan. In particular, the draft Financial Plan supports Asset Management, with the majority of project funding being used for maintenance and renewal projects. For the first time in 2015, asset management reserves are being used to fund renewal projects. These reserves have been building since 2013, when Council approved an annual increase in taxes and water and sewer user fees that is set aside specifically to fund asset management projects.

Those familiar with previous Financial Plans will notice some changes in format from past years. Staff reviewed Financial Plan packages from other municipalities, and some changes have been made to conform to best practises. One of the most noticeable changes is to include additional information about projects and grouping similar kinds of projects together for comparability. In 2014, for the first time, the City of Nanaimo Finance Department applied for, and received, the Distinguished Budget Presentation Award from the

Government Finance Officers Association of the United States and Canada (GFOA). This is the highest form of recognition in governmental budgeting and represents “best practices” in the field. To receive this award, applicants must be rated “proficient” in four categories which measure how well the budget serves as: a policy document; a financial plan; an operations guide; and a communications device. There are fourteen mandatory criteria within those categories. This award must be applied for annually, and it is our intention to continue to apply for this award each year, to ensure that the City of Nanaimo is keeping up with best practices in budget presentation.

Respectfully submitted,

*Brian Clemens,*  
Director of Finance





## CHAPTER 2 - NANAIMO - THE HARBOUR CITY



**2015 - 2019 Financial Plan**



# CHAPTER 2 - Nanaimo - The Harbour City

City Profile | City Governance Overview | 2015 City Organization

## City Profile



The City of Nanaimo is a vibrant and growing regional centre on the east coast of Vancouver Island with a population of approximately 87,000 residents. Forming one of two major gateways to Vancouver Island, the City is an important service centre for a regional population of 360,000 people throughout Central and Northern Vancouver Island.

The City's early development patterns were centred on the harbour and Downtown, with the current City Boundaries being established only in 1975 through amalgamation with a number of surrounding improvement districts. Through the 1980s and 90s, Nanaimo rapidly expanded northward, resulting in development of lower density neighbourhoods, commercial, retail and employment centres stretching along the Island Highway corridor.

Recent growth patterns have re-focused development within the City's existing urban growth boundary, resulting in higher levels of infill throughout the City. Looking forward over the next thirty years, the City's population is projected to increase by nearly 40,000 residents and 25,000 jobs, for a total of 126,000 residents and 75,000 jobs.

Providing a vision and policy framework to accommodate future growth, the City's Official Community Plan *planNanaimo* supports a more sustainable, compact Nanaimo where people can work, shop, socialize and recreate in close proximity to where they live.



Nanaimo boasts over 100 parks, an extensive trail system, 4 public beaches, 20 picnic areas, Beban Centre which includes Beban Pool facility with 4 pools and Frank Crane and Cliff McNabb Arenas, Nanaimo Aquatic Centre with three pools, Nanaimo Ice Centre with 2 ice rinks and 3 golf courses. Residents can enjoy a leisurely stroll along the waterfront seawall or a vigorous hike up Mount Benson. Newcastle Island, a charming provincial park just off the shores of downtown Nanaimo, is a popular summertime picnic and camping area. Buttertubs Marsh, in the heart of the city, is a wonderful place to view waterfowl and learn about our delicate ecosystems. Neck Point Park is a 14.5 hectare waterfront park known for its views and natural features. The park has a vast trail system of varying lengths and difficulty and offers a number of amenities including picnic areas, viewpoints and lookouts. The Linley Valley is a 59 hectare mainly undeveloped park. The park's trees, bluffs, creeks, wildlife and Cottle Lake contribute to the park's recreational appeal.

Nanaimo is truly a place where you can find what you are looking for. Nanaimo's blend of boutique shops, large indoor shopping malls, plazas, and markets creates what is often referred to as the island's shopping Mecca. Within the downtown core

of Nanaimo, three distinct shopping districts exist. The Arts District, Old City Quarter and Waterfront, are all within walking distance of the harbour and each other. They offer the stunning works of West Coast and native art, specialty goods, fashions, marine supplies, and enough books to keep your imagination busy for a long time. Small, medium and large businesses thrive in Nanaimo thanks to its ideal location and dedicated, well-educated workforce.

Nanaimo's arts and culture community is thriving. There are a wide variety of art galleries, the Nanaimo Museum can be found in the Port of Nanaimo Centre, and the Nanaimo Military Museum is located downtown near the waterfront. You can also take in a Vancouver Island Symphony performance in the Port Theatre, an 800 seat facility on the waterfront where more than 270 shows take place annually. You can even combine the arts with the outdoors and take in the annual Symphony in the Harbour, Concerts in the Park or the Annual Blues Festival. Nanaimo is also a festival city and annual events include the Maple Sugar Festival, the Children's Festival, the Marine Festival, the Dragonboat Festival and everything in between.





For centuries, the uneven shoreline, sheltered islands and sandy beaches of the east coast of Vancouver Island have been a place of beauty and plenty. Aboriginal people were the first to make this sheltered stretch of coastline their home. Eventually settling into what are today, Departure Bay and Nanaimo, the Snunéymuxw, a Coast Salish people, found food, fresh water, and winter shelter among the islands and inlets. It was this wealth of natural resources that encouraged the migration of Europeans to this coast many years later. Animals harvested for furs, forests for timber and fish for food were just some of the treasures found here, but it was coal, the black fuel of the 19th century that would mark the heritage of Nanaimo. Today, the houses, commercial buildings, the city plan and the very shape of the land records the progress of a community that grew from a company coal town to a thriving port city.

The east coast of Vancouver Island was first explored by Europeans when Spaniard Juan de Fuca sailed north up the continent in 1592. The English, represented by Captain James Cook, did not arrive

until 1778 when Cook landed on the west coast of the island. The Spanish continued to explore the waters around the island giving the names we still use today to the islands and waterways. Commodore Alejandro Malaspina sailed into the sheltered bays around Nanaimo in 1791 and named them Boca de Winthuysen or Winthuysen Inlet, a name that was used until the British settled the area in the next century. In 1794, Captain George Vancouver negotiated the final Nootka Convention that gave the British possession of the island. It was not until 1843, however, that the British established Fort Victoria, their first island settlement. The first settlers arrived in the Nanaimo area in the early 1800s and set up a trading post, which established Nanaimo as an important hub of commerce. A fort was erected by the Hudson's Bay Company in 1853. A portion of the fort remains, the Bastion is now a restored landmark on Nanaimo's waterfront.

It was the discovery of coal that soon attracted the British to the island north of Victoria. In 1849, the Hudson's Bay Company began mining in Fort Rupert on the northern tip of the island. A few years later,

## Nanaimo's History - continued

the existence of coal seams was confirmed in, what is today, downtown Nanaimo. In 1852, the Company brought the Fort Rupert miners to Nanaimo to work the coal seams in the new mine. It is believed that the new company settlement was named Colviletown after Andrew Colvile, the Governor of the Hudson's Bay Company. The small settlement grew in 1854 with the arrival of 24 mining families from England. In 1860, the town was renamed Nanaimo (derived from Snunéymuxw).

From 1852 until 1952, Nanaimo was primarily a coal town. Coal-burning ships refuelled here and coal was exported in large quantities from the numerous mines in the area. By 1941, increased demand for lumber and a declining need for coal brought the

area's thriving forests to the forefront. Today, with the coal mines gone and the forest industry in decline, new industries define life in Nanaimo. Over the past two decades, Nanaimo's economy has diversified from a commodity-based economy that traditionally relied on an abundance of natural resources towards a service-based "knowledge" economy that relies on the skills and innovation of the local workforce. The City is now a regional centre for technology, manufacturing, tourism, retail, healthcare, and government services.

During it all, Nanaimo continued to develop as a centre for the meeting and movement of products and people – a gathering place.



**Nanaimo's Chinatown**



**The Daily Free Press building on Commercial Street**



**Images of Commercial Street**





**26th Council of the City of Nanaimo**

*(left to right)*

*Councillor Jerry Hong, Councillor Bill Yoachim, Councillor Ian Thorpe,  
Mayor Bill McKay, Councillor Jim Kipp, Councillor Gord Fuller, Councillor Bill Bestwick  
Councillor Wendy Pratt, Councillor Diane Brennan*

Nanaimo City Council is comprised of a Mayor and eight Councillors who are democratically elected and hold office for a four year term beginning with the 2014 municipal election. City Council is responsible for local government leadership and decision making in the City of Nanaimo, and is granted its powers by the Provincial Government. The legal framework and foundation for all local governments in British Columbia is set out in the Local Government Act and the Community Charter, which provide City Councils the necessary powers and discretion to address existing and future community needs, the authority to determine the public interest in their community within the established legislative framework and the

ability to draw on financial and other resources that are required to support community needs.

City Council has the authority to enact and enforce bylaws and policies that relate directly to community needs along with the ability to collect taxes and fees to fund those activities and services. City Council is ultimately responsible for establishing the policies of the City of Nanaimo, for carrying out those policies and for the general and overall administration of civic business.

City Council meets every Monday with the exception of statutory holidays, conferences and three weeks in the summer.



The *Community Charter* and *Local Government Act* provide Council the authority to establish 'Select Committees', Commissions, Boards and Panels.

Advisory Committees are created by Council to provide information, well-considered advice, and recommendations for consideration by Council and staff on specific issues of civic concern. Advisory Committees are made up of citizen representatives and one or two Council members appointed by Council. Council adopts Terms of Reference for each Advisory Committee which outlines the Committee's mandate, term, composition and procedures.

At its regular meeting held March 2, 2015, Council established the following Advisory Committees and Commissions:

- Advisory Committee on Environmental Sustainability
- Core Services Review Committee
- Design Advisory Panel
- Grants Advisory Committee
- Nanaimo Economic Development Corporation Nominating Committee

- Planning and Transportation Advisory Committee
- Safer Nanaimo Advisory Committee
- Social Planning Advisory Committee
- South Downtown Waterfront Committee
- Youth Advisory Council

Commissions also provide advice and assist Council through delivery of assigned programs. Council has established the following Commissions:

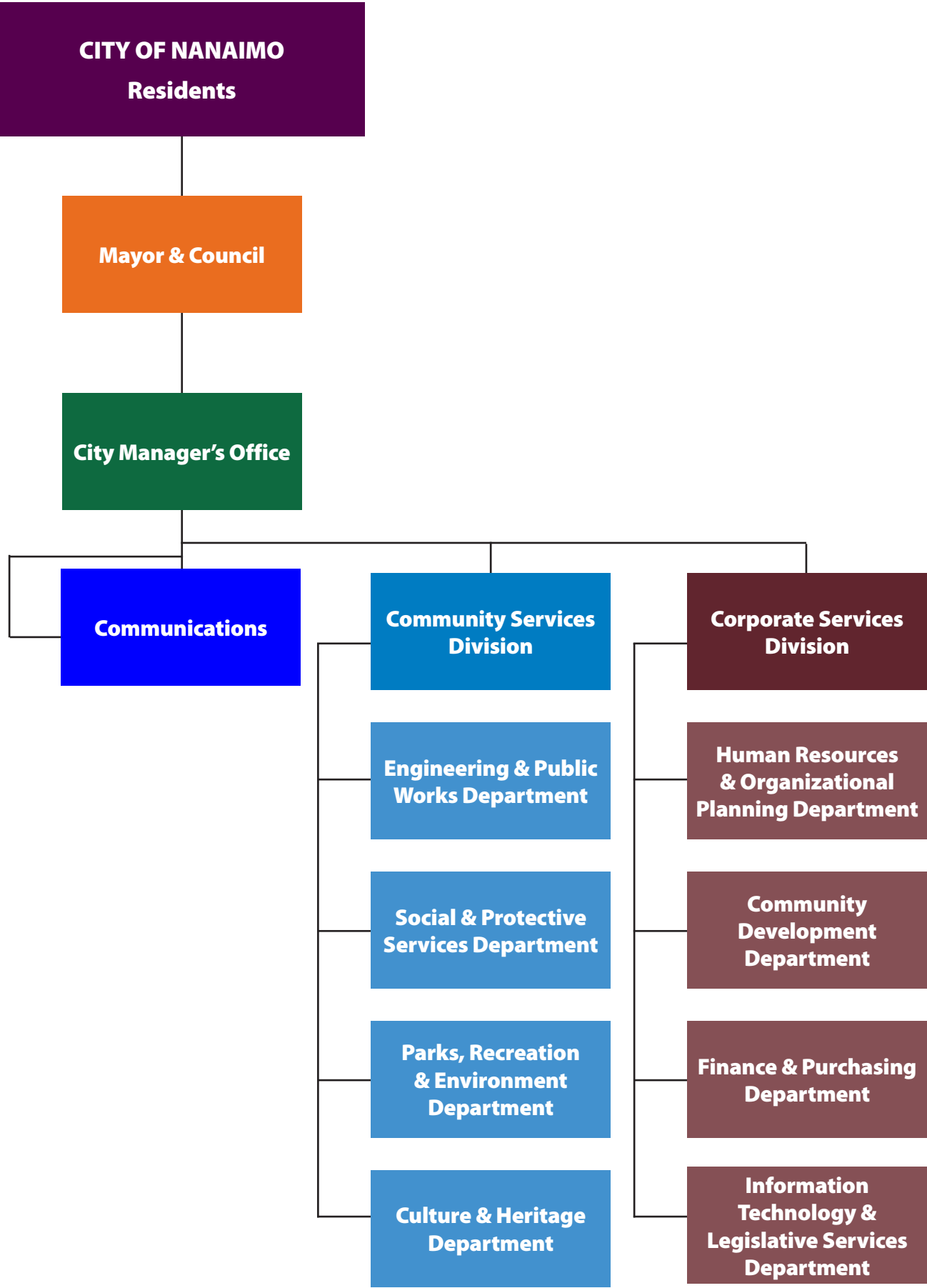
- Nanaimo Culture and Heritage Commission
- Parks and Recreation Commission

Boards and Panels are established pursuant to specific enabling statute and have a unique function within the municipal framework. Membership is determined by Council and enabling legislation. Council has established the following Board and Panel:

- Board of Variance
- Parcel Tax Roll Review Panel



City of Nanaimo Organization



## CHAPTER 3 - PLANNING FRAMEWORK



**2015 - 2019 Financial Plan**



# CHAPTER 3 - Planning Framework

## Strategic Plan 2012 to 2015

The City of Nanaimo approved its Strategic Plan on July 9, 2012. After extensive consultation with the community, Council was pleased to support a vision that would guide the City over the next four years. The Strategic Plan identified the services, values and operating philosophy that support the corporate mission – “Preserving and enhancing quality of life in Nanaimo through efficient, effective, affordable delivery and facilitation of municipal services”.

The Strategic Plan identified six key priorities and the City’s 2015 – 2019 Financial Plan incorporates

the services, strategies and plans that support these priorities.

Significant progress has been made on strategies and initiatives to carry out the City’s Strategic Plan. The current status of these strategies and initiatives can be found on the City’s website: <http://www.nanaimo.ca/EN/main/departments/Human-Resources/strategic-plan.html>.

Below is a brief summary of ongoing initiatives included in the 2015 – 2019 Financial Plan.

### ASSET MANAGEMENT

Outcomes desired include optimized infrastructure and facility life, capital financial plans and reserves in place to adequately fund lifecycle and replacement costs, minimize disruption to service, and risks to public health and property.

2015 – 2019 Financial Plan includes:

- Road, drainage, sanitary sewer and water infrastructure renewal projects
- Facility renewal projects
- Property tax and user fee increases for contributions to asset management reserves
- Development of 10 year planning models for renewal of facility components, fleet and infrastructure



### COMMUNITY BUILDING PARTNERSHIPS

Outcomes desired include a socially diverse and sustainable city that nurtures a caring, inclusive, safe environment, a healthy community that addresses negative determinants and barriers to health and encourages healthy, active lifestyles, that Nanaimo will be recognized as one of BC's most Successful Cities by 2025, and a strong, vital non-profit 'community benefit' sector will flourish.

2015 – 2019 Financial Plan includes:

- \$275,000 capital grant to Loaves and Fishes toward acquiring and renovating a warehouse for community food bank
- \$100,000 capital grant to SPCA
- Annual social, cultural and sports grant programs
- Annual operating grants to the Nanaimo Museum, Port Theatre and McGirr Sports Field Society
- Continued collaboration with community stakeholders in the Social and Health Network. Initiatives include the Child Poverty Action Plan and the Vital Signs Report



### TAKING RESPONSIBILITY

Outcomes desired include a good public rating of the City's performance.

2015 – 2019 Financial Plan includes:

- E Town Hall held on September 29, 2014 to gather public input for the financial plan
- Core Services Review

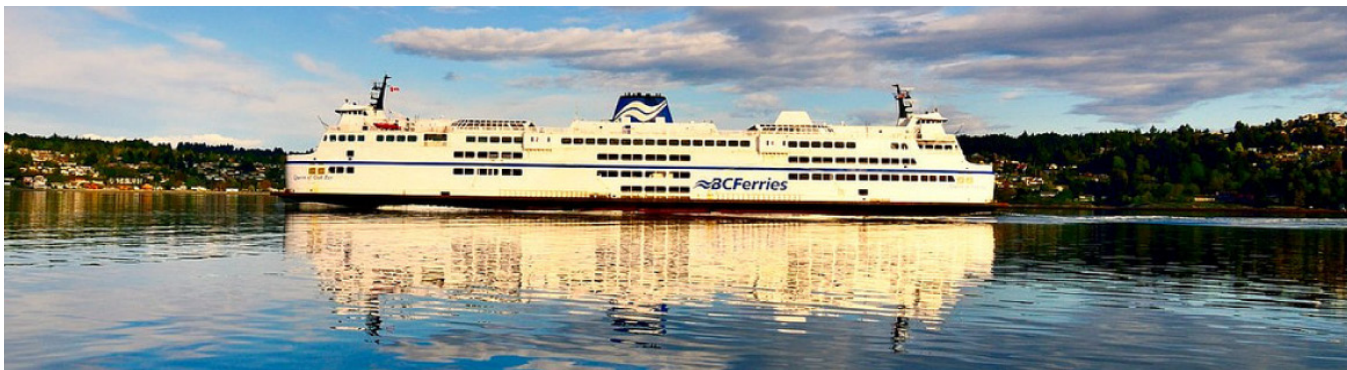


### TRANSPORTATION AND MOBILITY

Outcomes desired include an integrated, coordinated network linking in-city and intercity public transportation, reduced dependency on the car, increased utilization of public transit, increased shift and viability of active transportation options, reduced long term infrastructure costs, effective response to accessibility and mobility needs of those who do not own a car, reduced GHG emissions, economic growth due to enhanced transportation connections to Victoria, Vancouver and the world and a sustainable transportation system.

2015 – 2019 Financial Plan includes:

- Transportation Master Plan - implementing recommendations
  - projects to enhance all transportation modes (pedestrian, cycling, vehicle and transit) as recommended in the Transportation Master Plan
- Completion of OCP update
- Completion of DCC review



### WATER

Outcomes desired include: a 'Water Culture' that includes achieving the 'Blue Community Designation', recognition of the importance and value of water, an environment of sustainable water use, a secure, safe and sustainable water supply, cost effective water delivery and reduction of per capita water consumption by 10% per decade.

2015 – 2019 Financial Plan includes:

- Water user fees review
- Water Conservation Strategy - implementing recommendations
  - Expanded Toilet Rebate Program
  - New Appliance Rebate Program
  - Complete Water Supply Analysis to develop a business case for preferred water supply option
  - Leak detection study
- Continued collaboration with other stakeholders, including senior governments, the RDN and SFN in the management of the watershed

### WATERFRONT ENHANCEMENT

Outcomes desired include enhanced public access and use, a continuous, uninterrupted and accessible waterfront trail from Departure Bay Beach to Nanaimo River Estuary, a working waterfront that supports business, marine industries, transportation connectivity, entertainment and tourism, protected view corridors to the waterfront and protected and enhanced marine habitat.

2015 – 2019 Financial Plan includes:

- Development of a Waterfront Walkway Enhancement Strategy
- Completion of a South Waterfront Master Plan
- Downtown waterfront environmental and remediation projects
- Departure Bay Seawall and utility project

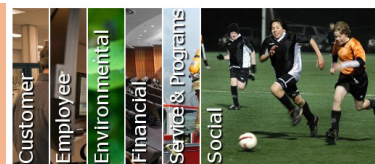
### Performance Measurement - The Balanced Scorecard

In 2013, the City developed a set of performance measurements, known as the Balanced Scorecard, to draw attention to performance results by examining quantifiable measures that extend beyond traditional methods of evaluating performance by

emphasizing mainly financial results. The Balanced Scorecard initiative was a deliverable of the Strategic Plan, specifically the strategic priority – Taking Responsibility.

**Current Balanced Scorecard measures can be viewed on the City's website.**

**<http://www.nanaimo.ca/PerformanceMeasurement/BalancedScorecard>**





## Performance Measurement - The Balanced Scorecard



## 2013 Citizen Satisfaction Survey

Last performed in 2013, the Ipsos Reid 2013 Citizen Satisfaction Syndicated Survey conducted 300 telephone interviews for the City of Nanaimo. The results of the survey indicated:

- Overall Quality of Life - 93% responded very good/good (2012 95%)
- Overall Satisfaction with City Services – 91% responded very/somewhat satisfied (2012 87%)
- Value for Taxes – 74% responded good value (2012 71%)
- Balancing Taxation and Service Delivery Levels – 45% responded to increase taxes (2012 43%), 37% responded to cut services (2012 41%)

The next Ipsos Reid survey is currently planned to take place in 2016.

## 2015-2019 Financial Planning Process

### Timeline:

#### June 2014

- Financial Plan Information and Instructions communicated to departments

#### July/August/September 2014

- Departmental operating and project budgets prepared and submitted
- Plans reviewed by Financial Planning

#### September 29, 2014

- E Town Hall Meeting held to allow residents to provide input on the 2015 – 2019 Financial Plan. Participation was in person, via social media and by phone.

#### October/November 2014

- Draft 2015 – 2019- Financial Plan completed and reports prepared for Council's review
- Municipal election held on November 15, 2014, with the inaugural meeting of a new Council on December 1, 2014.

#### December 2014

- Water, Sewer and Garbage rates bylaws approved.
- Orientation sessions for the new Council





## 2015-2019 Financial Planning Process - continued

### January 2015

- Council provided with the Draft 2015 – 2019 Financial Plan document. The document is published on the City's website.
- Council begins review of the Draft 2015 – 2019 Financial Plan. Council directed staff to identify budget reductions that would reduce the property tax increase in 2015 to 1%. The 1% property tax increase to remain for the increased contribution to the Asset Management Reserve. Council also directed Staff to delay the construction and phased staffing of the new Fire Station #6 by one year.
- Council reviewed the budget reductions:
  - The reductions were identified using the following approach:
  - Maintain current service levels
  - Reduce operating expenditures that would not impact services to City residents
  - Eliminate projects that may be impacted by a Core Review process
- Budget reductions included removing 3 additional RCMP members planned in 2015, reducing annual operating budgets for management consulting, staff training and clothing and removing three projects. The construction of the new Fire Station # 6 was moved from 2015 to 2016. Phased staffing moved from 2016 to 2017.

### March 2015

- Council reviewed additional detailed information regarding projects and directed staff to prepare a budget bylaw with no further changes.

### May 4, 2015

- Council approves 2015 – 2019 Financial Plan and 2015 Property Tax Rates Bylaws

## Budget Monitoring

The City monitors its financial performance as it relates to budget on an ongoing basis and through monthly management reporting and a detailed quarterly variance analysis. This regular monitoring provides management the information required to determine if any changes might be necessary to ensure the year's actual revenues and expenditures are within budget.

The City will begin providing Council with regular project status reports. This will provide Council with the current status of all projects and related expenditures to date.

# Financial Policies and Fund Structure

## Governing Policy and Regulatory Requirements

In accordance with the laws of British Columbia through the *Community Charter*, municipalities must prepare a five year financial plan each year. These plans must be adopted by municipal Councils before May 15th and they are required to identify the proposed expenditures, funding sources, and transfers to or between funds.

The *Community Charter* also directs City Council to engage the public in a consultation process prior to adoption of the proposed financial plan.

The City of Nanaimo develops its Five-Year Financial Plan in a manner that follows generally accepted accounting principles (GAAP). The City uses the accrual method of accounting in which revenues

and expenses are recognized at the time they are incurred. The budget is prepared on the same basis. The budget is organized by type of operation (i.e. general fund, capital funds, utility funds, etc.) with each operation considered a separate budgeting and accounting entity. Funds are budgeted and reported along departmental lines, with authority for budgetary approval resting with Council. Council delegates the authority for actual disbursement and implementation of the Financial Plan to the City Manager. All financial operational policies relating to accounting practices are adhered to in the development of the Five-Year Financial Plan.

## Revenue Policy

The *Community Charter* requires municipalities to develop specific statements of policy on specific revenues and taxes. The annual Five-Year Financial Plan must set out explicit objectives and policies of the municipality in relation to:

- The proportion of total revenue that is proposed to come from each of the following revenue sources:
  - Property values taxes (taxes based on assessment)
  - Parcel taxes
  - Fees & charges
  - Proceeds from borrowing
  - Other sources

- The distribution of property taxes among the property classes (i.e. residential, industrial, commercial, etc.); and
- The use of permissive tax exemptions.

In addition, before adopting the annual Property Tax Rate Bylaw, all municipalities must consider the proposed tax rates for each property class in conjunction with the objectives and policies set out in the financial plan.

The revenue policy statement adopted by Council in 2015 can be found in Appendix B of this document.



## Balanced Budget

In compliance with the *Community Charter*, the City's Five Year Financial Plan must be balanced. The total of proposed expenditures and transfers to other funds for a year must not exceed the total of the proposed funding sources and transfers from other funds for the year.

## Fund Structure

The resources and operations of the City are segregated into General, Sanitary Sewer Utility, Waterworks Utility and Reserves Funds for budgeting purposes. Each fund is treated as a separate entity. The General and Utility Funds also have corresponding Capital Funds.

The fund structure consists of:

### General Fund

The General Revenue Fund is the primary operating fund used to manage a majority of the City's financial resources and obligations. Some of the services that are provided from this fund include policing, fire services, recreation programs and facilities, roads and drainage maintenance and solid waste collection.

- Revenue Fund
- Capital Fund

### Sanitary Sewer Utility Fund

The Sanitary Sewer Utility provides sanitary sewer services to almost 25,000 properties and is funded from user fees.

- Revenue Fund
- Capital Fund

### Waterworks Utility Funds

The Water Utility provides water services to over 25,000 properties and is funded from user fees.

- Revenue Fund
- Capital Fund

### Reserve Funds

- |  |  |
|--|--|
| • Development Cost Charge Reserve Fund | • Old City Neighbourhood Parking Fund        |
| • Cemetery Care Reserve Fund           | • Knowles Estate Reserve Fund                |
| • Parkland Dedication Reserve Fund     | • General Fund Asset Management Reserve Fund |
| • Property Sales Reserve Fund          | • Regional Emission Reduction Reserve Fund   |
| • Equipment Depreciation Reserve Fund  | • Sewer Fund Asset Management Reserve Fund   |
| • Facility Development Reserve Fund    | • Water Fund Asset Management Reserve Fund   |
| • Community Works Fund                 |  |

## Debt and Debt Limits

In the past it has generally been the City policy to minimize external debt borrowings by using existing reserves to fund capital expenditures. Major projects that will benefit future residents have and will continue to be financed with debt. This is based on the assumption that since future residents will benefit from the projects they should share in the costs by paying the debt servicing costs through future property taxes.

The maximum amount of debt which may be held by a municipality is restricted by its Liability

Servicing Limit. This represents the cost of servicing debt throughout the year (including both interest and principal). The Liability Servicing Limit is set by the Community Charter and is defined as 25% of a municipality's controllable and sustainable revenues for the year.

For the City of Nanaimo, the Liability Servicing Limit for 2014 is \$34.7 million. The budgeted cost of debt interest and principal payments for 2014 was \$4.8 million.





## CHAPTER 4 - FINANCIAL PLAN OVERVIEW



**2015 - 2019 Financial Plan**



# CHAPTER 4 - Financial Plan Overview

## Economic Background

The City's financial planning decisions must be made with an awareness of how external influences can affect Nanaimo's economy. We saw this impact during and after the economic downturn in 2008, where global economies either contracted or entered periods of no or very low growth.

## Global, National and Provincial Background

Uncertainty about the U.S. and global economies continue to make the headlines. While monetary tightening is on hold for now, interest rate volatility and the recent downturn in the oil and gas sector will put pressure on heavily indebted Canadian households and governments. Expected continuing improvement in the U.S. economy will positively impact Canada's trade and economic performance.



## Nanaimo's Economy

Nanaimo's economy continues to recover from the 2008 downturn and remains relatively stable. The opening of a medical marijuana facility in Nanaimo, operated by Tilray, now employs over 100 people and expansion plans have been announced.

Nanaimo's unemployment rate for 2013 was 5.5%, 1.1% below the provincial average. Median income in 2010 was \$44,412 compared to \$49,143 for B.C. The top four most common occupations for those working full-year full-time were middle management occupations in retail and wholesale trade and customer services; industrial, electrical and construction trades; sales representatives

and salespersons and administrative and financial supervisors and administrative occupations.

The number of business licenses issued by the City has grown by 4.4% in the last five years and 24.6% in the last decade. The number of business in Arts and Culture has increased while those in finance, insurance and wholesale trade have declined. Businesses classified as professional, scientific and technical, administrative and support/waste management and remediation and construction also experienced high rates of growth.



## The City of Nanaimo - Issues Affecting Financial Planning

The City of Nanaimo's principal activities include the provision of local government services to residents. Services provided include police and fire protection, solid waste collection, management of roads, drainage, sanitary sewer, waterworks and parks infrastructure, along with the delivery of leisure and cultural services. The City also acts as a regulatory body with respect to business licensing, building permits and inspection, land use, development planning and subdivision approval services. Services such as library, and sewer treatment are provided through other boards and partnerships with other governments.

The City of Nanaimo faces numerous challenges which include:

- Requirements to provide infrastructure that complies with new regulations and/or senior government policies
- Decline in interest rate sensitive revenues
- Costs outside of Council's direct control, such as police and library services, that increase well above inflation
- Rising labour costs

Property taxes and user fees are the principal funding sources for increased service delivery costs and maintenance of an expanding infrastructure base. Nanaimo currently operates with residential tax levels that are comparable to similar communities

around British Columbia. As a result of Council's policy implemented in 2009 to reduce the major industry tax rate to be equal to the commercial rate, the 2015 tax increases for all types of properties will now be the same each year.

Over the years, the City of Nanaimo has invested in new capital infrastructure including buildings, roads and underground utilities. The City has also increased service levels, largely in police and fire protection. The long term sustainability of operating, maintaining and replacing infrastructure and of increased service levels will require continuing examination and prioritization by Council as they also consider:

- Public expectations of receiving the same or even enhanced service levels
- Increasing demands for infrastructure to support a growing community
- Financial management policies that contribute to future asset replacement and improved financial sustainability of the City

In order to continue providing adequate services under these conditions, Council will continue to examine and prioritize City services in order to provide services acceptable to the public while continuing to achieve the longer-term vision of making Nanaimo a City where people choose to live, learn, work and play.

## Annual Operating and Project Planning

The City financial planning is organized into operating plans that identify the resources required to carry out the City's day to day functions and services, and into project plans that identify the resources required to complete asset renewal projects, construct new

infrastructure projects and other types of one time expenditures such as studies. Operating budgets are sometimes referred to as 'base' budgets. Projects are classified as either operating or capital per the City's Capital Expenditure Policy (Appendix B).

## Budget Best Practices

The Government Finance Officers Association of the United States and Canada (GFOA) has established the Distinguished Budget Presentation Award to encourage governments to prepare budget documents of the highest quality to meet the needs of decision-makers and residents. Each budget document submitted is evaluated using a comprehensive evaluation checklist and those which are judged proficient receive the award ([www.gfoa.org](http://www.gfoa.org)).

The City received the Distinguished Budget Presentation Award for the 2014-2018 Financial Plan. This award is valid for one year only.

The City believes our current budget process continues to conform to program requirements, and it is being submitted to GFOA to determine its eligibility for another award.





## Key Budget Assumptions

### Allowable Inflationary Increases

British Columbia's consumer price index (CPI) climbed 1.9% higher in June 2014, relative to the same month in 2013. The price increase marks the fourth consecutive month of year-over-year inflation for the province. The Canadian inflation rate reached 2.4% in June, as prices rose in every province and territory. (Source: [www.bcstats.gov.bc.ca](http://www.bcstats.gov.bc.ca))

However, local government operating costs do not always reflect the items measured by the Consumer Price Index. Municipal expenditures are related to employment contracts and infrastructure

construction and maintenance which are very different from increases in the cost of personal food, clothing and transportation used for calculating changes in the CPI.

In the future years in the 2015 – 2019 Financial Plan, 2% increases were used for expenditures except where more specific information was identified. Revenue from fees and charges and sales of service were estimated to increase at a rate of 1% per year while other revenues were expected to remain unchanged.

### Union Negotiations

The majority of City staff members are employed under two main Union bodies, the Canadian Union of Public Employees (CUPE Local 401), and the International Association of Fire Fighters (IAFF).

In January 2015, the City and CUPE Local 401 ratified a new three contract for the period January 1, 2014 to December 31, 2016. The contract included a retroactive 2% increase in 2014, a 2% increase in 2015, a 1% increase on January 1, 2016 and a further 1% increase on July 1, 2016.

The majority of the staff in the Fire Department are members of IAFF and their contract expired December 31, 2011. To date, a current contract has not been signed. Staffing costs for IAFF members are budgeted at 2011 rates and an allowance for an estimated negotiated increase was budgeted separately.



## Key Budget Assumptions - Continued

### Budget Bylaw Amendment

As outlined in the *Community Charter*, the Five-Year Financial Plan is to be adopted by May 15th of the first year of the Plan. At any time, subsequent to the original adoption, an amended financial planning bylaw can be adopted by Council for that year.

Budget bylaw amendments were required for the 2014 – 2018 Financial Plan due to the purchase of Linley Valley Park, chiller replacement at the Nanaimo Ice Centre and other relatively small expenditures approved by Council. All changes were funded from reserves or contributions (RDN).

### City Financial Health and Future Outlook

The City will continue to face challenges, one of the most significant is to provide sufficient funding to maintain and replace the City's infrastructure. The current replacement cost of City infrastructure is estimated to be over \$2 billion. While most of the City's infrastructure is less than half way through its useful life, their eventual replacement will burden the City's financial capacity and as assets age annual maintenance costs may increase.

In 2013, Council approved annual tax and user fee increases to create three new reserves for long term asset renewal plans. This proactive and prudent approach will build reserves to fund long term asset renewal plans and sustainable delivery of services to the community. Staff will review and update long term asset renewal plans.

The City continues to grow, adding new residents and businesses to the community.





## Revenues

The City receives revenue from several sources with the main contribution from property taxes and user fees. Examples of revenues from other sources includes: grants, casino revenue, interest income and the Regional Parks Agreement.

The *Community Charter* regulates property taxes. City policies guide how fees and charges are determined and City bylaws set user rates.

### 5 Year Financial Plan - Impact on Tax and User Fees

The table below shows the property tax and utility user fee increases.

In 2013, Council approved a 1% increase in property taxes for five years as well as annual increases to sanitary sewer and water user fees for contributions to asset management reserve funds. The property tax increases indicated below include a 1% increase in 2015, 2016 and 2017 for contributions to the

General Fund Asset Management Reserve Fund. The sanitary sewer use fee increases indicated below are solely related to increased contributions to the Sanitary Sewer Asset Management Reserve Fund and the water user fee increases noted below include 2.5% for increased contributions to the Water Asset Management Reserve Fund.

	2015	2016	2017	2018	2019
Property Tax Increase	1.0%	1.7%	4.2%	2.4%	1.9%
Sanitary Sewer User Fee Increase	5.0%	5.0%	5.0%	4.0%	4.0%
Water User Fee Increase	7.5%	7.5%	7.5%	7.5%	7.5%

### 2015 Budget Impact on a Typical Home

The impact of the budget increases in the 2015 Financial Plan for a typical home in Nanaimo is estimated to be \$44.22. This is based on a home worth \$350,000.

Taxation (City of Nanaimo, VIRL only)	\$ 20.78
Water Fees	\$ 28.84
Sewer Fees	\$ 5.35
Garbage Fees	<u>\$(10.75)</u>
	<b><u>\$ 44.22</u></b>

## 2015 Revenue Breakdown

The table below indicates the revenues collected and used to fund 2015 expenditures.

	\$	%
Taxation	95,628,158	50%
User Fees	36,694,292	19%
Reserves	29,375,763	16%
Other Revenues	27,655,951	15%
Borrowing	134,646	0%
	<b>189,488,810</b>	<b>100%</b>

The primary funding source for city services in the 2015 Financial Plan is property taxes at \$95 million. This includes a property tax levy increase of \$2.3 million of which approximately \$1.3 million comes from new assessment growth. New assessments are created through additional residential units and business in the City.

### Taxation

Property taxes represent 50% of the City's 2015 revenues and finance a majority of the services provided by the City. Every property owner in the province must pay property taxes based on the value of their property unless the property is specifically exempted by provincial statute. Statutory exemptions are listed in the *Community Charter* and include, but are not limited to:

- Schools and universities
- Hospitals
- Places of public worship
- Property owned by BC or Canada

The valuation of property within the City is determined by BC Assessment. BC Assessment is a provincial Crown Corporation that classifies and assesses the value of all real property in British Columbia.

In British Columbia, there are nine property classes:

- Residential
- Utilities
- Supportive Housing
- Major Industry
- Light Industry
- Business / Other
- Managed Forest Land
- Recreational / Non profit
- Farm

Under the *Community Charter* the City may grant permissive tax exemptions which exempt certain properties from taxation for a specified period of time.



## User Fees

In accordance with the *Community Charter*, municipal governments set fees and charges by bylaw to cover reasonable costs of providing services to the public. The fees charged must be for the services delivered with no intention of generating a surplus.

The City has adopted bylaws authorizing user fees for parks and recreation programs, water, sewer and garbage utilities and animal control.

Council approved fee increases for water and sewer user rates and a fee decrease for solid waste collection rate. The reduction in solid waste collection rates is due to the transfer of recycling responsibilities to Multi Materials BC (MMBC).



## Reserve Funds and Surplus

The City has Reserve Funds (Statutory Reserves) that are authorized by the Community Charter and/or City bylaw. The purpose of setting aside reserves is to provide funding for various anticipated future expenditures to ensure sufficient funds are available when required and where possible avoid the need to incur debt. Statutory Reserves may only be used as authorized by the Community Charter and the related Council Bylaw.

Surplus funds are the result of past budget surpluses (i.e. where actual revenues have been in excess of actual expenditures) and may be used for any municipal capital or operating purpose as authorized by Council. Currently, the City allocates its surplus

to specific reserves and uses these to fund one-time capital and operating items. In 2014, monies from reserves were used to purchase Linley Valley Park.

The City's Reserve Accounts will be used to fund ongoing projects and potential liabilities such as tax appeals and insurance claims. Statutory Reserve Funds including development cost charges, asset management, facility development and equipment replacement reserves will be used to fund projects in future years related to development and infrastructure renewal. Despite the size of these reserves, there are needs that have been identified in the capital planning process for which no funding sources currently exists.

## Other Revenues

### Grants

In addition to grants for specific capital projects, the City receives annual grants including a Provincial Traffic Fine revenue grant. The City also receives grants in lieu of taxes from properties owned by the

Federal or Provincial Governments or their Agencies and from private utilities operating within the City of Nanaimo.

### Casino Revenue

In November 1999, the City of Nanaimo began to receive revenue from a casino operation. The City receives 10% of the net earnings from casino operations. Casino revenues are variable and have

declined during the past years, from \$3.0M received in 2008 to \$2.3M received in 2012, then a modest recovery in 2013 to \$2.5M. Revenues for 2014 were \$2.4M.



### Interest Income

The City pools its available cash from various funds and invests in financial instruments in accordance with the City's investment policy (Appendix B).

Interest income continues to remain below historical levels due to low market rates.



# 2015 Key Budget Drivers

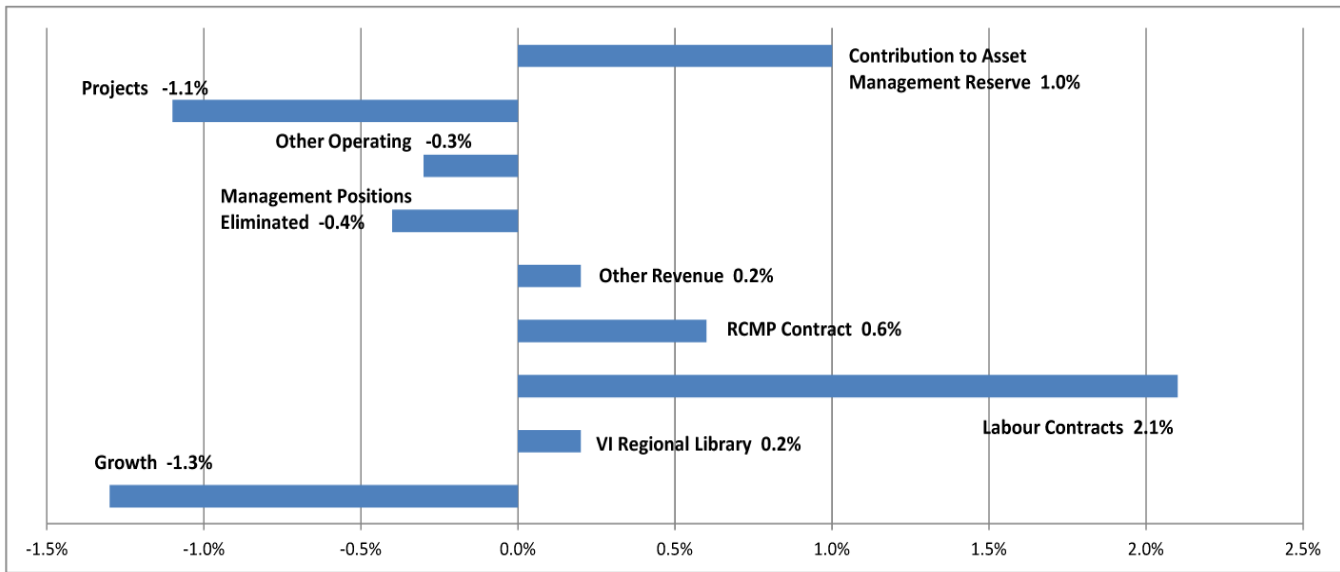
The 2015 property tax increase of 1% is for an increased contribution to the General Asset Management Reserve. All other expenditure budget increases were offset by expenditure budget decreases and revenue increases as noted below.

2015 expenditure budget increases:

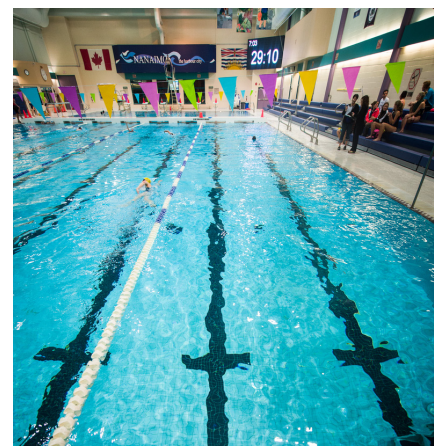
- Labour contracts
- RCMP contract for current level of service
- Vancouver Island Regional Library contract

These were offset by 2015 expenditure budget reductions and growth:

- Elimination of 3 management positions
- Reduced management consulting
- Other operating including reduced consulting and staff training
- Reduced funding for projects from taxation
- Increased property tax revenues due to growth



## New Revenues, Service Level Changes and Savings



The 2015 – 2019 Financial Plan process focused on the need to maintain a reasonable tax rate, identify efficiencies without compromising service levels and continue to renew asset infrastructure in an optimal manner.

On February 2, 2015, Council approved proceeding with a Core Services Review. A Core Services Review

Steering Committee was established and will first develop a mandate to guide the development of terms of reference of the core review. It is expected that the review will be completed during 2015 and early 2016. During the Core Review process, Council has directed that current service levels and staffing levels will not be adjusted.

### New Revenues

The 2015 – 2019 Financial Plan includes new revenues starting in 2016 from proposed operating agreement with Fortis BC. This agreement is expected to be completed in 2015 with revenues starting to be collected mid 2016. New revenues in 2016 are estimated to be \$373,000 and then estimated to \$747,000 per year starting in 2017.

Additional residential units and businesses generate additional property tax revenues each year for the City. Property tax revenues in 2015 increased by \$1.3M due to growth.



## Service Level Increases

The 2015-2019 Financial Plan also includes the following service level increases between 2015 and 2019:

- Police Services
  - 16 additional RCMP members
    - 4 members in 2016
    - 3 members in 2017
    - 5 members in 2018
    - 4 members in 2019
  - 3 additional support staff for Police Services
    - 1 FTE in 2016
    - 1 FTE in 2017
    - 1 FTE in 2018
- Fire Services
  - 20 additional firefighters
    - 10 firefighters in 2017
    - 10 firefighters in 2018
- Water Treatment Plant
  - 1 Management position in 2015
  - 4 Water Operators (CUPE) positions in 2015



## Annual Operating Savings

Three management positions were eliminated and resulted in \$359,000 budget reduction.

Management consulting and staff training budgets were reduced by \$193,000.

## 2015-2019 Financial Plan - Revenues and Expenditures

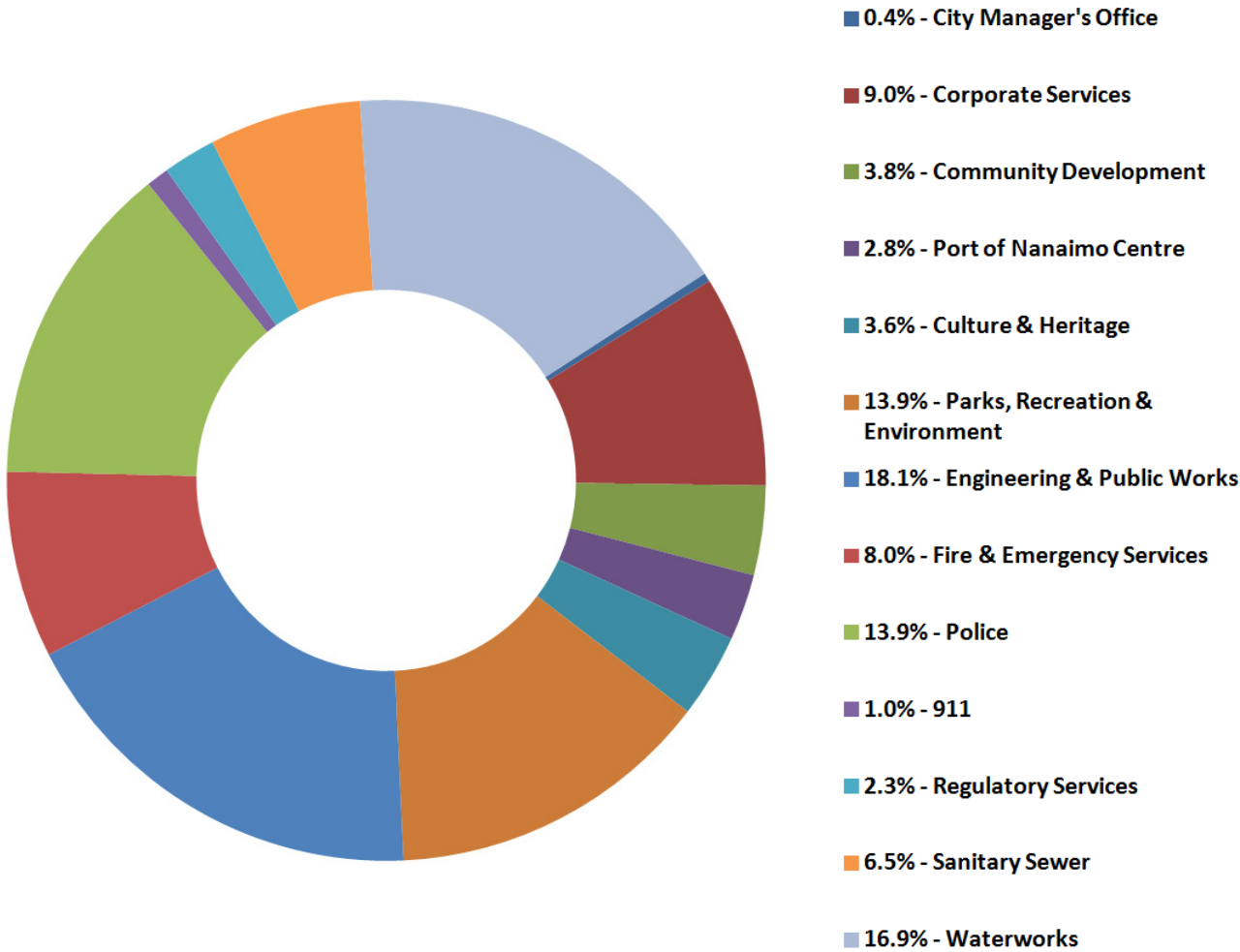
The 2015 – 2019 Financial Plan is summarized below. This presentation identifies all expenditures and funding sources, including capital and operating projects by Department.

### 2015 Total Expenditures by Department (Includes Project Expenditures)

	2013 Actual	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
<b>FUNDING REVENUES (\$)</b>							
Property Taxes	89,382,256	93,082,191	95,391,584	98,211,615	103,500,540	107,168,916	110,397,761
Parcel Taxes	245,165	247,980	236,574	234,042	234,242	236,584	--
Fees & Charges	35,523,218	35,195,818	36,694,292	38,326,816	40,066,312	41,853,336	43,748,545
Other	46,324,798	23,263,896	27,665,951	28,773,712	32,515,020	24,953,346	25,396,478
Borrowing	13,312,703	9,339,567	134,646	8,400,000	600,000	6,000,000	--
<b>Annual Total Revenues</b>	<b>184,788,141</b>	<b>161,129,452</b>	<b>160,113,047</b>	<b>173,946,185</b>	<b>176,916,114</b>	<b>180,212,182</b>	<b>179,542,784</b>
<b>EXPENDITURES (\$)</b>							
City Manager's Office	447,314	826,765	730,600	746,721	760,114	775,919	794,266
Corporate Services	14,631,861	17,898,486	17,728,772	16,773,112	16,619,408	17,149,465	17,489,522
Community Development	12,126,916	7,241,245	7,485,469	6,175,533	6,289,777	6,406,970	6,627,411
Port of Nanaimo Center	5,415,996	5,639,579	5,557,208	5,725,892	5,777,821	6,145,104	6,011,849
Culture & Heritage	4,814,413	6,008,385	7,013,418	11,325,407	13,409,206	6,892,386	6,766,350
Parks, Recreation & Environment	25,320,242	26,733,257	27,293,923	23,324,154	24,901,108	23,918,110	25,249,531
Engineering & Public Works	26,808,939	29,877,754	35,695,552	34,264,487	30,710,305	33,204,696	28,299,899
Fire & Emergency Services	14,568,748	15,352,012	15,655,340	16,930,994	16,282,301	16,996,394	18,213,331
Police	25,150,822	26,321,673	27,279,161	28,558,781	30,404,581	37,344,845	32,960,401
911	1,556,654	1,781,374	1,882,240	1,853,995	1,849,448	1,889,737	1,962,677
Regulatory Services	3,189,130	4,256,532	4,428,469	3,987,966	3,672,490	4,192,913	3,983,754
Sanitary Sewer	5,655,909	11,834,326	12,702,288	8,132,736	10,814,680	6,882,127	7,654,346
Waterworks	46,673,993	45,465,198	33,325,087	19,569,763	21,812,157	16,774,827	18,807,039
<b>Annual Total Expenditures</b>	<b>186,360,938</b>	<b>199,236,584</b>	<b>196,777,527</b>	<b>177,369,541</b>	<b>183,303,396</b>	<b>178,573,494</b>	<b>174,820,374</b>
Interprogram Credits	(7,487,280)	(7,150,198)	(7,288,717)	(7,462,899)	(7,644,237)	(7,833,411)	(8,031,279)
	178,873,658	192,086,386	189,488,810	169,906,642	175,659,159	170,740,083	166,789,095
<b>Net Revenue (Expenditures)</b>	<b>5,914,483</b>	<b>(30,956,934)</b>	<b>(29,375,763)</b>	<b>4,039,543</b>	<b>1,256,955</b>	<b>9,472,099</b>	<b>12,753,689</b>
Transfers to/from Accumulated Surplus	(5,914,483)	30,956,934	29,375,763	(4,039,543)	(1,256,955)	(9,472,099)	(12,753,689)
<b>Financial Plan Balance</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
Staffing (FTEs) - Municipal	608.3	605.3	607.1	618.1	629.1	629.1	630.1
Staffing (FTEs) - RCMP	140.0	140.0	140.0	144.0	147.0	152.0	156.0



2015 Total Expenditures by Department (Includes Project Expenditures)



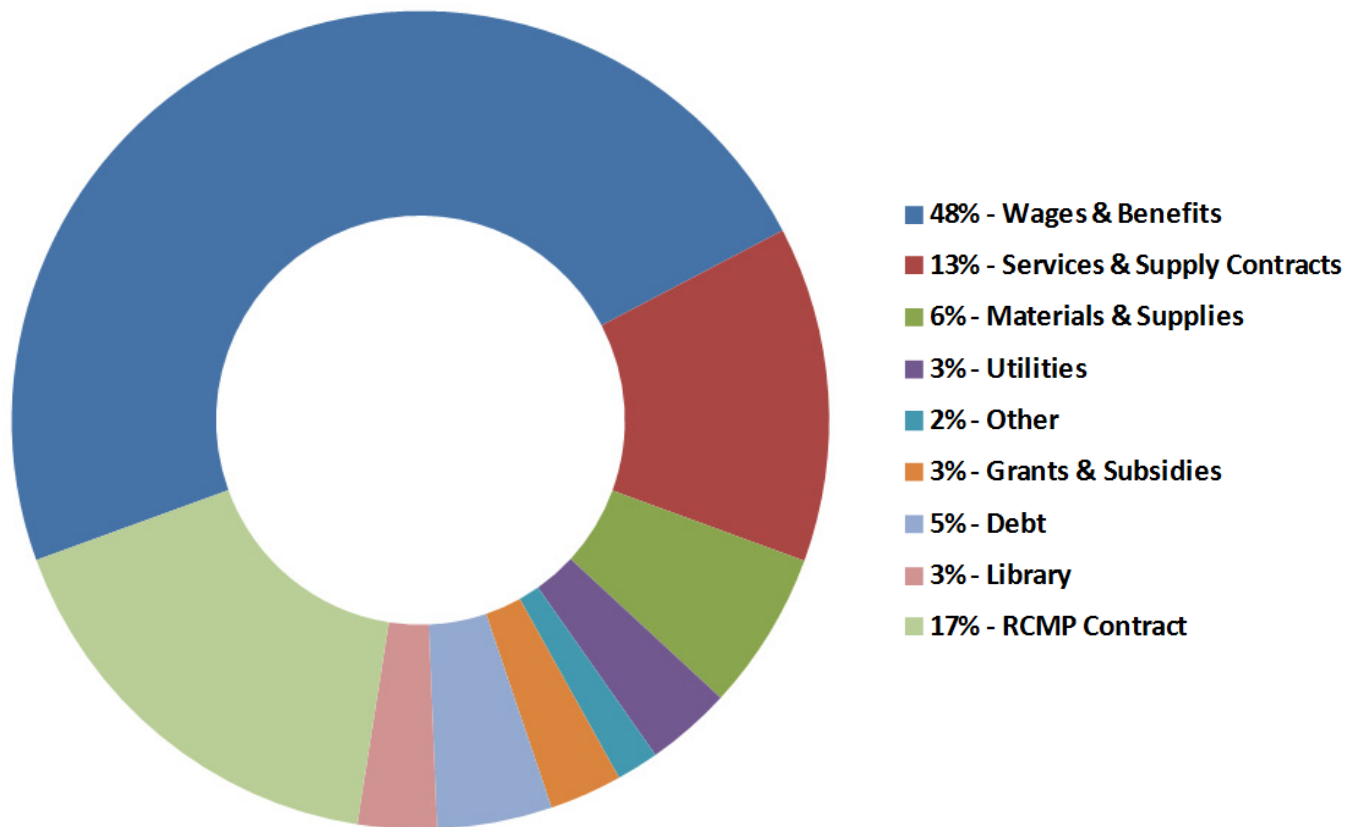
2015 Total Expenditures by Department



City of Nanaimo Five-Year Financial Plan 2015-2019

## 2015 Operating Expenditures by Type (Excludes Project Expenditures)

2015 Operating Expenditures by Type



City of Nanaimo Five-Year Financial Plan 2015-2019





## Major Funds - 2015 Financial Summary

Operating expenditures are net of transfers between funds. An allocation of General Government and Engineering and Public Works expenditures is made to both the Sewer and Water Utility Funds.

	General Fund	Sewer Utility Fund	Water Utility fund	Total
<b>OPERATING REVENUES</b>				
Taxation	\$95,624,244	\$--	\$--	\$95,624,244
Fees & Charges	11,898,030	5,981,888	14,871,059	32,750,977
Grants	1,164,610	--	--	1,164,610
Casino Revenue	2,400,000	--	--	2,400,000
Traffic Fine Sharing Revenue	1,000,000	--	--	1,000,000
Climate Action Revenue Incentive	125,909	--	--	125,909
Investment Income	1,829,135	--	--	1,829,135
Other Revenues	11,896,425	--	182,480	12,078,905
<b>Revenues Total</b>	<b>\$125,938,353</b>	<b>\$5,981,888</b>	<b>\$15,053,539</b>	<b>\$146,973,780</b>
<b>OPERATING EXPENDITURES</b>				
General Government	\$19,412,743	\$--	\$--	\$19,412,743
Police Protection	27,089,161	--	--	27,089,161
Fire Protection	13,211,204	--	--	13,211,204
Other Protection	1,958,180	--	--	1,958,180
Regulatory Services & Parking	2,908,296	--	--	2,908,296
Community Services Administration	1,021,900	--	--	1,021,900
Culture & Heritage	5,942,896	--	--	5,942,896
Parks, Recreation & Environment	20,840,320	--	--	20,840,320
Engineering & Public Works	15,426,019	3,296,696	8,671,540	27,394,255
Port of Nanaimo Centre	5,557,208	--	--	5,557,208
<b>Annual Operating Expenditures</b>	<b>\$113,367,927</b>	<b>\$3,296,696</b>	<b>\$8,671,540</b>	<b>\$125,336,163</b>
<b>Surplus Before Projects and Transfers to Reserves</b>	<b>\$12,570,426</b>	<b>\$2,685,192</b>	<b>\$6,381,999</b>	<b>\$21,637,617</b>
<b>Funding for Projects</b>	<b>\$7,026,892</b>	<b>--</b>	<b>\$130,000</b>	<b>\$7,156,892</b>
<b>Transfer to Reserves (funding for future year projects)</b>	<b>\$5,543,534</b>	<b>\$2,685,192</b>	<b>\$6,251,999</b>	<b>\$14,480,725</b>
<b>Net</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>

# CHAPTER 5 - OPERATING PLAN OVERVIEW



**2015 - 2019 Financial Plan**



# CHAPTER 5 - Operating Plan Overview

## Introduction

### Business Units - City Divisions, Departments and Sections:

In addition to the City Manager's Office, the City is organized into two main divisions: Corporate Services and Community Services. Each Division is led by a General Manager. The Corporate Services Division includes the following departments: Human Resources and Organizational Planning, Community Development, Finance and Purchasing, and Information Technology and Legislative Services. The

Community Services Division includes the following departments: Engineering and Public Works, Social and Protective Services, Parks, Recreation and Environment and Culture and Heritage. The Engineering and Public Works department is also responsible for the Sanitary Sewer and Waterworks utilities. Departments are then organized into sections focused on specific service delivery functions.

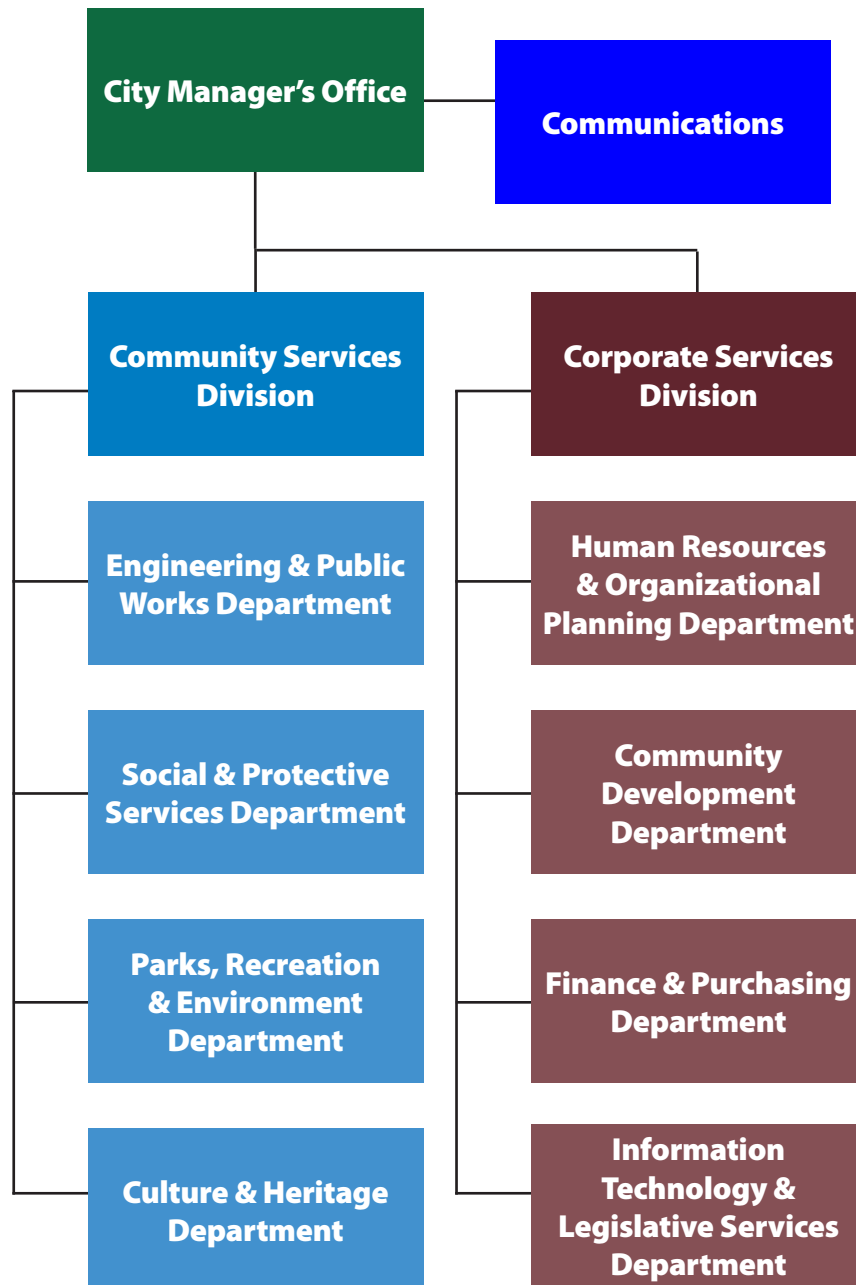
### 2015 Operating Budget

The following sections will provide more detailed information on the City Manager's Office, the Corporate Services Division and Departments, and the Community Services Division, Departments and Sections. The information includes:

- Overview
- Annual Operating Expenditure and Revenues Budgets
- 2015 Goals and Objectives



# City of Nanaimo Organization Structure





## Employee Base - Full Time Equivalent (FTE) Analysis

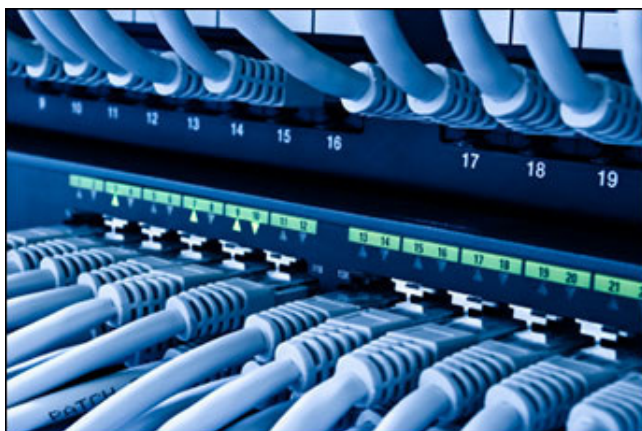
The City of Nanaimo budgets for full staff complement in all departments. The only exception is for RCMP members, where 96% of the projected contract cost is budgeted due to the history of vacancies and to minimize surplus.

The City underwent a significant reorganization at the end of 2013. Departments were re-organized to bring about a change in corporate culture to better align with The Strategic Plan, reduce costs and improve communications. A new Culture and Heritage department was created and resources reallocated from other departments. A new Social and Protective Services department was created to bring together Social Planning, Police, Fire, Bylaw and Emergency Planning resources and functions.

Information Technology and Legislative Services were combined into one department. Environmental Services merged with Parks and Recreation.

Three management positions have been eliminated for the 2015 budget. Management positions eliminated include: Deputy Chief Administration (Fire), Manager Engineering Support Services and Manager Recreation Services.

The Environmental Bylaw Enforcement Officer has been moved from the Regulatory Services department to the Parks, Recreation and Environment department. A manager position and four technician positions have been added to the Engineering and Public Works department for the new Water Treatment Plant.



## City of Nanaimo Full Time Equivalents (FTEs) by Department

Engineering and Public Works Department includes Sanitary Sewer and Waterworks Utilities.

	2011	2012	2013	2014	2015
<b>City Administration</b>	2.0	2.0	2.0	5.0	5.0
<b>Corporate Services Division</b>					
Corporate Services	77.7	79.7	79.6	77.7	77.7
Strategic Relationship	7.0	1.0	1.0		
Development Services	67.0	67.0	71.5		
Community Development				50.0	50.0
<b>Community Services Division</b>					
Administration				3.0	3.0
Culture & Heritage				4.0	4.0
Parks, Recreation & Environment	132.4	136.5	135.5	129.9	129.8
<b>Social &amp; Protective Services</b>					
Administration				2.0	2.0
Regulatory Services				14.0	13.0
911 Services	15.0	14.8	15.0	16.0	16.0
Fire Services	97.0	96.8	96.8	96.8	95.8
Emergency Services	1.0	1.0	1.0	1.0	1.0
<b>Police Services</b>					
Municipal	59.7	61.9	62.9	64.0	63.9
RCMP Members	135.0	140.0	140.0	140.0	140.0
Engineering & Public Works	144.0	143.0	143.0	142.0	146.0
	<b>737.8</b>	<b>743.7</b>	<b>748.3</b>	<b>745.3</b>	<b>747.1</b>





# City Manager's Office

## Description and Level of Service

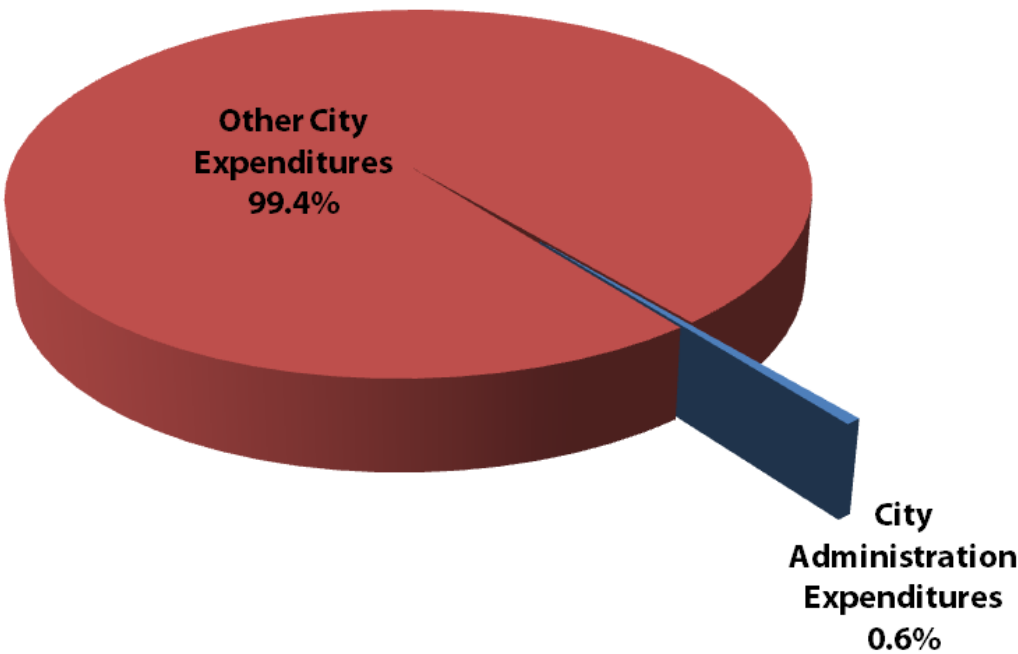
The City Manager's Office serves Council directly and acts as the primary connection between staff and City Council. This office provides direction for staff recommendations that reflect relevant facts, options and professional opinion pertaining to issues considered by Council.

The City Manager's Office takes the lead role in managing the implementation of the policy direction which has been established by Council. As Chief Administrative Officer, the City Manager is the senior staff leader and accordingly, provides

managerial leadership, control and direction to all City departments and operations.

Effective 2014, the City Manager's Office also includes the communications function which supports both internal and external City communications. This area is responsible for informing the public of City news via the media and the City website, and provides support in issues management, media relations, marketing and communications to many parts of the City organization.

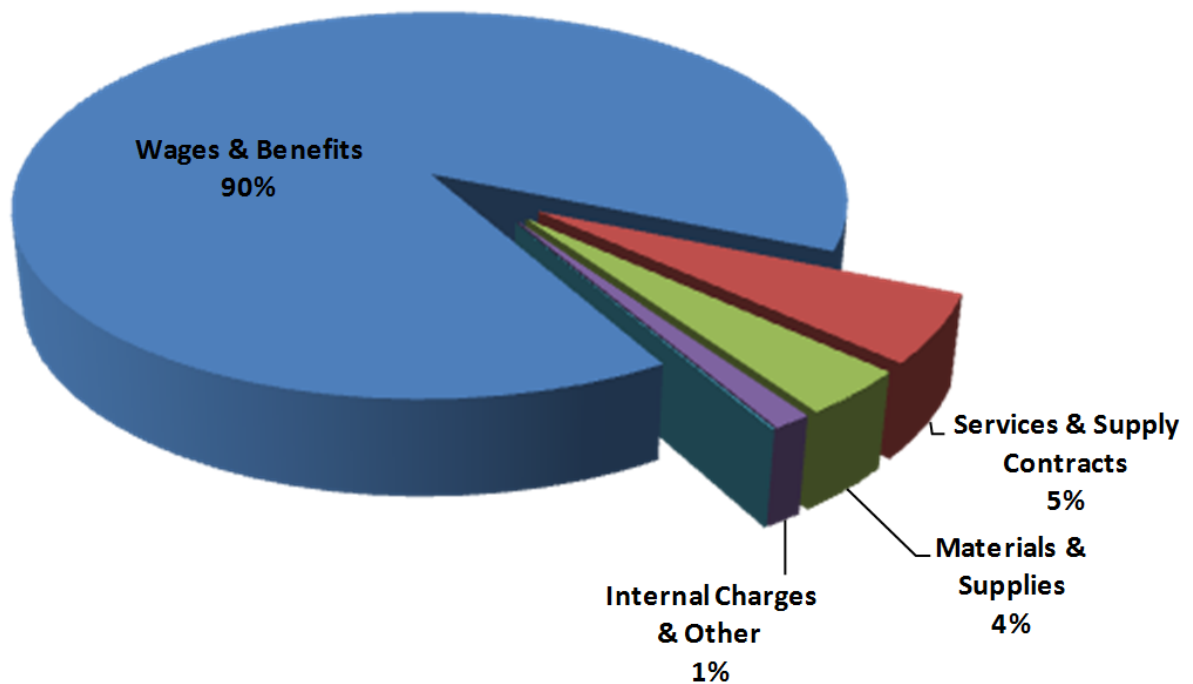
## Total Expenditures



## Annual Operating Expenditures and Revenues

	2013 Actual	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
<b>EXPENDITURE SUMMARY (\$)</b>							
Wages & Benefits	415,222	743,265	654,626	667,719	681,073	694,693	708,588
Services & Supply Contracts	4,726	50,700	39,840	40,637	41,449	42,280	43,121
Materials & Supplies	18,857	28,000	26,450	27,999	26,477	27,007	29,713
Internal Charges & Other	8,010	4,800	9,184	9,856	10,595	11,408	12,303
Grants & Subsidies	500	--	500	510	520	531	541
Total Expenditures	447,314	826,765	730,600	746,721	760,114	775,919	794,266
Revenues Generated	--	--	--	--	--	--	--
<b>Net Operating Costs</b>	<b>\$447,314</b>	<b>\$826,765</b>	<b>\$730,600</b>	<b>\$746,721</b>	<b>\$760,114</b>	<b>\$775,919</b>	<b>\$794,266</b>
Staffing (FTEs)	2.0	5.0	5.0	5.0	5.0	5.0	5.0
Cost Per Capita	\$5.20	\$9.53	\$8.36	\$8.48	\$8.56	\$8.67	\$8.81

## Annual Operating Expenditures by Type





# Corporate Services Division

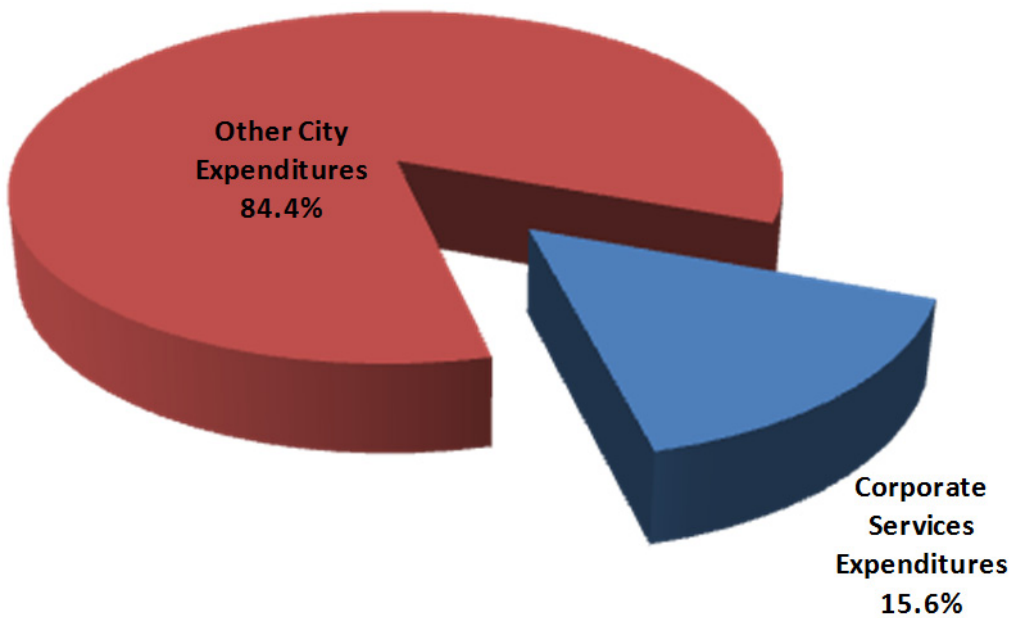
Community Development | Finance and Purchasing |  
Human Resources and Organizational Planning |  
Information Technology and Legislative Services |

## Overview

The Corporate Services Division supports the City’s vision by providing support and advice in specialized areas including human resources, community development, financial, and technological and administrative services.

The division provides support to other departments, liaises with intergovernmental organizations, complies with senior government policies and legislations and interacts with the public.

## Total Expenditures

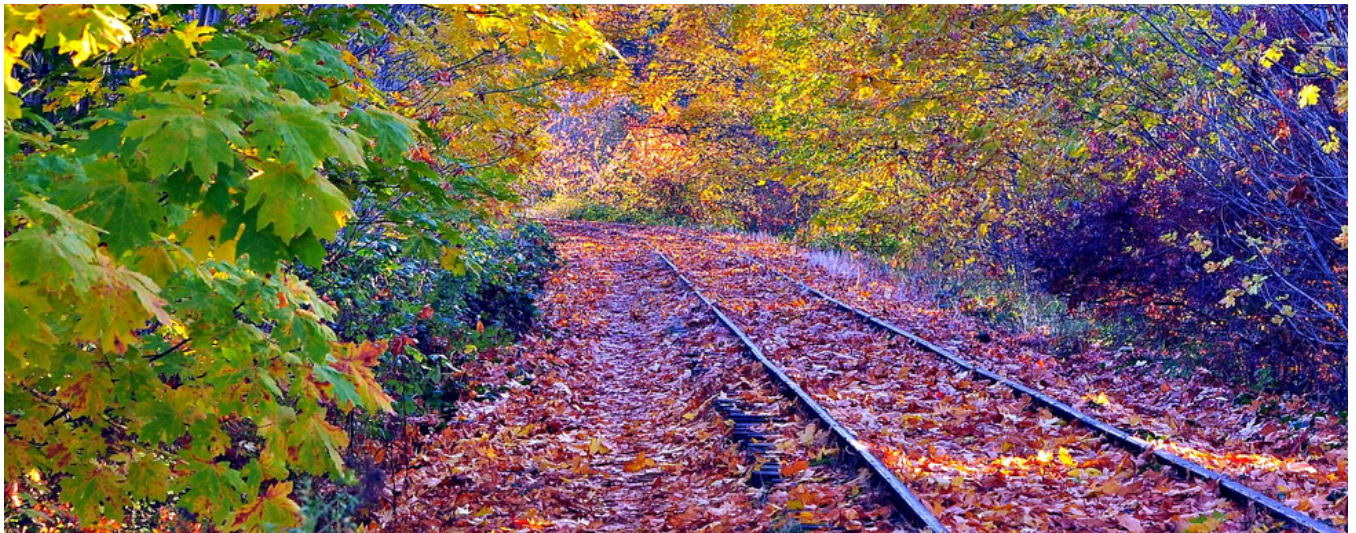
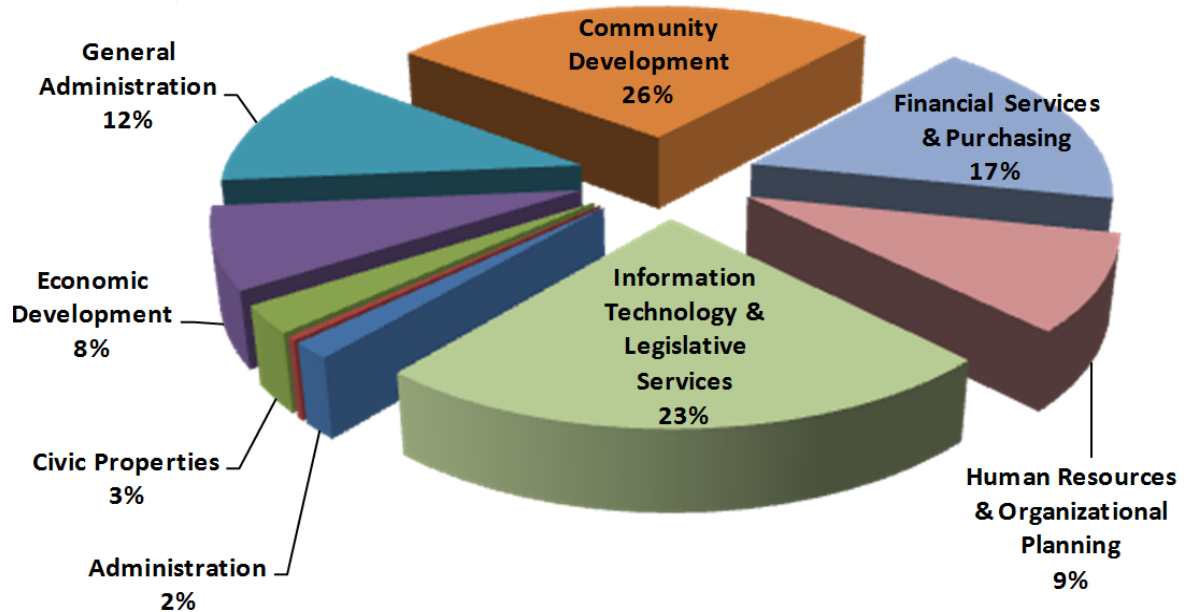


## Division is organized in four departments:

- Community Development
- Human Resources and Organizational Planning
- Financial Services and Purchasing
- Information Technology and Legislative Services

Also included in this division is responsibility for operations and maintenance of City Hall and the Service and Resource Centre, the contract with Nanaimo Economic Development Corporation (NEDC) and the annual grant to Downtown Nanaimo BIA.

## Annual Expenditures by Department





## Annual Operating Expenditures and Revenues by Department

Administration includes senior leadership resources for the Corporate Services division. Resources include the General Manager, support staff and other office expenses.

Community Development (Grants) includes specific grants such as security checks and permissive tax exemptions.

Economic Development includes the contract between the City and the Nanaimo Economic Development Corporation (NEDC) and the grant to the DNBIA.

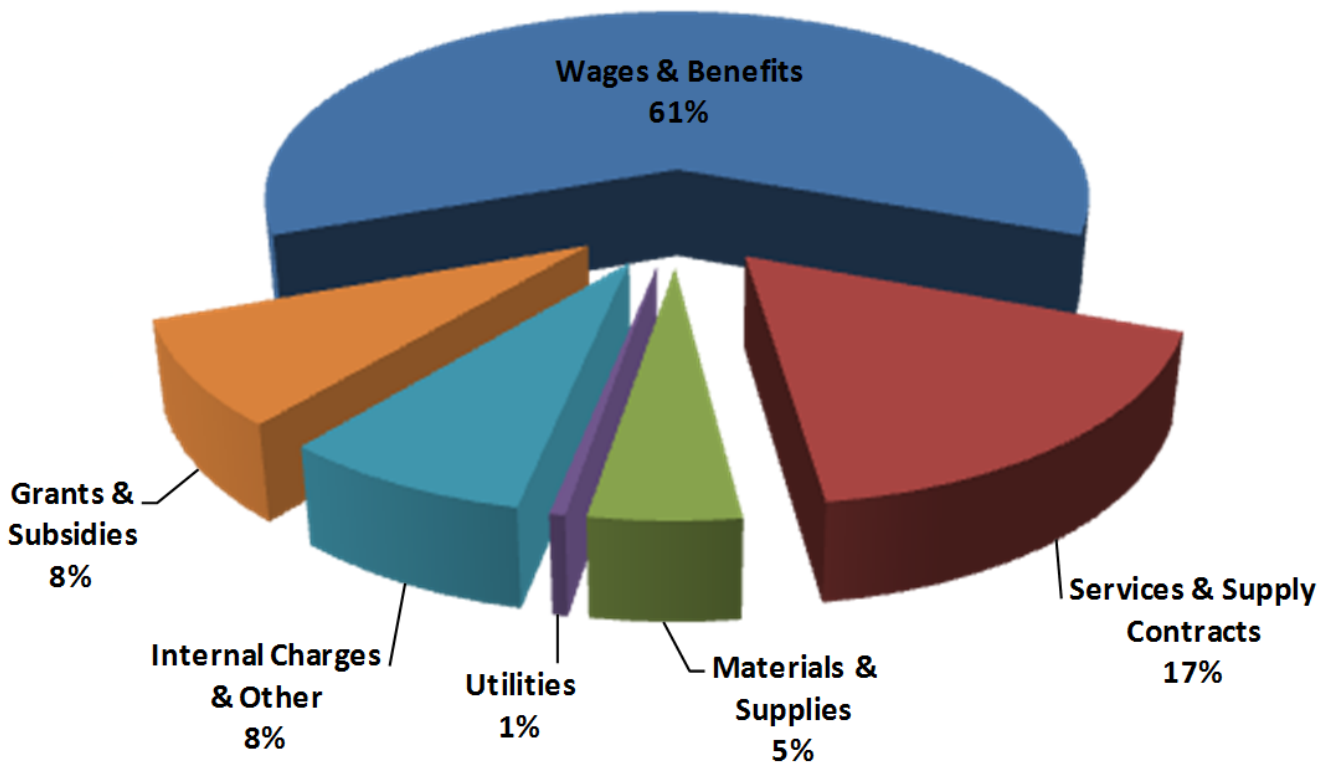
Civic Properties includes costs related to operating and maintenance of City Hall and the Services and Resource Centre buildings.

General Administration includes common costs such as insurance, legal and contingency for contract increases.

Detailed information for the Community Development, Financial Services and Purchasing, Human Resources and Organizational Planning, Information Technology and Legislative Services departments is provided in next sections of this document.

	2013 Actual	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
<b>REVENUES GENERATED (\$)</b>							
General Administration	207,405	110,200	110,200	111,302	112,415	113,539	114,674
Community Development (Grants)	24,245	25,877	27,734	27,734	27,734	27,734	27,734
Economic Development	253,747	--	--	--	--	--	--
Community Development	2,773,685	2,935,700	2,888,009	2,914,210	2,940,675	2,967,403	2,994,394
Financial Services & Purchasing	128,417	160,000	154,220	155,762	157,319	158,893	160,481
Human Resources & Organizational Planning	18,369	10,249	10,249	10,351	10,455	10,559	10,665
Information Technology & Legislative Services	6,596	43,800	--	--	--	45,127	--
<b>Revenues Total</b>	<b>\$3,412,465</b>	<b>\$3,285,826</b>	<b>\$3,190,412</b>	<b>\$3,219,359</b>	<b>\$3,248,598</b>	<b>\$3,323,255</b>	<b>\$3,307,948</b>
<b>EXPENDITURES (\$)</b>							
Administration	670,276	356,299	327,431	336,172	340,984	347,988	357,320
Community Development (Grants)	102,063	72,815	73,573	74,166	74,766	75,383	76,011
Civic Properties	577,400	537,293	550,089	561,688	573,576	585,779	598,290
Economic Development	1,933,235	1,624,301	1,625,081	1,625,081	1,625,081	1,625,081	1,625,081
General Administration	1,348,067	2,923,845	2,467,664	2,506,817	2,556,954	2,608,092	2,660,253
Community Development	6,656,596	5,294,153	5,389,001	5,500,533	5,614,777	5,731,970	5,852,411
Financial Services & Purchasing	3,318,879	3,316,684	3,496,655	3,591,804	3,648,100	3,720,468	3,809,615
Human Resources & Organizational Planning	1,691,821	1,875,750	1,906,832	1,946,726	1,987,821	2,029,684	2,072,602
Information Technology & Legislative Services	4,660,310	4,829,039	4,887,852	4,952,735	5,052,884	5,357,906	5,273,349
Strategic Relationships	92,999	--	--	--	--	--	--
<b>Annual Total Expenditures</b>	<b>\$21,051,646</b>	<b>\$20,830,179</b>	<b>\$20,714,178</b>	<b>\$21,095,722</b>	<b>\$21,474,943</b>	<b>\$22,082,351</b>	<b>\$22,324,933</b>
<b>Net Operating Expenditures</b>	<b>\$17,639,181</b>	<b>\$17,544,353</b>	<b>\$17,523,766</b>	<b>\$17,876,363</b>	<b>\$18,226,345</b>	<b>\$18,759,096</b>	<b>\$19,016,985</b>
Staffing (FTEs)	136.6	127.7	127.7	127.7	127.7	127.7	127.7
Cost Per Capita	\$204.97	\$202.28	\$200.48	\$202.92	\$205.28	\$209.64	\$210.87

## Annual Operating Expenditures by Type





# Community Development

## Description and Primary Activities

The Community Development department serves Council and its Committees, residents, businesses, property owners, builders, design professionals, other Departments, senior levels of government and community groups.

The department is organized into six sections:

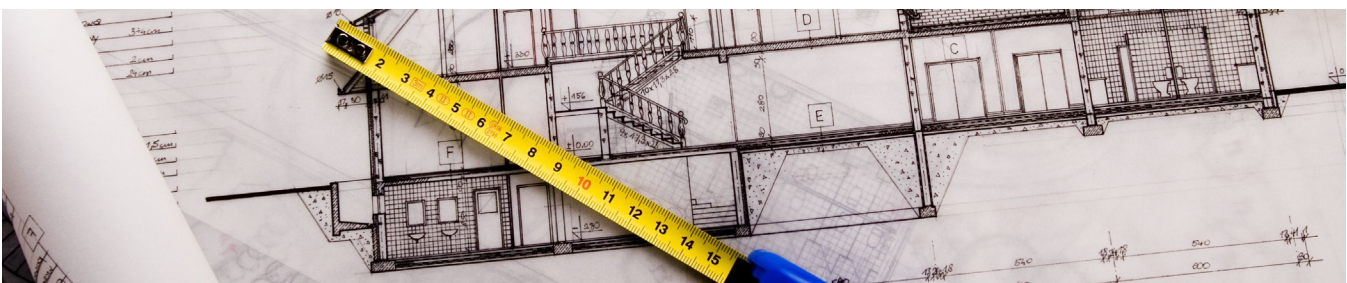
- Administration
- Building Inspections
- Planning and Design
- Support Services and Business Licensing
- Real Estate
- Engineering and Subdivision

## Administration

- Directs and supports the activities of the Department
- Provides advice to Council on all matters related to the Planning and Development of the Community
- Ensures that the Department's goals and objectives are consistent with Council policy, plans and direction
- Monitors and establishes Department policies, procedures and practices with a focus on customer service
- Supports the work of the Planning and Transportation Advisory Committee

## Building Inspections

- Promotes liveability, fire, health and life-safety standards in the community
- Reviews permit applications and conducts inspections within a framework of municipal policies and land use regulations and the BC Building Code





## Planning and Design

- Implementation of policy and programs identified in the City's Official Community Plan '*planNanaimo*'
- Reviews OCP amendments rezonings, development permits, development variance permits, along with business, liquor and waste stream management licence applications
- Supports the work of the Design Advisory Panel and the Board of Variance

## Real Estate

- Develop strategies and policies for land acquisition and dispositions
- Guides decisions related to sale and acquisition of municipally-owned lands
- Represent the City in property negotiations
- Ensure property transactions comply with relevant statutes, regulations and policies

## Engineering and Subdivision

- Review development applications including construction of both private infrastructure and City infrastructure (developer contributed)
- Establish subdivision requirements and review applications
- Administer collection of Development Cost Charges
- Implement the Urban Forest Strategy and regulate tree removal



### 2014 Goals Update

- Complete review of Official Community Plan
  - General Plan Amendments introduced to Council Fall 2014
- Waterfront remediation
  - South Downtown Waterfront Initiative - Vision and Guiding Principles received by Council
  - Detailed Site Investigation and Screening Level Risk Assessment to be completed Fall 2014
  - Demolition of pallet building on 1 Port Drive
- Contribute to Development Cost Charges (DCC) review
  - Review underway
- Complete Design Guideline review

### 2015 Goals

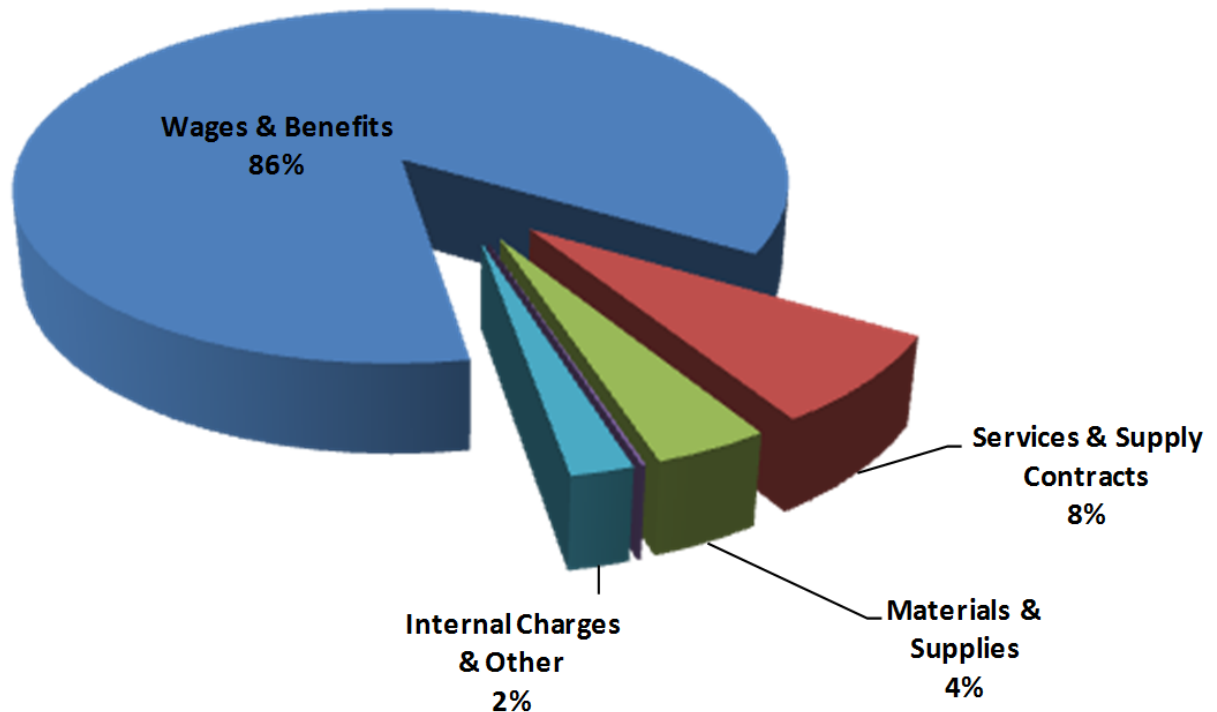
- Complete review of Official Community Plan
  - Goals and progress review
- South Downtown Waterfront
  - SDWF Master Plan
  - Detailed Risk Assessment and Comprehensive Remedial Plan
  - Demolition of existing dock on 1 Port Drive



## Annual Operating Expenditures and Revenues

	2013 Actual	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
<b>EXPENDITURE SUMMARY (\$)</b>							
Wages & Benefits	5,530,338	4,398,800	4,645,205	4,738,109	4,832,871	4,929,530	5,028,118
Services & Supply Contracts	676,267	532,134	408,887	416,714	424,694	432,839	441,143
Materials & Supplies	216,370	235,785	211,850	215,428	219,065	222,797	226,587
Utilities	14,399	7,200	7,200	7,344	7,490	7,640	7,794
Internal Charges & Other	159,123	120,234	115,859	122,938	130,657	139,164	148,769
Grants & Subsidies	60,100	--	--	--	--	--	--
Total Expenditures	6,656,596	5,294,153	5,389,001	5,500,533	5,614,777	5,731,970	5,852,411
Revenues Generated	2,773,685	2,935,700	2,888,009	2,914,210	2,940,675	2,967,403	2,994,394
<b>Net Operating Costs</b>	<b>\$3,882,911</b>	<b>\$2,358,453</b>	<b>\$2,500,992</b>	<b>\$2,586,323</b>	<b>\$2,674,102</b>	<b>\$2,764,567</b>	<b>\$2,858,017</b>
Staffing (FTEs)	56.0	50.0	50.0	50.0	50.0	50.0	50.0
Cost Per Capita	\$45.12	\$27.19	\$28.61	\$29.36	\$30.12	\$30.90	\$31.69

## Annual Operating Expenditures by Type





# Finance and Purchasing

## Description and Primary Activities

The Finance and Purchasing department provide financial support and stewardship that support City departments delivering current and future service levels as directed by Council.

The department is organized into six sections:

- Administration
- Revenue Services
- Accounting Services
- Financial Planning
- Payroll
- Purchasing

## Administration

- Provides leadership and coordination of department activities
- Provides financial support and advice to all City departments and Council
- Ensures implementation of policies, programs and other directions of Council and management team

## Revenue Services

- Billings and collections
- Accounts receivables
- Maintain property information

## Accounting Services

- Reporting and accounting functions including accounts payable
- Cash management
- Annual financial statements



## Financial Planning

- Financial planning and analysis
- Grants administration (application and management of senior government grants)
- Preparation of Five-Year Financial Plan

## Payroll

- Process bi-weekly payroll
- Reporting requirements

## Purchasing

- Facilitate purchasing process
- Maintain appropriate and secure inventory
- Property insurance

### 2015 Goals and Major Projects

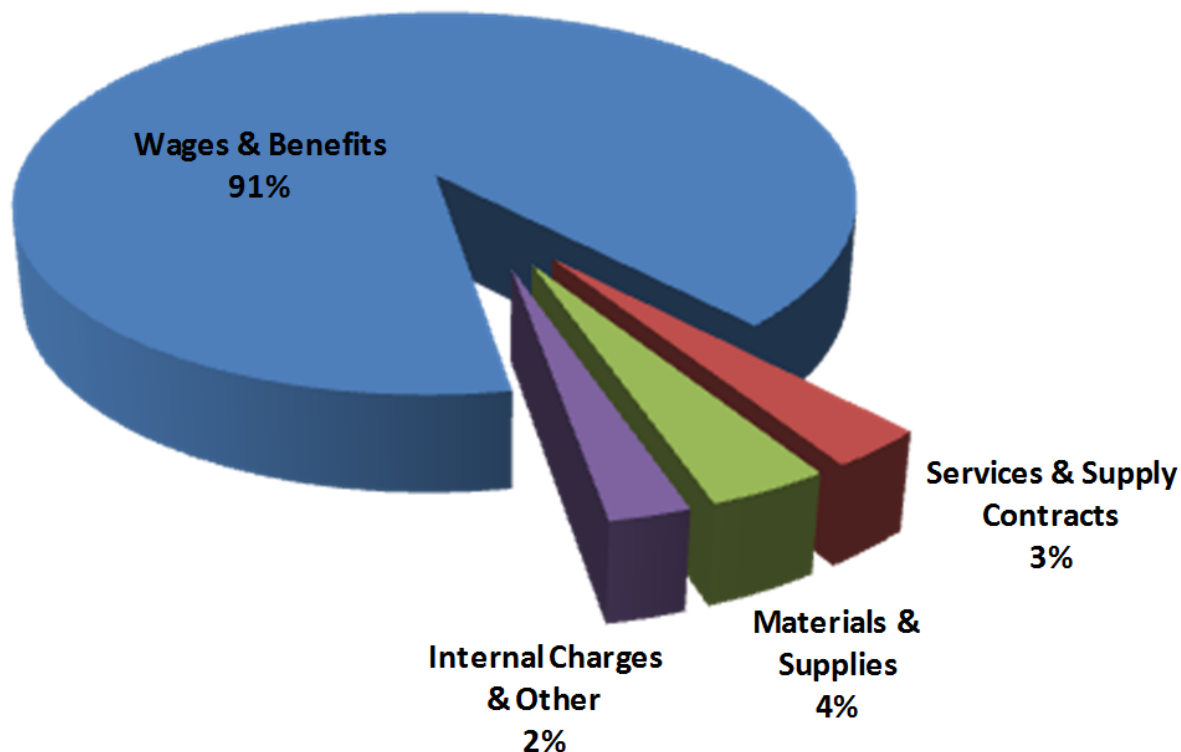
- Complete Development Cost Charges (DCC) review
- Complete water and sewer rate structure review
- Implement Caseware software to improve efficiency in preparing financial statements
- Support Council in Financial Plan review
- Begin policy development for Long Term Financial Planning
- Provide support as required to Core Services Review



## Annual Operating Expenditures and Revenues

	2013 Actual	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
<b>EXPENDITURE SUMMARY (\$)</b>							
Wages & Benefits	3,031,400	2,978,425	3,166,542	3,229,875	3,294,472	3,360,357	3,427,566
Services & Supply Contracts	96,565	108,700	108,185	132,672	116,595	114,804	127,926
Materials & Supplies	101,014	137,630	132,555	135,207	137,904	140,662	143,479
Internal Charges & Other	89,901	91,929	89,373	94,050	99,129	104,645	110,644
Total Expenditures	3,318,879	3,316,684	3,496,655	3,591,804	3,648,100	3,720,468	3,809,615
Revenues Generated	128,417	160,000	154,220	155,762	157,319	158,893	160,481
<b>Net Operating Costs</b>	<b>\$3,190,462</b>	<b>\$3,156,684</b>	<b>\$3,342,435</b>	<b>\$3,436,042</b>	<b>\$3,490,781</b>	<b>\$3,561,575</b>	<b>\$3,649,134</b>
Staffing (FTEs)	33.6	33.7	33.7	33.7	33.7	33.7	33.7
Cost Per Capita	\$37.07	\$36.40	\$38.24	\$39.00	\$39.32	\$39.80	\$40.46

## Annual Operating Expenditures by Type



# Human Resources and Organizational Planning

## Description and Primary Activities

The Human Resources and Organizational Planning department provides support and advice to attract and retain employees, support employee training and safety, and provide leadership in organizational strategic planning initiatives.

The department:

- Provides specialized advice, assistance and support in all areas related to employee and/or labour relations including matters related to performance, collective agreement interpretations, recruitment and selection.
- Plays an integral role in the collective bargaining process, including reviewing terms of the collective agreement, developing proposals and research function.
- Responsible for the benefits administration for the City.
- The Health and Safety section oversees the City's health and safety programs and ensures the City's compliance with legislation and regulations (e.g. Worksafe BC, Motor Vehicle Act). Also provides specialized advice and assists with the development and implementation of the City's occupational health and safety policy and programs, conducts incident investigations, coordinates first aid attendants and facilitates training for City staff.
- Coordinates organizational and strategic planning initiatives

### 2015 Goals and Major Projects

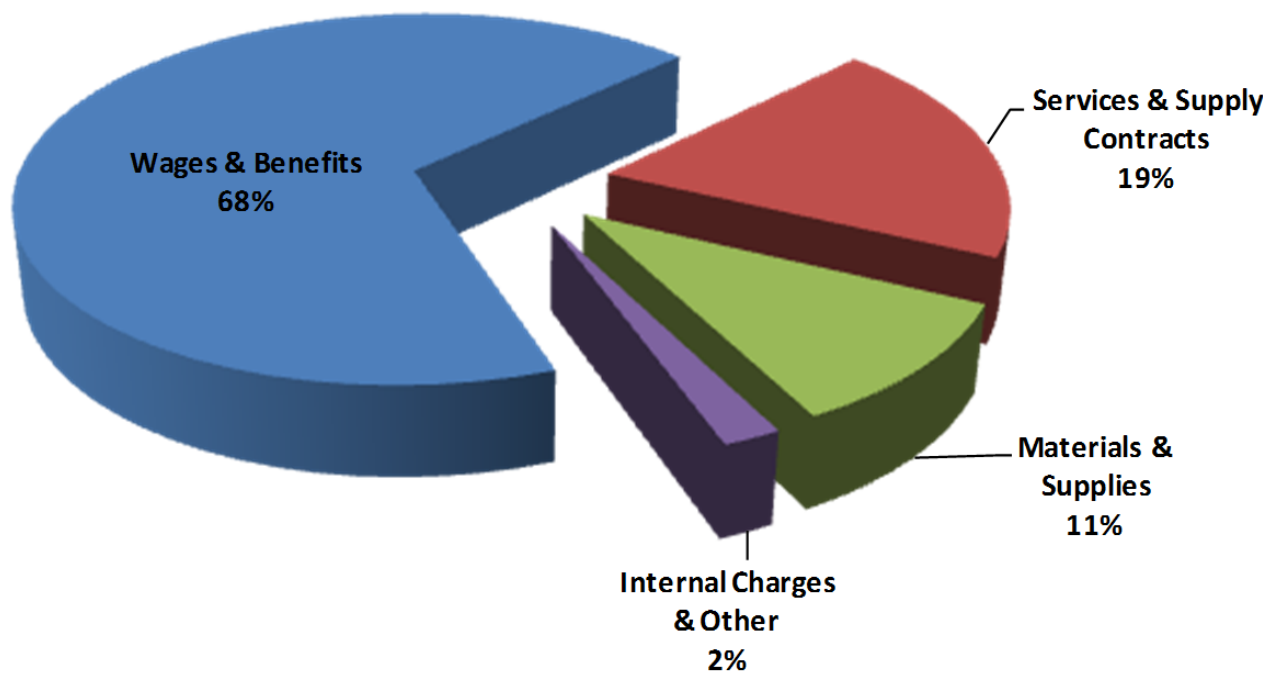
- Support Council in Strategic Planning for 2015 - 2020
- Implement new CUPE Job Evaluation Plan
- Implement new Short-Term Sick Leave Benefit Program



## Annual Operating Expenditures and Revenues

	2013 Actual	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
<b>EXPENDITURE SUMMARY (\$)</b>							
Wages & Benefits	1,162,059	1,236,251	1,302,367	1,328,415	1,354,983	1,382,082	1,409,725
Services & Supply Contracts	307,938	398,300	368,770	376,145	383,666	391,341	399,163
Materials & Supplies	174,244	202,527	197,379	201,152	204,996	208,927	212,928
Internal Charges & Other	47,580	38,672	38,316	41,014	44,176	47,334	50,786
Total Expenditures	1,691,821	1,875,750	1,906,832	1,946,726	1,987,821	2,029,684	2,072,602
Revenues Generated	18,369	10,249	10,249	10,351	10,455	10,559	10,665
<b>Net Operating Costs</b>	<b>\$1,673,453</b>	<b>\$1,865,501</b>	<b>\$1,896,583</b>	<b>\$1,936,375</b>	<b>\$1,977,366</b>	<b>\$2,019,125</b>	<b>\$2,061,937</b>
Staffing (FTEs)	12.0	12.0	12.0	12.0	12.0	12.0	12.0
Cost Per Capita	\$19.45	\$21.51	\$21.70	\$21.98	\$22.27	\$22.56	\$22.86

## Annual Operating Expenditures by Type





## Information Technology and Legislative Services

The Information Technology and Legislative Services department manages the City's information systems and processes and compliance with statutory regulations.

### Description and Primary Activities

The department is organized into three sections:

- Administration
- Information Technology
- Legislative Services

### Administration

- Directs the activities of the Department

### Information Technology

- Implement and maintain information management infrastructure including the City's Enterprise Resource Planning (ERP) system
- Facilitate development and implementation of new technology infrastructure
- Responsible for security of systems and information
- Manage asset renewal program for replacement of software, storage, networking and backup infrastructure

### Legislative Services

- Responsible for Corporate Office functions including Freedom of Information, Protection of Privacy and claim functions
- Provides Council, staff and public with agenda and meeting materials
- Maintains records in compliance with statutory requirements
- Administrative support for Mayor and Council
- Facilitates municipal elections, referendums and elector approval processes



### 2014 Goals Update

- Successful management of the 2014 Municipal Elections
- Initiation of an organization-wide project, under the e-Government Committee, to reorganize and rewrite the City's website content in keeping with best practices identified in the Website Content Review
- Replaced VCWare Virtual server infrastructure which reduced the number of physical servers to maintain

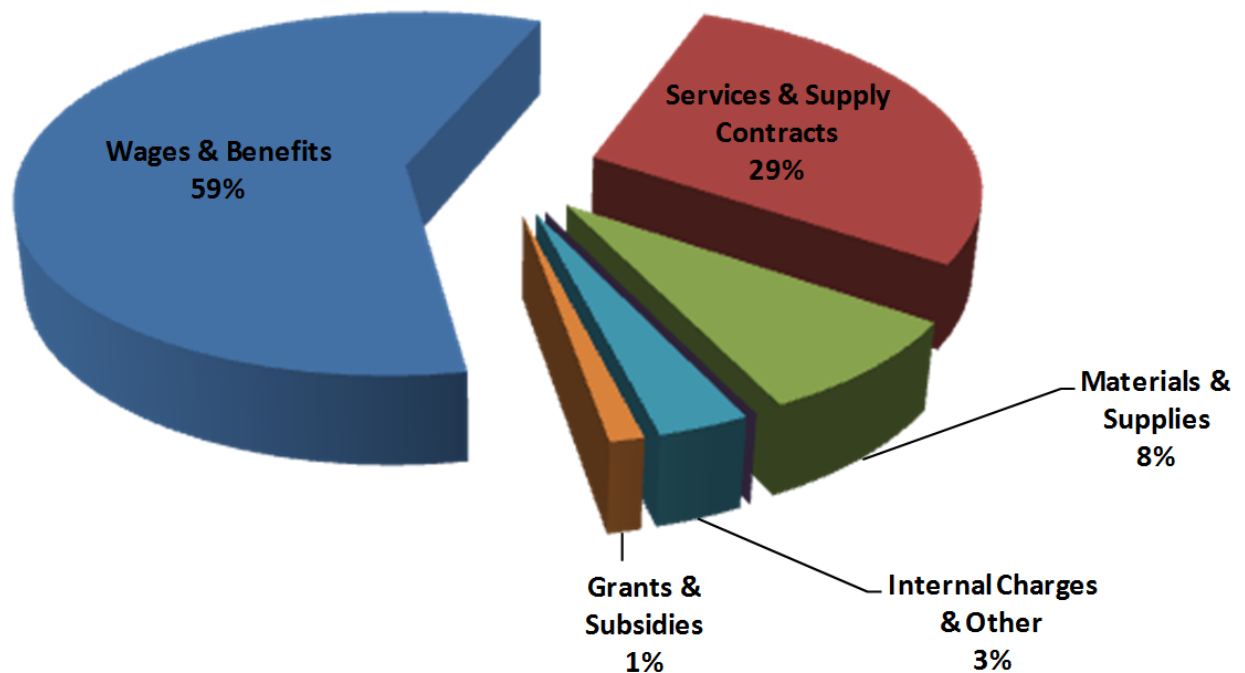
### 2015 Goals

- Provide orientation, training and support for new Council
- Implementation of recommendations of network security audit

## Annual Operating Expenditures and Revenues

	2013 Actual	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
<b>EXPENDITURE SUMMARY (\$)</b>							
Wages & Benefits	\$3,163,047	\$2,825,130	\$2,864,428	\$2,921,717	\$2,980,151	\$3,039,752	\$3,100,548
Services & Supply Contracts	1,050,929	1,367,695	1,394,325	1,401,812	1,429,842	1,643,484	1,498,430
Materials & Supplies	324,118	425,850	404,800	409,566	417,481	443,020	435,965
Utilities	22	--	--	--	--	--	--
Internal Charges & Other	65,621	151,668	155,603	159,770	164,342	169,361	174,871
Grants & Subsidies	56,574	58,696	58,696	59,870	61,068	62,289	63,535
Total Expenditures	4,660,310	4,829,039	4,877,852	4,952,735	5,052,884	5,357,906	5,273,349
Revenues Generated	6,596	43,800	--	--	--	45,127	--
<b>Net Operating Costs</b>	<b>\$4,653,714</b>	<b>\$4,785,239</b>	<b>\$4,877,852</b>	<b>\$4,952,735</b>	<b>\$5,052,884</b>	<b>\$5,312,779</b>	<b>\$5,273,349</b>
Staffing (FTEs)	27.0	26.0	26.0	26.0	26.0	26.0	26.0
Cost Per Capita	\$54.08	\$55.17	\$55.80	\$56.22	\$56.91	\$59.37	\$58.47

## Annual Operating Expenditures by Type





# Community Services Division

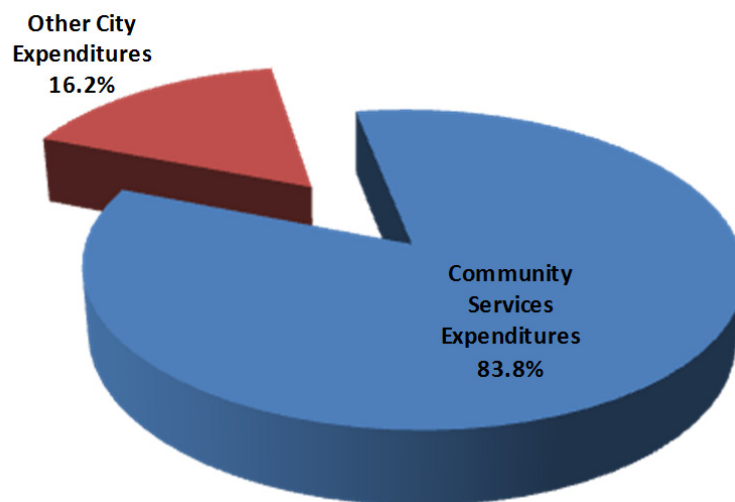
**Social and Protective Services | Parks, Recreation and Environment |  
Culture and Heritage | Engineering and Public Works |  
Sanitary Sewer Utility | Waterworks Utility |**

## Overview

The Community Services Division delivers a wide range of services to the community including fire and police services, transportation, drainage, sanitary sewer and waterworks services, and environmental protection services. The Division is also responsible for providing culture and heritage services, parks and recreation services, and parking and bylaw services.

Delivery of these services requires comprehensive knowledge, planning, operation and maintenance of City infrastructure.

## Total Expenditures including Sanitary Sewer and Water Utilities



## Division is organized in four departments:

- Social and Protective Services
- Parks, Recreation and Environment
- Culture and Heritage
- Engineering and Public Works

The Engineering and Public Works department is responsible for the Sanitary Sewer and Waterworks utilities.

## Annual Operating Expenditures and Revenues by Department

	2013 Actual	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
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### REVENUES GENERATED (\$)

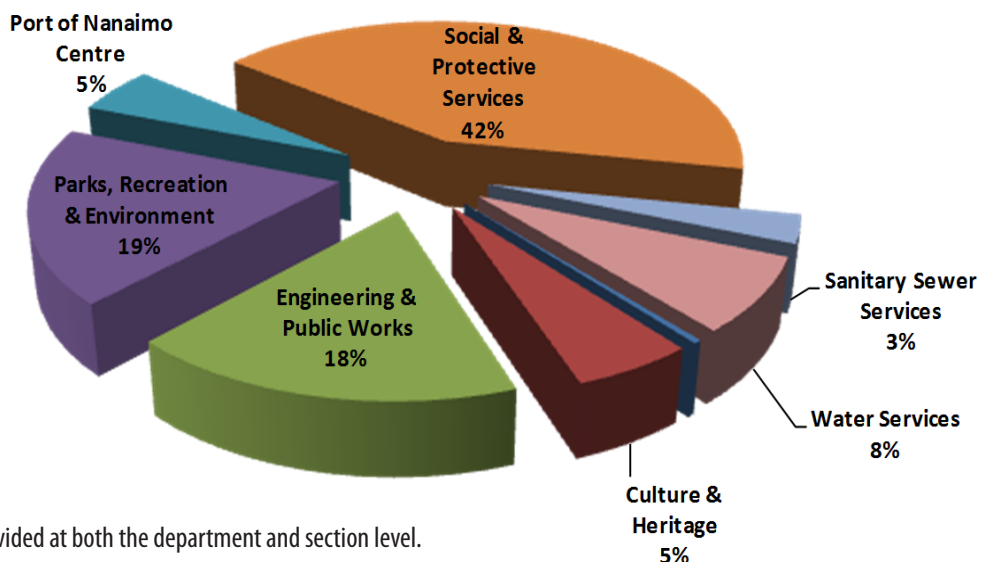
Community Services Admin.	--	--	--	--	--	--	--
Culture & Heritage	42,948	48,900	46,950	47,420	47,894	48,372	48,857
Engineering & Public Works	4,578,322	4,120,394	4,376,076	4,456,540	4,551,564	4,658,500	4,760,487
Parks, Recreation & Environment	8,094,330	7,606,400	7,809,503	7,897,533	7,987,261	8,078,729	8,172,003
Port of Nanaimo Centre	2,103,138	2,117,327	2,027,780	2,098,700	2,171,952	2,247,624	2,325,808
Social & Protective Services	5,025,700	4,683,286	4,958,045	5,015,755	5,074,483	5,137,466	5,210,507
Sanitary Sewer Services	5,305,098	5,646,479	5,981,888	6,339,500	6,718,705	7,053,824	7,405,798
Water Services	13,301,089	13,970,975	15,053,539	16,103,240	17,312,362	18,611,445	20,007,207
<b>Revenues Total</b>	<b>\$38,450,624</b>	<b>\$38,193,761</b>	<b>\$40,253,781</b>	<b>\$41,958,687</b>	<b>\$43,864,221</b>	<b>\$45,835,960</b>	<b>\$47,930,667</b>

### EXPENDITURES (\$)

Community Services Admin	405,477	414,432	436,661	445,701	454,951	464,424	474,120
Culture & Heritage	4,754,786	5,618,115	5,942,896	6,140,907	6,340,206	6,527,386	6,720,850
Engineering & Public Works	18,204,252	19,193,292	19,866,980	20,301,576	21,233,004	21,660,996	22,151,799
Parks, Recreation & Environment	20,564,738	20,372,481	20,840,320	21,266,231	21,703,786	22,151,648	22,610,331
Port of Nanaimo Centre	5,427,213	5,639,579	5,557,208	5,665,892	5,777,821	5,893,104	6,011,849
Social & Protective Services	42,944,239	44,830,956	46,328,170	47,982,836	50,015,783	52,833,390	54,928,852
Sanitary Sewer Services	3,087,698	3,267,027	3,296,696	3,343,136	3,419,680	3,495,627	3,573,533
Water Services	6,163,303	7,927,772	8,671,540	9,143,958	9,342,340	9,547,945	9,761,133
<b>Annual Operating Expenditures</b>	<b>\$101,551,706</b>	<b>\$107,263,653</b>	<b>\$110,940,471</b>	<b>\$114,290,237</b>	<b>\$118,287,571</b>	<b>\$122,574,521</b>	<b>\$126,232,467</b>

<b>Net Operating Expenditures</b>	<b>\$63,101,082</b>	<b>\$69,069,892</b>	<b>\$70,686,690</b>	<b>\$72,331,550</b>	<b>\$74,423,350</b>	<b>\$76,738,560</b>	<b>\$78,301,800</b>
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Staffing (FTEs) - Municipal	469.7	472.6	474.5	486.5	497.5	497.5	498.5
Staffing (FTEs) - RCMP	140.0	140.0	140.0	144.0	147.0	152.0	156.0
Cost Per Capita	\$733.25	\$796.37	\$808.67	\$821.05	\$838.23	\$857.59	\$868.25



Information will be provided at both the department and section level.

# Social and Protective Services Department

## Overview

The Social and Protective Services department provides services to support a safe and healthy community, through coordination of City resources and external agencies, and through public education. The Social and Protective Services department is organized into the following sections:

- Administration and Social Planning
- Police Services
- Fire Services
- Emergency Management
- 911 Services
- Bylaw, Regulation and Security

### 2015 Goals

- Continue Fire Plan analysis
- Policing Priorities
  - Crime Prevention
    - \* Social Disorder Management
    - \* Prolific Offender Management
    - \* Violence in Relationships
    - \* Drug Enforcement
    - \* Liquor Control Strategy
  - Youth
    - \* Youth Intervention & Diversion
    - \* Community Partnerships for the Empowerment of Youth
    - \* School Liaison Program
  - Traffic
    - \* Detection and Prevention to Reduce Impaired Driving
    - \* Vehicle Operational Safety
    - \* Waterfront and Marine Safety



## Annual Operating Expenditures and Revenues

	2013 Actual	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
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### REVENUES GENERATED (\$)

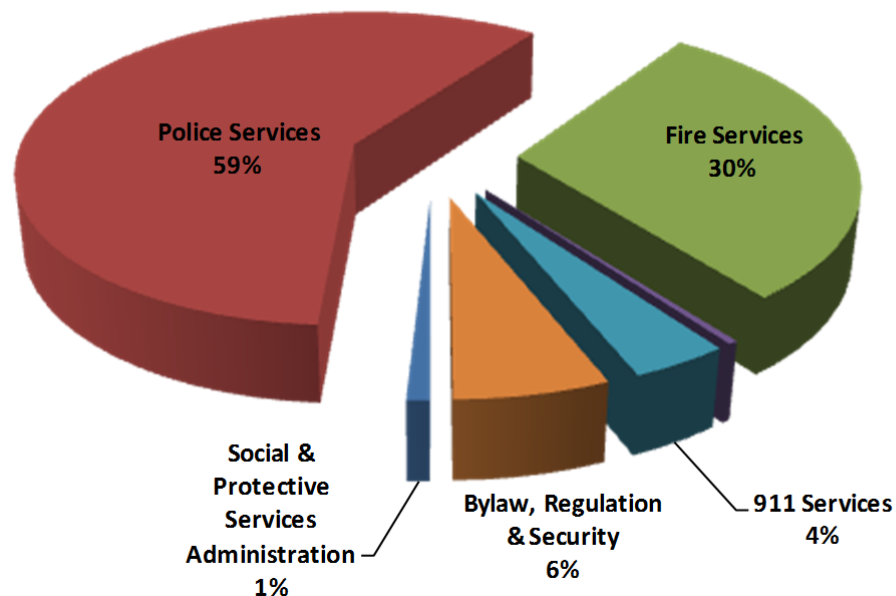
Social & Protective Services Administration	3,300	--	--	--	--	--	--
Police Services	1,662,887	1,686,230	1,718,297	1,725,480	1,732,735	1,740,063	1,756,328
Fire Services	326,574	197,085	234,031	243,101	252,473	265,377	278,735
Emergency Services	--	--	--	--	--	--	--
911 Services	1,163,550	1,114,251	1,139,969	1,162,768	1,186,024	1,209,744	1,233,939
Bylaw, Regulation & Security	1,869,389	1,685,720	1,865,748	1,884,406	1,903,251	1,922,282	1,941,505
<b>Revenues Total</b>	<b>\$5,025,700</b>	<b>\$4,683,286</b>	<b>\$4,958,045</b>	<b>\$5,015,755</b>	<b>\$5,074,483</b>	<b>\$5,137,466</b>	<b>\$5,210,507</b>

### EXPENDITURES (\$)

Social & Protective Services Administration	139,018	421,824	585,239	592,047	461,508	468,626	475,901
Police Services	24,199,360	26,230,673	27,089,161	28,375,781	29,485,581	31,262,845	32,549,401
Fire Services	13,985,793	13,424,030	13,726,204	14,000,042	14,956,505	15,888,225	16,588,232
Emergency Services	172,043	173,340	182,940	187,240	191,701	196,341	201,162
911 Services	1,615,530	1,716,745	1,836,330	1,874,307	1,911,006	1,950,566	1,988,803
Bylaw, Regulation & Security	2,832,496	2,864,345	2,908,296	2,953,419	3,009,482	3,066,788	3,125,353
<b>Annual Operating Expenditures</b>	<b>\$42,944,239</b>	<b>\$44,830,956</b>	<b>\$46,328,170</b>	<b>\$47,982,836</b>	<b>\$50,015,783</b>	<b>\$52,833,390</b>	<b>\$54,928,852</b>

<b>Net Operating Expenditures</b>	<b>\$37,918,539</b>	<b>\$40,147,670</b>	<b>\$41,370,125</b>	<b>\$42,967,081</b>	<b>\$44,941,300</b>	<b>\$47,695,924</b>	<b>\$49,718,345</b>
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Staffing (FTEs) - Municipal	191.2	193.7	191.6	202.6	213.6	213.6	214.6
Staffing (FTEs) - RCMP	140.0	140.0	140.0	144.0	147.0	152.0	156.0
Cost Per Capita	\$440.62	\$462.90	\$473.28	\$487.73	\$506.17	\$533.02	\$551.30



## Administration and Social Planning Section

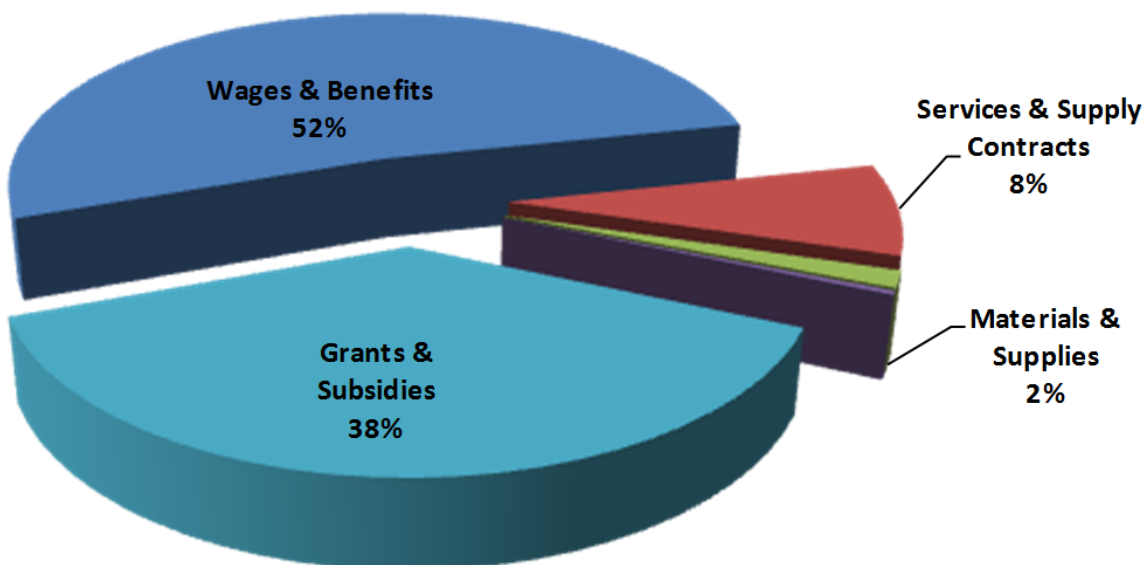
### Description and Level of Services

- Provide leadership and coordination of department activities
- Social planning initiatives that include integration with Police and Fire Services and Emergency Management and implementation of harm reduction and social housing goals for the community

### Annual Operating Expenditures and Revenues

	2013 Actual	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
<b>EXPENDITURE SUMMARY (\$)</b>							
Wages & Benefits	--	276,504	305,464	311,573	317,805	324,161	330,644
Services & Supply Contracts	4,442	49,900	46,855	47,192	47,536	47,887	48,245
Materials & Supplies	1,248	8,500	8,500	8,670	8,844	9,022	9,201
Internal Charges & Other	--	1,920	1,920	2,112	2,323	2,556	2,811
Grants & Subsidies	133,328	85,000	222,500	222,500	85,000	85,000	85,000
Total Expenditures	139,018	421,824	585,239	592,047	461,508	468,626	475,901
Revenues Generated	3,300	--	--	--	--	--	--
<b>Net Operating Costs</b>	<b>\$135,718</b>	<b>\$421,824</b>	<b>\$585,239</b>	<b>\$592,047</b>	<b>\$461,508</b>	<b>\$468,626</b>	<b>\$475,901</b>
Staffing (FTEs)	--	2.0	2.0	2.0	2.0	2.0	2.0
Cost Per Capita	\$1.58	\$4.86	\$6.70	\$6.72	\$5.20	\$5.24	\$5.28

### Annual Operating Expenditures by Type





### Description and Level of Service

The City contracts with the RCMP for policing services and the current contract is for 140 members. The City provides the building and support staff for the RCMP. Police Services operates out of the Police Operations Building at 303 Prideaux Street.

The RCMP has made “Safe Homes, Safe Communities” its national objective and in conjunction with Council has identified three priorities: Crime Prevention, Youth and Traffic. Each priority has specific strategies/initiatives.

RCMP members are organized into either a proactive unit or reactive unit. Proactive units include Bike Unit, General Investigations Section (GIS), Municipal Traffic

Unit, Youth/School Liaison (SLO) and Community Policing (CPS). Reactive units include General Duty (GD), Serious Crime (SCU), Police Dog Service (PDS) and Forensic Identification Services (FIS).

Municipal support services provide administrative, financial, reception, clerical, custodial and guarding functions.

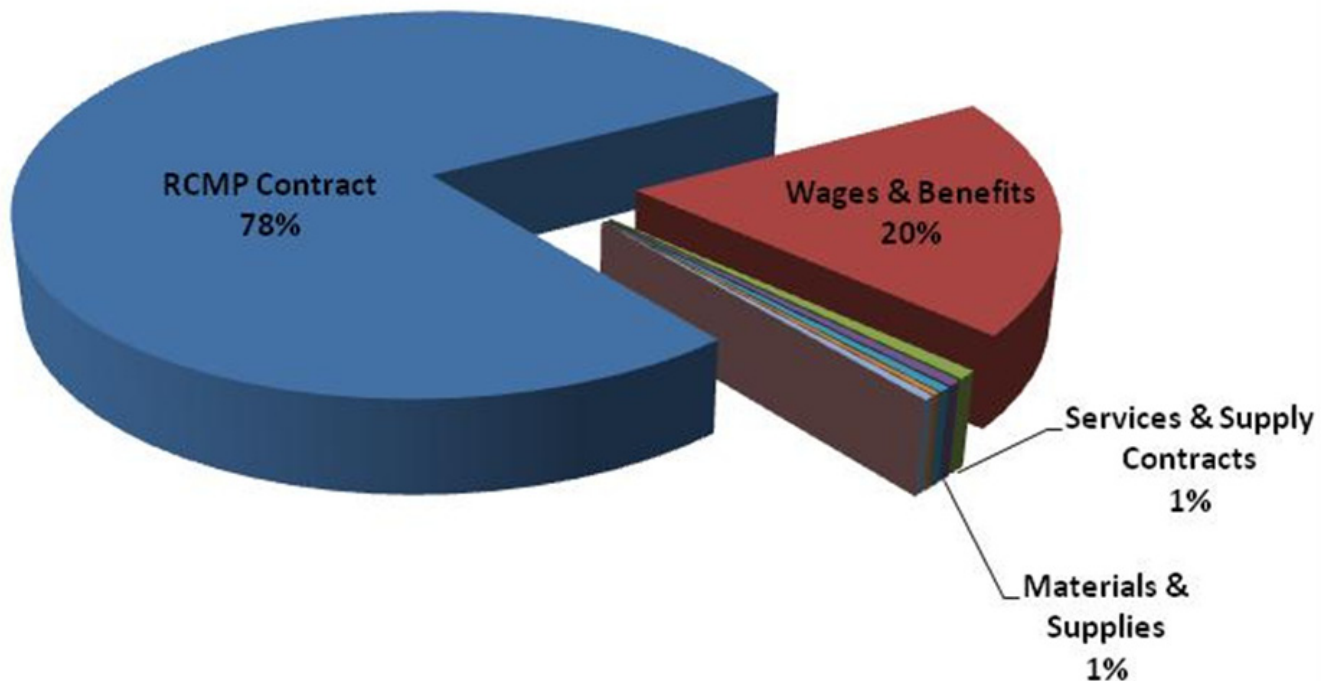
The Financial Plan includes 16 new RCMP members added between 2016 and 2019 and 3 additional municipal support staff added in 2016, 2017 and 2019.



## Annual Expenditures and Revenues

	2013 Actual	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
<b>EXPENDITURES SUMMARY (\$)</b>							
RCMP Contract	19,008,375	20,687,930	21,230,678	22,334,065	23,187,206	24,256,553	25,319,975
Wages & Benefits	4,583,772	5,004,879	5,269,623	5,446,779	5,658,354	5,771,524	5,973,548
Services & Supply Contracts	286,655	149,659	184,894	188,457	192,084	195,794	199,570
Materials & Supplies	109,496	125,700	126,620	124,052	126,530	129,060	131,640
Utilities	103,416	109,600	114,600	116,892	119,230	121,615	124,046
Internal Charges & Other	59,417	54,676	59,517	62,307	65,315	68,559	72,063
Grants & Subsidies	48,229	98,229	103,229	103,229	103,229	103,229	103,229
Debt	--	--	--	--	33,633	616,511	625,330
<b>Total Expenditures</b>	<b>24,199,360</b>	<b>26,230,673</b>	<b>27,089,161</b>	<b>28,375,781</b>	<b>29,485,581</b>	<b>31,262,845</b>	<b>32,549,401</b>
Revenues Generated	1,662,887	1,686,230	1,718,297	1,725,480	1,732,735	1,740,063	1,756,328
<b>Net Operating Costs</b>	<b>\$22,536,473</b>	<b>\$24,544,443</b>	<b>\$25,370,864</b>	<b>\$26,650,301</b>	<b>\$27,752,846</b>	<b>\$29,522,782</b>	<b>\$30,793,073</b>
Staffing (FTEs) - Municipal	62.9	64.0	63.9	64.9	65.9	65.9	66.9
Staffing (FTEs) - RCMP	140.0	140.0	140.0	144.0	147.0	152.0	156.0
Cost Per Capita	\$261.88	\$282.99	\$290.25	\$302.51	\$312.58	\$329.93	\$341.45

Revenues include the Provincial Traffic Fine Revenue Sharing Grant and building rental income.





### Description and Level of Service

Nanaimo Fire Rescue provides response to fires, medical and rescue incidents, natural disasters, and provides specialized services such as hazardous materials and technical rescue response. Additionally, community risk reduction is achieved through fire prevention programs and public education.

Four fire stations located throughout the City are operated 24/7 by 81 career firefighters supported by 60 paid on call firefighters. An additional fire station on Protection Island is staffed by on call firefighters.

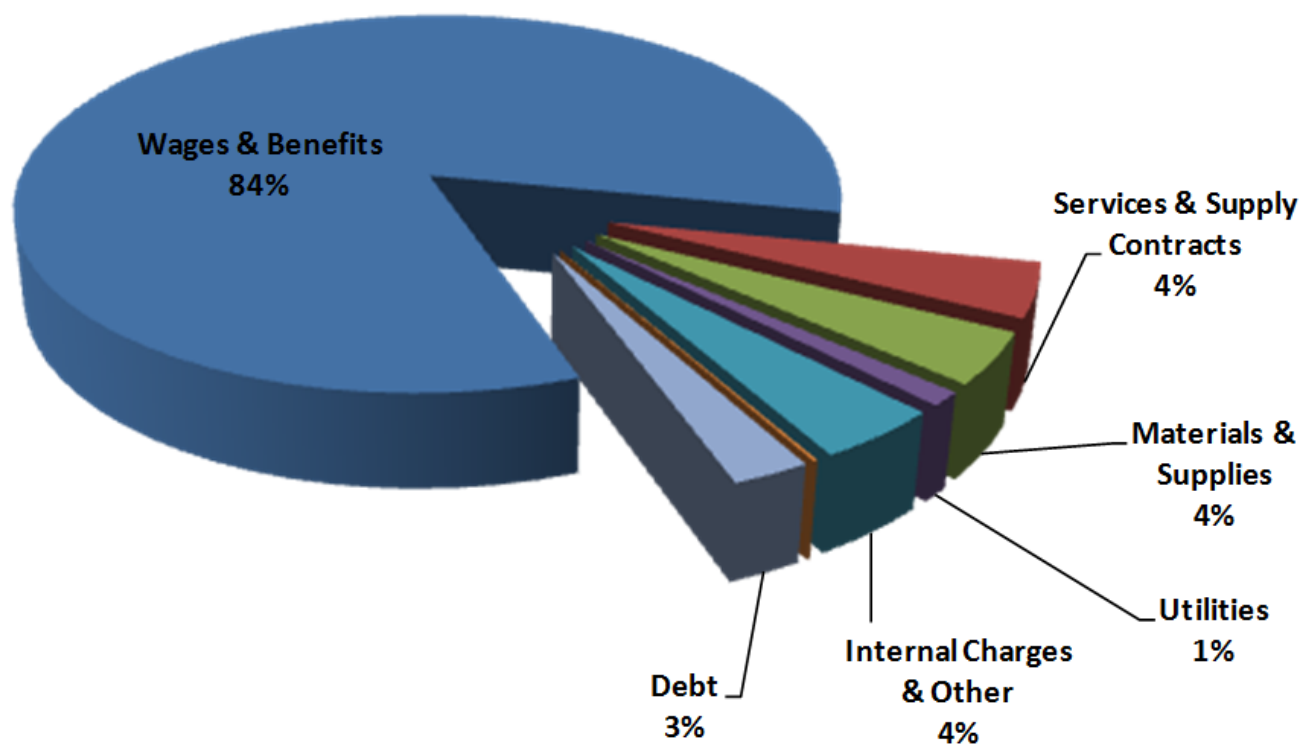
The department is organized into the following functional areas: Administration, Operations,

FireComm, Fire and Loss Prevention and Training and Education.

The Financial Plan includes additional staffing, operating and maintenance expenditures for a new fire station starting in 2017. An additional 20 firefighters will staff the new fire station to provide 24/7 coverage and will be phased in during 2017 and 2018.

## Operating Expenditures and Revenues

	2013 Actual	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
<b>EXPENDITURE SUMMARY (\$)</b>							
Wages & Benefits	11,662,518	11,272,693	11,480,914	11,710,460	12,272,084	13,174,329	13,854,676
Services & Supply Contracts	611,012	501,981	596,667	598,170	633,311	645,748	658,428
Materials & Supplies	585,091	577,975	562,135	572,914	663,626	655,215	635,374
Utilities	138,285	153,000	153,000	156,060	195,595	199,508	203,497
Internal Charges & Other	638,029	561,418	570,178	579,945	590,217	601,040	612,737
Grants & Subsidies	17,500	17,500	17,500	17,850	18,207	18,571	18,943
Debt	333,358	339,463	345,810	364,643	583,465	593,814	604,577
<b>Total Expenditures</b>	<b>13,985,793</b>	<b>13,424,030</b>	<b>13,726,204</b>	<b>14,000,042</b>	<b>14,956,505</b>	<b>15,888,225</b>	<b>16,588,232</b>
Revenues Generated	326,574	197,085	234,031	243,101	252,473	265,377	278,735
<b>Net Operating Costs</b>	<b>\$13,659,219</b>	<b>\$13,226,945</b>	<b>\$13,492,173</b>	<b>\$13,756,941</b>	<b>\$14,704,032</b>	<b>\$15,622,848</b>	<b>\$16,309,497</b>
Staffing (FTEs)	96.8	96.8	95.8	95.8	105.8	115.8	115.8
Cost Per Capita	\$158.72	\$152.50	\$154.35	\$156.16	\$165.61	\$174.59	\$180.85





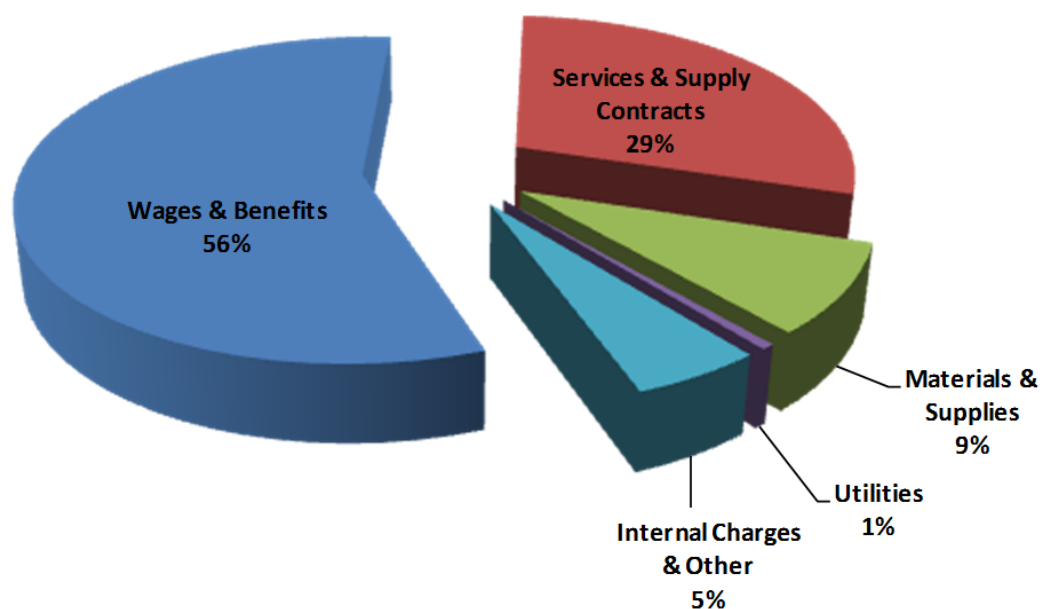
## Emergency Management Section

### Description and Level of Service

Emergency Management develops and supports the City's ability to respond to major emergency and disaster events. The section also provides public education, manages a volunteer program and supports interagency and interdepartmental initiatives.

### Operating Expenditures and Revenues

	2013 Actual	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
<b>EXPENDITURE SUMMARY (\$)</b>							
Wages & Benefits	104,069	99,070	103,270	105,335	107,442	109,591	111,783
Services & Supply Contracts	34,951	47,520	52,920	53,978	55,056	56,159	57,281
Materials & Supplies	19,649	16,150	16,150	16,347	16,547	16,752	16,961
Utilities	835	1,000	1,000	1,020	1,040	1,061	1,082
Internal Charges & Other	12,540	9,600	9,600	10,560	11,616	12,778	14,055
Total Expenditures	172,043	173,340	182,940	187,240	191,701	196,341	201,162
Revenues Generated	--	--	--	--	--	--	--
<b>Net Operating Costs</b>	<b>\$172,043</b>	<b>\$173,340</b>	<b>\$182,940</b>	<b>\$187,240</b>	<b>\$191,701</b>	<b>\$196,341</b>	<b>\$201,162</b>
Staffing (FTEs)	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Cost Per Capita	\$2.00	\$2.00	\$2.09	\$2.13	\$2.16	\$2.19	\$2.23



## 911 Services Section

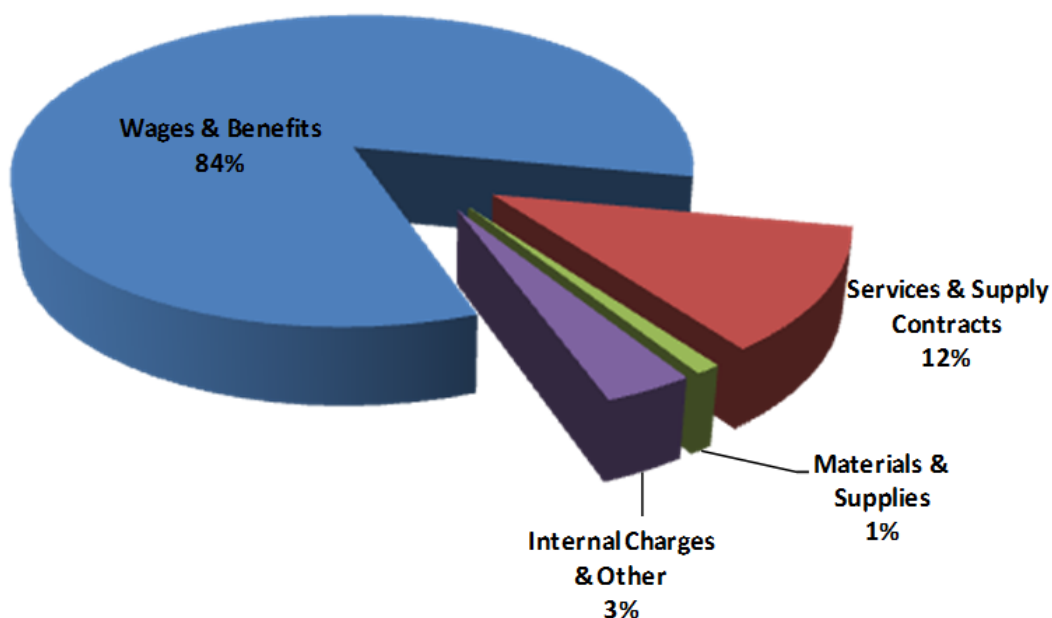
### Description and Level of Service

911 services are organized into two areas: 911 Public Safety Answering Point (PSAP) located in the Police Operations Building, and 911 FireComm located in Fire Station #1 which operates as a dispatch and communications centre for twenty-seven Central Vancouver Island fire departments.

Funding for 911 PSAP resources is from levies on land lines collected for the City by communication utilities. 911 FireComm is a partnership and cost share between the City (45%), the Regional District of Nanaimo (10%) and the Cowichan Valley Regional District (45%).

### Operating Expenditures and Revenues

	2013 Actual	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
<b>EXPENDITURE SUMMARY (\$)</b>							
Wages & Benefits	1,341,966	1,426,349	1,533,750	1,564,425	1,595,714	1,627,628	1,660,181
Services & Supply Contracts	189,967	207,615	220,100	225,522	228,991	234,632	238,243
Materials & Supplies	21,301	20,780	18,510	18,880	19,258	19,643	20,036
Internal Charges & Other	62,296	62,001	63,970	65,480	67,043	68,663	70,343
Total Expenditures	1,615,530	1,716,745	1,836,330	1,874,307	1,911,006	1,950,566	1,988,803
Revenues Generated	1,163,550	1,114,251	1,139,969	1,162,768	1,186,024	1,209,744	1,233,939
<b>Net Operating Costs</b>	<b>\$451,980</b>	<b>\$602,494</b>	<b>\$696,361</b>	<b>\$711,539</b>	<b>\$724,982</b>	<b>\$740,822</b>	<b>\$754,864</b>
Staffing (FTEs)	15.0	16.0	16.0	16.0	16.0	16.0	16.0
Cost Per Capita	\$5.25	\$6.95	\$7.97	\$8.08	\$8.17	\$8.28	\$8.37



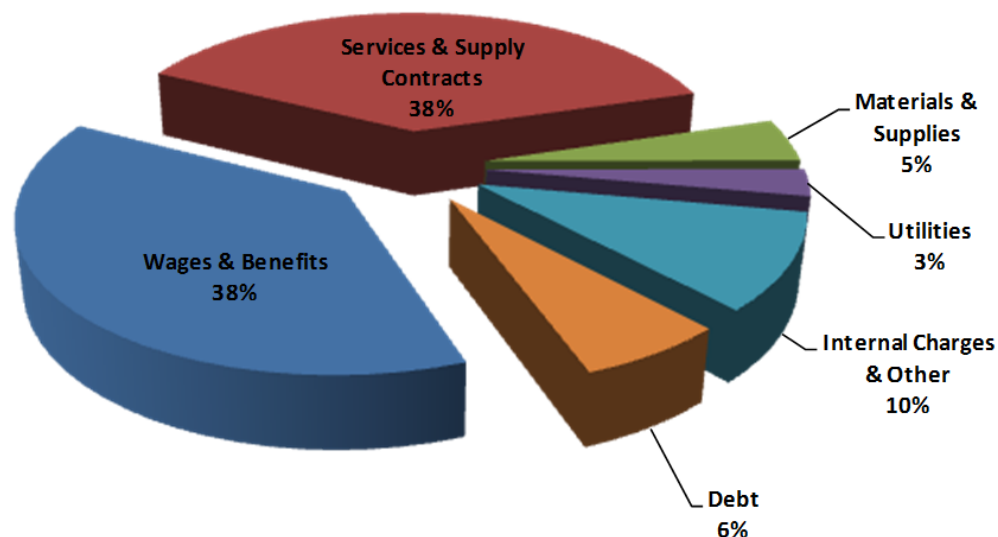
## Bylaw, Regulation and Security Section

### Description and Level of Service

- Bylaw enforcement that includes; property maintenance, noise, traffic and highways, signs
- Liaise with RCMP
- Animal control
- Maintain parking facilities, parking enforcement
- Monitor downtown and parkade security, assist other city departments on security issues

### Operating Expenditures and Revenues

	2013 Actual	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
<b>EXPENDITURE SUMMARY (\$)</b>							
Wages & Benefits	1,037,652	1,118,861	1,106,837	1,128,974	1,151,553	1,174,585	1,198,078
Services & Supply Contracts	1,036,538	1,061,036	1,099,448	1,114,297	1,136,581	1,159,316	1,182,497
Materials & Supplies	146,967	141,811	134,290	133,829	136,160	138,543	140,972
Utilities	83,910	77,905	84,177	85,860	87,578	89,330	91,116
Internal Charges & Other	341,672	278,974	297,786	304,701	311,853	319,257	326,932
Debt	185,758	185,758	185,758	185,758	185,757	185,757	185,758
Total Expenditures	2,832,496	2,864,345	2,908,296	2,953,419	3,009,482	3,066,788	3,125,353
Revenues Generated	1,869,389	1,685,720	1,865,748	1,884,406	1,903,251	1,922,282	1,941,505
<b>Net Operating Costs</b>	<b>\$963,107</b>	<b>\$1,178,625</b>	<b>1,042,548</b>	<b>\$1,069,013</b>	<b>\$1,106,231</b>	<b>\$1,144,506</b>	<b>\$1,183,848</b>
Staffing (FTEs)	15.5	14.0	13.0	13.0	13.0	13.0	13.0
Cost Per Capita	\$11.19	\$13.59	\$11.93	\$12.13	\$12.46	\$12.79	\$13.13





# Parks, Recreation and Environment Department



## Overview

The Parks, Recreation and Environment department delivers a wide range of services to the community. The department operates and maintains many facilities, parks and amenities used by residents and local organizations for recreation, wellness and community events.

The department delivers services at three community centres: Beban Centre, Bowen Centre and Oliver Woods Community Centre. Beban Centre also includes Beban Pool with four pools, Frank Crane Arena and Cliff McNabb Arena. The department also manages the Nanaimo Aquatic Centre located on Third Avenue that has three pools, the Nanaimo Ice Centre, also located on Third Avenue with two ice rinks and many parks and sports fields.

The department is organized into the following sections:

- Administration and Environment
- Recreation Operations
- Arena Operations
- Aquatic Operations
- Parks Operations
- Facility Planning and Operations
- Community Development
- PR&E Civic Properties

## 2015 Goals

To contribute to the Strategic Plan priorities Asset Management and Taking Responsibility

- Complete land use plans for the former Greater Nanaimo Water District land
- Initiate Parks and Recreation Master Plan process
- Complete planned asset management projects, including replacing dasher boards at Cliff McNabb Arena, replace artificial turf field at Merle Logan Field, replacement of HVAC, electrical and plumbing components in various facilities

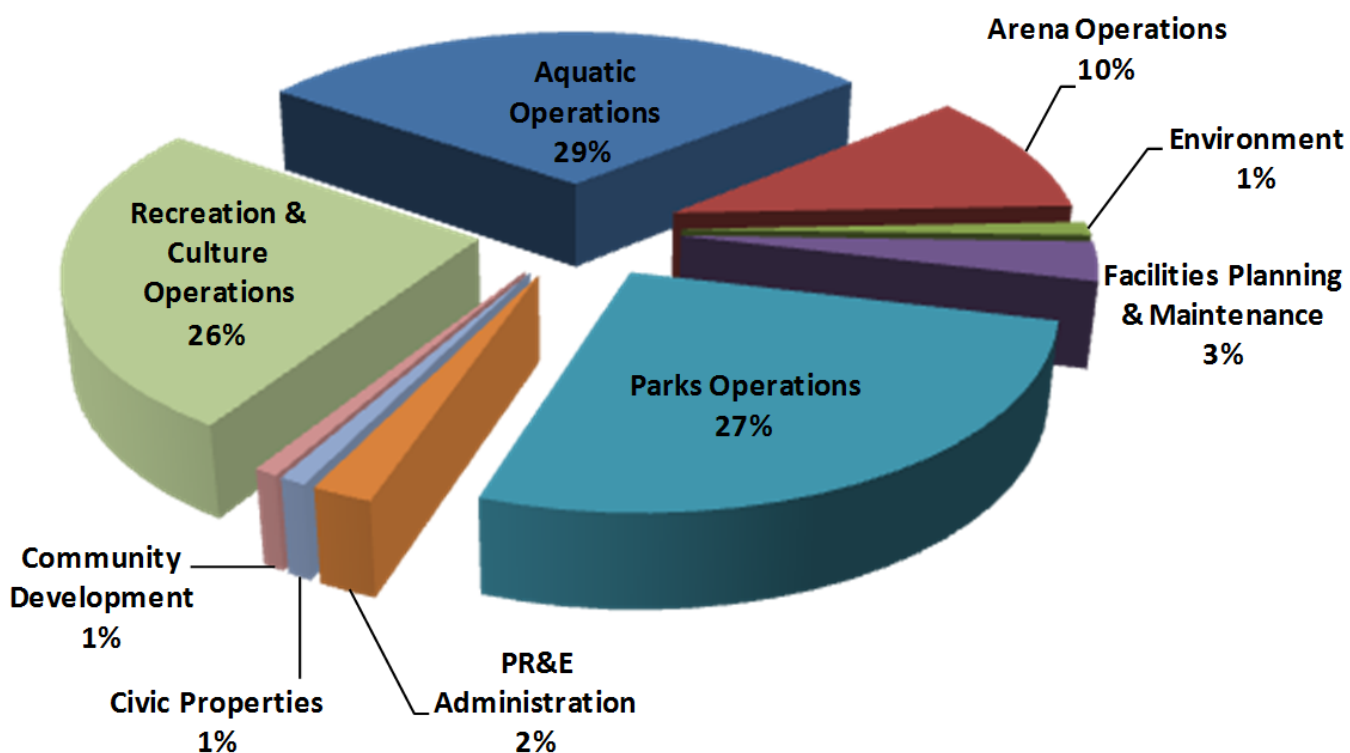
## Operating Expenditures and Revenues by Section

	2013 Actual	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
<b>REVENUES GENERATED (\$)</b>							
Aquatic Operations	2,403,785	2,492,707	2,655,687	2,703,158	2,751,918	2,802,012	2,853,497
Arena Operations	1,363,597	1,380,566	1,391,100	1,405,011	1,419,063	1,433,255	1,447,583
Environment	--	--	--	--	--	--	--
Facilities Planning & Maintenance	60,047	72,700	67,700	68,377	69,061	69,752	70,449
Parks Operations	884,368	244,905	238,905	240,947	243,008	245,090	247,195
PR&E Administration	52,955	46,000	46,000	46,460	46,925	47,394	47,868
Civic Properties	117,764	121,789	120,427	121,391	122,365	123,349	124,342
Community Development	982,029	1,035,396	1,039,101	1,039,101	1,039,101	1,039,101	1,039,101
Recreation & Culture Operations	2,229,784	2,212,337	2,250,583	2,273,088	2,295,820	2,318,776	2,341,968
<b>Revenues Total</b>	<b>\$8,094,330</b>	<b>\$7,606,400</b>	<b>\$7,809,503</b>	<b>\$7,897,533</b>	<b>\$7,987,261</b>	<b>\$8,078,729</b>	<b>\$8,172,003</b>
<b>EXPENDITURES (\$)</b>							
Aquatic Operations	5,696,530	5,921,250	6,098,816	6,230,391	6,365,180	6,508,286	6,644,790
Arena Operations	2,084,207	2,096,578	2,165,933	2,209,190	2,253,305	2,298,312	2,344,210
Environment	2,273	124,272	230,649	235,398	240,256	245,229	250,319
Facilities Planning & Maintenance	132,986	508,216	673,840	686,224	699,907	714,008	728,476
Parks Operations	5,897,804	5,413,868	5,527,634	5,638,893	5,752,450	5,868,403	5,986,779
PR&E Administration	913,413	433,887	423,235	431,700	440,332	449,139	458,123
Civic Properties	154,735	191,308	185,819	189,420	193,092	196,841	200,659
Community Development	167,458	185,600	168,300	168,576	168,858	169,145	169,437
Recreation & Culture Operations	5,515,334	5,497,502	5,366,095	5,476,439	5,590,405	5,707,286	5,827,537
<b>Annual Operating Expenditures</b>	<b>\$20,564,738</b>	<b>\$20,372,481</b>	<b>\$20,840,320</b>	<b>\$21,266,231</b>	<b>\$21,703,786</b>	<b>\$22,151,648</b>	<b>\$22,610,331</b>
<b>Net Operating Expenditures</b>	<b>\$12,470,408</b>	<b>\$12,766,081</b>	<b>\$13,030,818</b>	<b>\$13,368,698</b>	<b>\$13,716,525</b>	<b>\$14,072,919</b>	<b>\$14,438,328</b>
Staffing (FTEs) - Municipal	135.5	129.9	129.8	129.8	129.8	129.8	129.8
Cost Per Capita	\$144.91	\$147.19	\$149.08	\$151.75	\$154.49	\$157.27	\$160.10

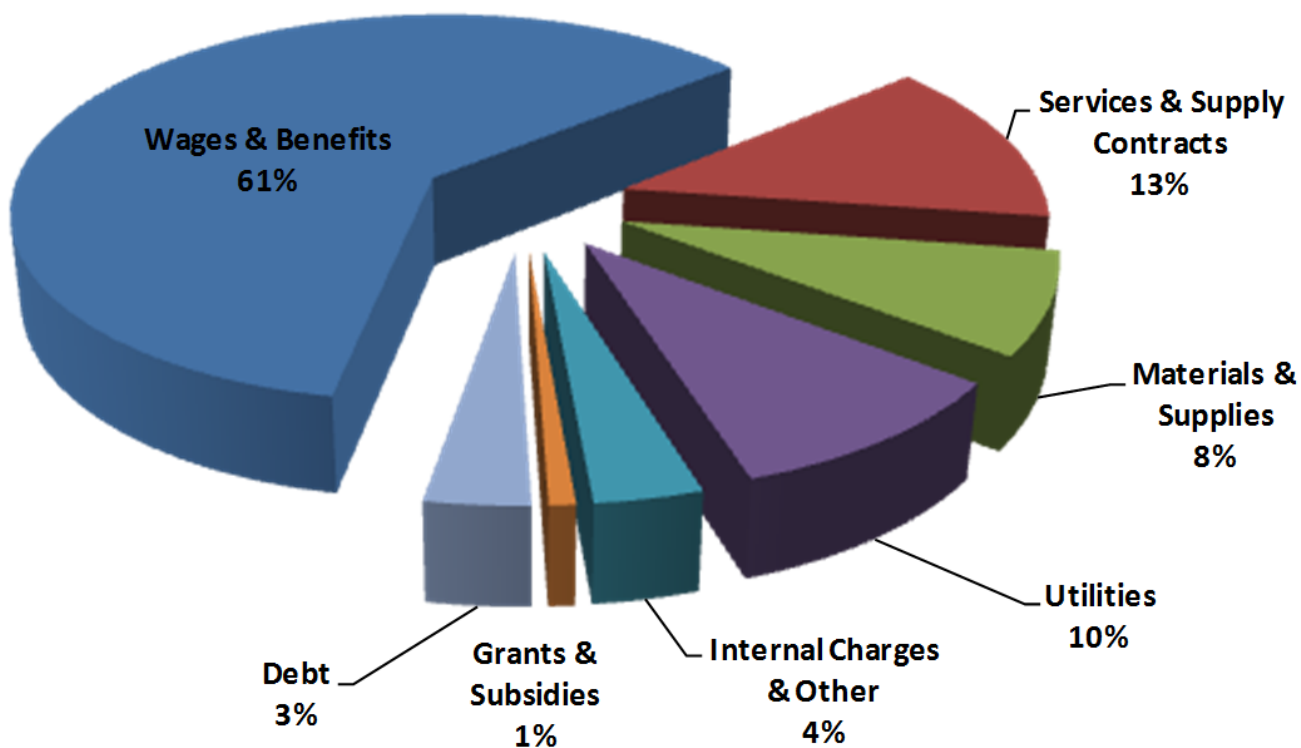
Operating expenditures exclude transfers to the Facility Development Reserve (Appendix A). Annual transfers to the Facility Development Reserve are approximately \$1 million.



## Operating Expenditures by Section



## Operating Expenditures by Type





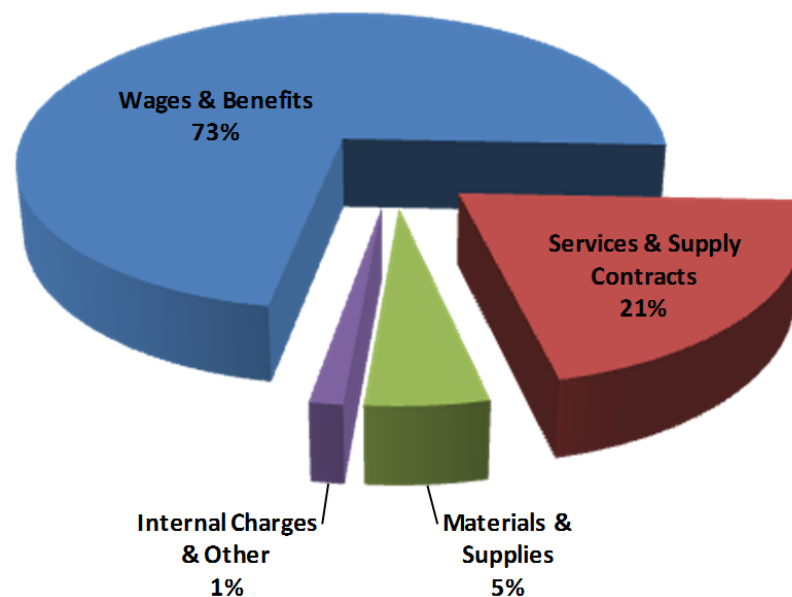
## Administration and Environment Sections

### Description and Level of Service

- Leadership and direction for the department
- Develop policies and programs that support achievement of the vision, goals and objectives identified by the community in the City's Parks, Recreation and Culture Master Plan (2005), Trail Implementation Plan (2007) and through other planning processes.
- Marketing and promotion of programs and services
- Environmental protections

### Annual Operating Expenditures and Revenues

	2013 Actual	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
<b>EXPENDITURE SUMMARY (\$)</b>							
Wages & Benefits	687,936	348,749	476,500	486,030	495,752	505,665	515,779
Services & Supply Contracts	161,770	169,550	135,950	138,669	141,441	144,271	147,156
Materials & Supplies	63,675	38,900	32,530	33,163	33,806	34,465	35,136
Internal Charges & Other	2,305	960	8,904	9,236	9,589	9,967	10,371
Total Expenditures	915,686	558,159	653,884	667,098	680,588	694,368	708,442
Revenues Generated	52,955	46,000	46,000	46,460	46,925	47,394	47,868
<b>Net Operating Costs</b>	<b>\$862,731</b>	<b>\$512,159</b>	<b>\$607,884</b>	<b>\$620,638</b>	<b>\$633,663</b>	<b>\$646,974</b>	<b>\$660,574</b>
Staffing (FTEs)	6.0	3.0	4.0	4.0	4.0	4.0	4.0
Cost Per Capita	\$10.03	\$5.91	\$6.95	\$7.05	\$7.14	\$7.23	\$7.32



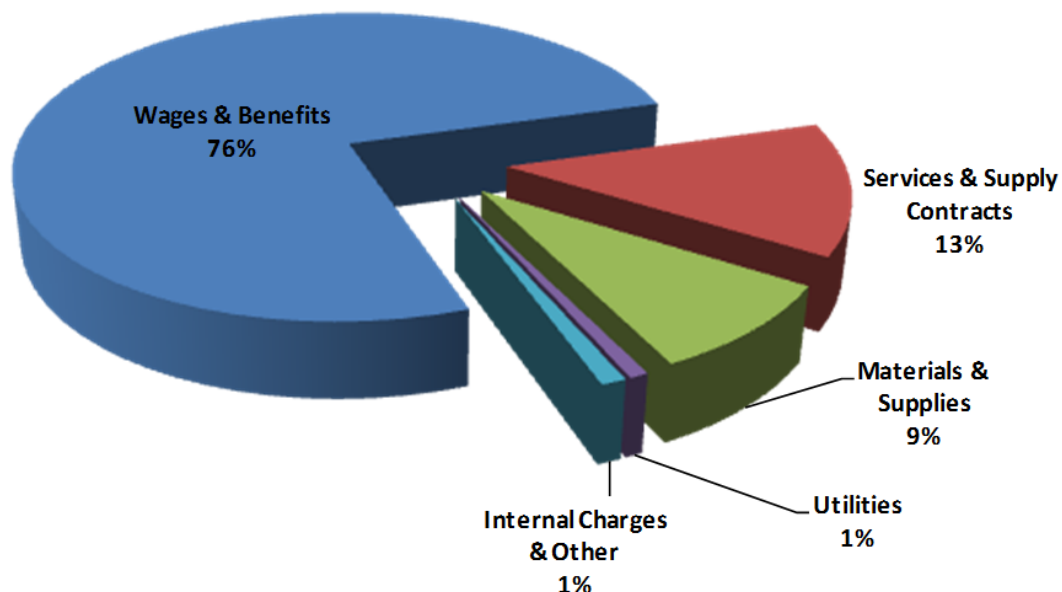
# Facilities Planning and Operations Section

## Description and Level of Service

- Manage life cycle planning, asset management, capital planning and energy conservation initiatives for all city buildings
- Risk management

## Annual Operating Expenditures and Revenues

	2013 Actual	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
<b>EXPENDITURE SUMMARY (\$)</b>							
Wages & Benefits	22,309	374,137	512,817	523,072	533,534	544,206	555,089
Services & Supply Contracts	81,833	83,684	89,600	91,392	93,218	95,082	96,983
Materials & Supplies	18,764	39,264	59,383	59,172	59,979	60,799	61,637
Utilities	7,768	6,400	5,200	5,304	5,410	5,626	5,899
Internal Charges & Other	2,311	4,731	6,840	7,284	7,766	8,295	8,868
Total Expenditures	132,986	508,216	673,840	686,244	699,907	714,008	728,476
Revenues Generated	60,047	72,700	67,700	68,377	69,061	69,752	70,449
<b>Net Operating Costs</b>	<b>\$72,939</b>	<b>\$435,516</b>	<b>\$606,140</b>	<b>\$617,847</b>	<b>\$630,846</b>	<b>\$644,256</b>	<b>\$658,027</b>
Staffing (FTEs)	--	--	4.5	4.5	4.5	4.5	4.5
Cost Per Capita	\$0.85	\$5.02	\$6.93	\$7.01	\$7.11	\$7.20	\$7.30



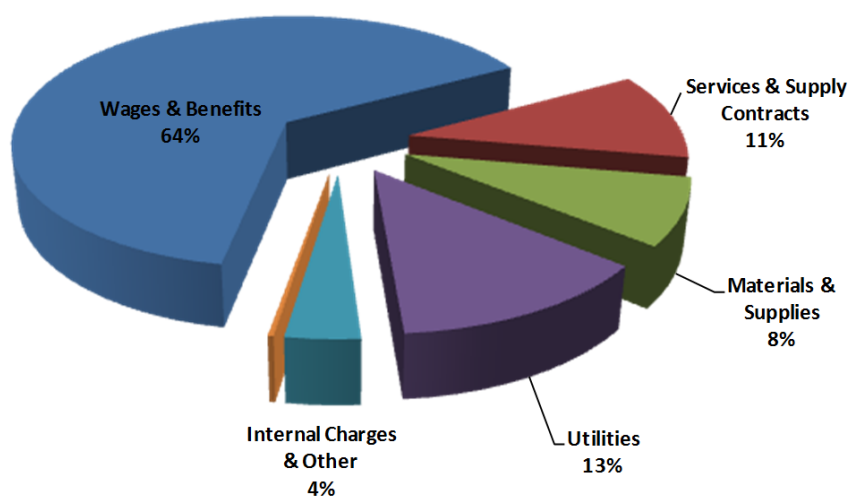
## Recreation Operations Section

### Description and Level of Service

- Services provided at Beban Social Centre, Bowen Centre, Oliver Woods Community Centre and the Centennial Building (Beban Campus)
- Provide program registration
- Provide recreation, wellness, leadership and cultural programs to a wide range of users
- Provide rental space for user groups/organizations
- Provide custodial and maintenance for facilities

### Annual Operating Expenditures and Revenues

	2013 Actual	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
<b>EXPENDITURE SUMMARY (\$)</b>							
Wages & Benefits	3,583,435	3,510,718	3,447,568	3,516,521	3,586,850	3,658,582	3,731,757
Services & Supply Contracts	614,316	611,797	572,142	583,585	595,244	607,155	619,294
Materials & Supplies	436,661	480,773	436,871	444,589	453,471	462,547	471,786
Utilities	662,161	683,750	700,250	714,255	728,539	743,110	757,973
Internal Charges & Other	214,396	195,264	194,064	201,985	210,487	219,762	230,275
Grants & Subsidies	4,364	15,200	15,200	15,504	15,814	16,130	16,452
Total Expenditures	5,515,334	5,497,502	5,366,095	5,476,439	5,590,405	5,707,286	5,827,537
Revenues Generated	2,229,784	2,212,337	2,250,583	2,273,088	2,295,820	2,318,776	2,341,968
<b>Net Operating Costs</b>	<b>\$3,285,549</b>	<b>\$3,285,165</b>	<b>\$3,115,512</b>	<b>\$3,203,351</b>	<b>\$3,294,585</b>	<b>\$3,388,510</b>	<b>\$3,485,569</b>
Staffing (FTEs)	35.5	31.0	28.8	28.8	28.8	28.8	28.8
Cost Per Capita	\$38.18	\$37.88	\$35.64	\$36.36	\$37.11	\$37.87	\$38.65





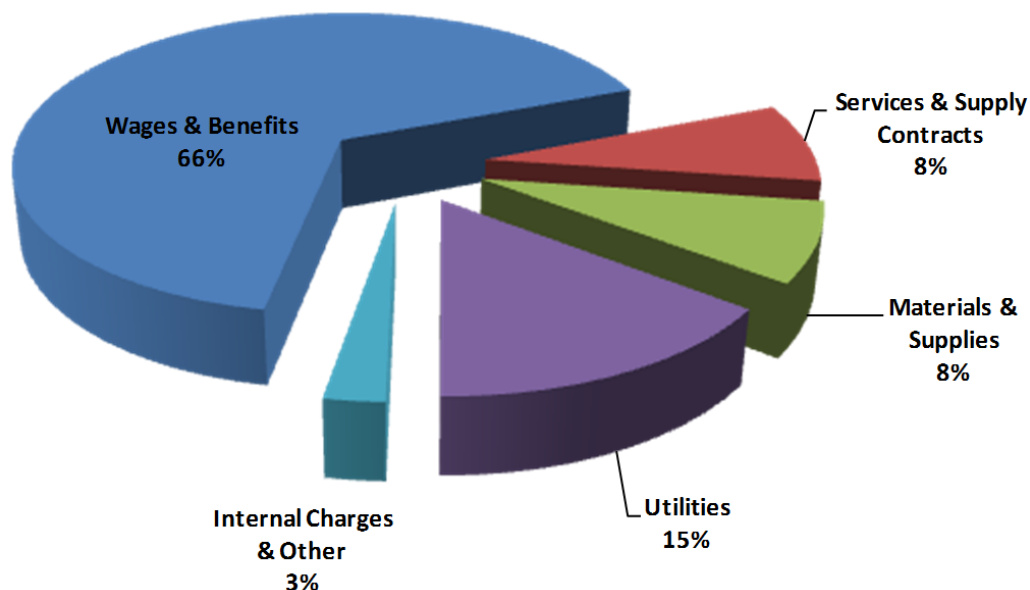
## Arena Operations Section

### Description and Level of Service

- Services provided at Cliff McNabb Arena and Frank Crane Arena (both Beban Campus) and at the Nanaimo Ice Centre
- Provide public skating and skating lesson programs
- Provide ice rentals to user groups/organizations, including hockey teams/clubs
- Provide seasonal dry floor rentals to user groups/organizations including lacrosse teams
- Provide custodial and maintenance for arena facilities

### Annual Operating Expenditures and Revenues

	2013 Actual	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
<b>EXPENDITURE SUMMARY (\$)</b>							
Wages & Benefits	1,442,411	1,387,633	1,436,390	1,465,118	1,494,416	1,524,308	1,554,793
Services & Supply Contracts	167,755	167,800	174,975	178,475	182,043	185,684	189,395
Materials & Supplies	157,276	187,300	175,050	178,515	182,050	185,652	189,329
Utilities	285,497	300,320	326,000	332,520	339,170	345,954	352,873
Internal Charges & Other	31,268	53,525	53,518	54,562	55,626	56,714	57,820
<b>Total Expenditures</b>	<b>2,084,207</b>	<b>2,096,578</b>	<b>2,165,933</b>	<b>2,209,190</b>	<b>2,253,305</b>	<b>2,298,312</b>	<b>2,344,210</b>
Revenues Generated	1,363,597	1,380,566	1,391,100	1,405,011	1,419,063	1,433,255	1,447,583
<b>Net Operating Costs</b>	<b>\$720,609</b>	<b>\$716,012</b>	<b>\$774,833</b>	<b>\$804,179</b>	<b>\$834,242</b>	<b>\$865,057</b>	<b>\$896,627</b>
Staffing (FTEs)	14.2	13.2	13.2	13.2	13.2	13.2	13.2
Cost Per Capita	\$8.37	\$8.26	\$8.86	\$9.13	\$9.40	\$9.67	\$9.94



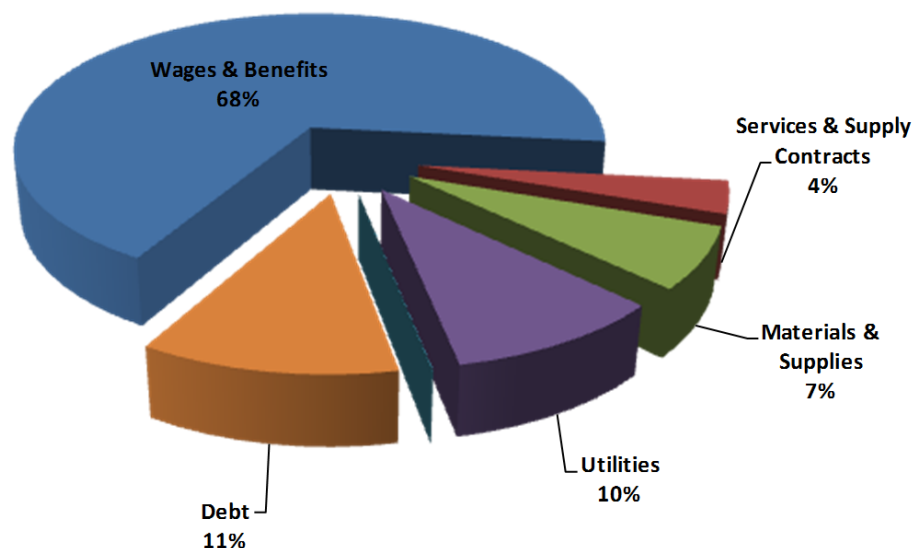
## Aquatic Operations Section

### Description and Level of Service

- Services provided at Beban Pool (Beban Campus), Nanaimo Aquatic Centre and at Westwood Lake (summer only)
- Provide public swimming, swimming lesson and wellness programs
- Provide pool rentals to user groups/organizations, including swim meets
- Provide custodial and maintenance for aquatic facilities and gym facilities

### Annual Operating Expenditures and Revenues

	2013 Actual	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
<b>EXPENDITURE SUMMARY (\$)</b>							
Wages & Benefits	3,732,816	3,942,030	4,165,573	4,248,884	4,333,860	4,420,539	4,508,948
Services & Supply Contracts	296,497	215,900	221,232	225,656	230,168	234,770	239,466
Materials & Supplies	361,166	408,600	414,598	422,890	431,345	439,972	448,768
Utilities	549,065	581,200	601,800	613,836	626,113	638,635	651,407
Internal Charges & Other	14,711	10,032	1,818	1,828	1,838	1,849	1,860
Debt	742,274	763,488	693,795	717,297	741,856	767,521	794,341
Total Expenditures	5,696,530	5,921,250	6,098,816	6,230,391	6,365,180	6,503,286	6,644,790
Revenues Generated	2,403,785	2,492,707	2,655,687	2,703,158	2,751,918	2,802,012	2,853,497
<b>Net Operating Costs</b>	<b>\$3,292,745</b>	<b>\$3,428,543</b>	<b>\$3,443,129</b>	<b>\$3,527,233</b>	<b>\$3,613,262</b>	<b>\$3,701,274</b>	<b>\$3,791,293</b>
Staffing (FTEs)	44.0	47.0	47.5	47.5	47.5	47.5	47.5
Cost Per Capita	\$38.26	\$39.53	\$39.39	\$40.04	\$40.70	\$41.36	\$42.04



### Description and Level of Service

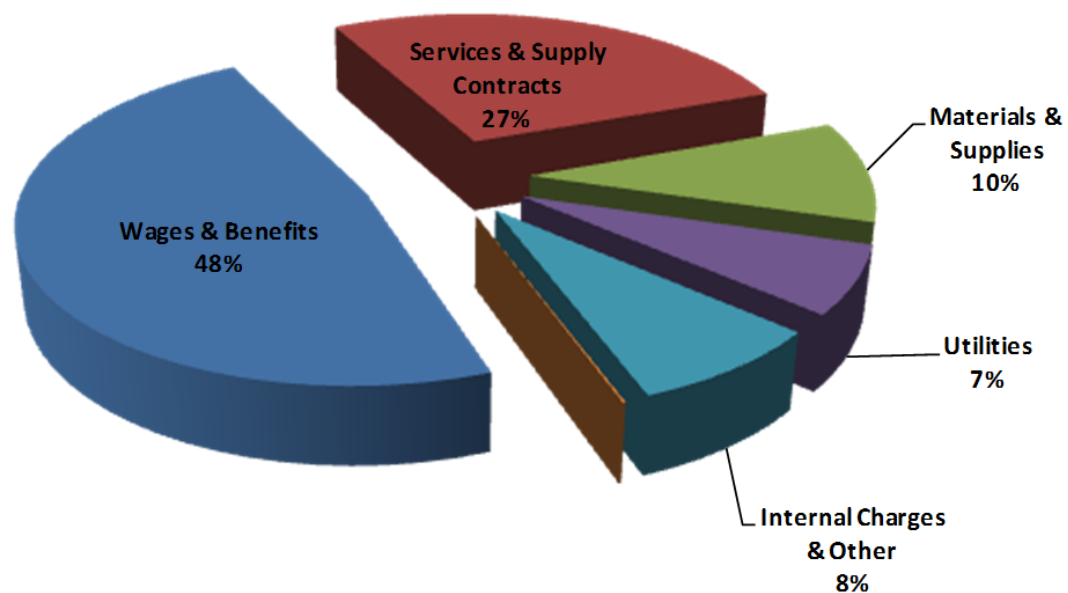
- Maintain
  - 13 City destination parks and over 90 neighbourhood parks
  - 26 sports fields, including 2 artificial turf fields and 30 baseball diamonds
  - approximately 140 kilometres of trails
  - 631 hectares of parkland
  - 65 playgrounds
  - 2 outdoor amphitheatres
  - 12 dog off-leash parks
- Maintain horticulture areas, including planting beds, planters and trees
- Develop parks and open space plans, including consultation with users
- Provide facility maintenance





## Annual Operating Expenditures and Revenues

	2013 Actual	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
<b>EXPENDITURE SUMMARY (\$)</b>							
Wages & Benefits	2,842,430	2,509,302	2,640,856	2,693,672	2,747,544	2,802,496	2,858,546
Services & Supply Contracts	1,626,517	1,518,577	1,505,171	1,535,275	1,565,971	1,597,296	1,629,240
Materials & Supplies	629,892	597,050	560,260	571,291	582,540	594,015	605,720
Utilities	345,364	338,153	371,915	379,354	386,941	394,680	402,575
Internal Charges & Other	449,022	446,186	443,832	453,589	463,628	473,973	484,636
Grants & Subsidies	4,578	4,600	5,600	5,712	5,826	5,943	6,062
Total Expenditures	5,897,804	5,413,868	5,527,634	5,638,893	5,752,450	5,868,403	5,986,779
Revenues Generated	884,368	244,905	238,905	240,947	243,008	245,090	247,195
<b>Net Operating Costs</b>	<b>\$5,013,435</b>	<b>\$5,168,963</b>	<b>\$5,288,729</b>	<b>\$5,397,946</b>	<b>\$5,509,442</b>	<b>\$5,623,313</b>	<b>\$5,739,584</b>
Staffing (FTEs)	35.8	32.7	31.8	31.8	31.8	31.8	31.8
Cost Per Capita	\$58.26	\$59.60	\$60.50	\$61.27	\$62.05	\$62.84	\$63.64



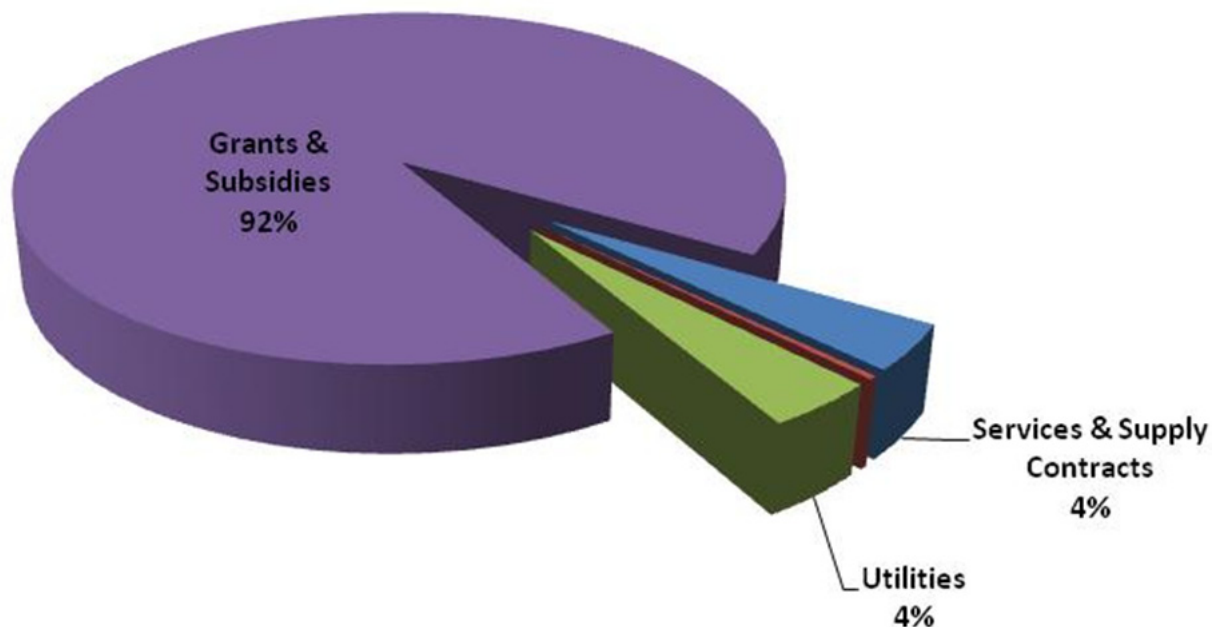
## PR&E - Community Development Section

### Description and Level of Service

- Support community organizations through grant programs, including travel grants, sport tournament grants and an agreement with McGirr Sports Society for the management of McGirr Sports Field
- Operate Live Site screen located in Diana Krall Plaza.
- Revenues in this section is annual funding received by the City from the RDN that allows access to sports fields and recreational facilities for users that reside outside the City of Nanaimo but within the boundaries of the Regional District of Nanaimo.

### Annual Operating Expenditures and Revenues

	2013 Actual	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
<b>EXPENDITURE SUMMARY (\$)</b>							
Services & Supply Contracts	6,373	6,600	6,600	6,732	6,867	7,004	7,144
Materials & Supplies	600	500	500	510	520	531	541
Utilities	5,885	6,000	6,700	6,834	6,971	7,110	7,252
Grants & Subsidies	154,600	172,500	154,500	154,500	154,500	154,500	154,500
Total Expenditures	167,458	185,600	168,300	168,576	168,858	169,145	169,437
Revenues Generated	982,029	1,035,396	1,039,101	1,039,101	1,039,101	1,039,101	1,039,101
<b>Net Operating Revenues</b>	<b>\$814,571</b>	<b>\$849,796</b>	<b>\$870,801</b>	<b>\$870,525</b>	<b>\$870,243</b>	<b>\$869,956</b>	<b>\$869,664</b>
Staffing (FTEs)	--	--	--	--	--	--	--
Net Revenues Per Capita	\$9.47	\$9.80	\$9.96	\$9.88	\$9.80	\$9.72	\$9.64





## Description and Level of Service

The Culture and Heritage department was created in late 2013 as a result of the City's re-organization and brings together staff and programs that support culture and heritage initiatives.

Conservation Program (2002), the department's role is to facilitate initiatives that celebrate and contribute to Nanaimo's culture and heritage.

Guided by the recently released Cultural Plan for a Creative Nanaimo (2014) and by the Heritage

### 2014 Goals Update

- Completion and adoption of a 2014-2020 Cultural Plan for a Creative Community
- Completed review of cultural funding programs
- Combined Culture Committee and Heritage Commission, created Culture Managers' Working Group
- Developed Corporate Sponsorship Policy
- Inaugural Poet Laureate attendance at community and Council events
- Facilitated pop-up parks and animation of public spaces and community engagement events - What's Your Public Art, What's Your Heritage, Connect and Reconnect Opportunities

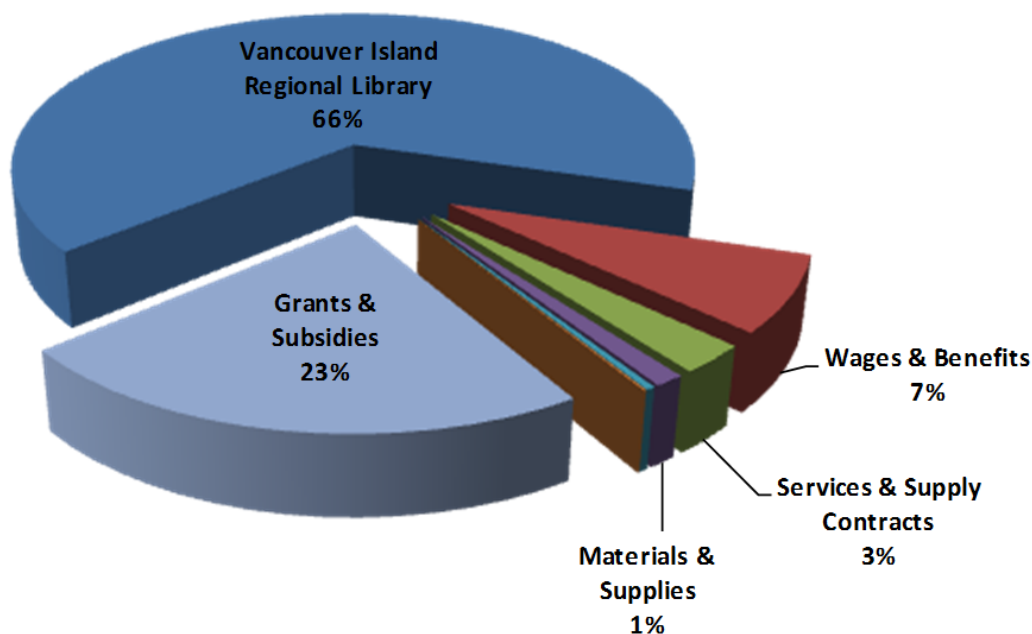
### 2015 Major Goals

- Continue implementing strategies to achieve goals and objectives of the 2014-2020 Cultural Plan for a Creative Nanaimo
- Continue to develop new opportunities to foster collaborative working relationships with the community
- Continue to raise awareness of community culture and heritage values and priorities



## Annual Operating Expenditures and Revenues

	2013 Actual	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
<b>EXPENDITURE SUMMARY (\$)</b>							
Vancouver Island Reg. Library	3,424,172	3,701,817	3,907,837	4,044,611	4,186,173	4,332,689	4,484,333
Wages & Benefits	13,787	415,446	434,502	443,192	452,055	461,097	470,322
Services & Supply Contracts	146,097	139,100	163,100	166,342	169,647	173,019	176,461
Materials & Supplies	11,839	67,100	69,330	70,591	71,874	73,187	74,526
Utilities	13,773	25,000	20,200	20,604	21,016	21,436	21,886
Internal Charges & Other	827	4,340	5,300	5,790	6,328	6,920	7,569
Grants & Subsidies	1,144,291	1,265,312	1,342,627	1,389,777	1,433,113	1,459,038	1,485,773
Total Expenditures	4,754,786	5,618,115	5,942,896	6,140,907	6,340,206	6,527,386	6,720,850
Revenues Generated	42,948	48,900	46,950	47,420	47,894	48,372	48,857
<b>Net Operating Costs</b>	<b>\$4,711,838</b>	<b>\$5,569,215</b>	<b>\$5,895,946</b>	<b>\$6,093,487</b>	<b>\$6,292,312</b>	<b>\$6,479,014</b>	<b>\$6,671,993</b>
Staffing (FTEs)	--	4.0	4.0	4.0	4.0	4.0	4.0
Cost Per Capita	\$54.75	\$64.21	\$67.45	\$69.17	\$70.87	\$72.41	\$73.98





## Overview

Engineering and Public Works provides and maintains a number of essential municipal services and infrastructure including roads, drainage, water, sanitary sewer, solid waste collection and management of the City's fleet.

The Sanitary Sewer Utility is an essential service provided to residents and businesses for the collection of liquid wastes. Sanitary Sewer services are self-financing through user fees. Sanitary sewer treatment is provided by the Regional District of Nanaimo.

The Waterworks Utility is an essential service that provides residents and businesses a supply of high quality, potable water, and at flows and pressures suitable for fire protection. Water services are self-financing through user fees.

Water infrastructure includes dams, reservoirs, water treatment facilities, supply and distribution mains, and pump and pressure reducing stations.

The new Water Treatment Plant is expected to open in 2015. The 2015 budget includes operating and maintenance expenses for this new facility for part year. The 2016 through to 2019 budgets include full year operating and maintenance expenses.

The Engineering and Public Works department is organized into the following sections:

- Administration and Support Services
- Engineering Services
- Transportation (operations)
- Drainage
- Sanitation, Recycling and Cemeteries
- Fleet
- Water
- Sanitary Sewer



## 2015 Goals

To contribute to Council's priorities of Asset Management, Taking Responsibility, Transportation and Mobility and Water in the Strategic Plan

- Provide project scope and costs for DCC Review
- Prepare a business case and presentation for Council regarding utilization of automation technologies for solid waste and recycling collection
- Complete update of stormwater management design standards
- Complete alignment selection process for E & N Trail – downtown south section
- Implementation of the Transportation Master Plan - continue to identify and develop projects for long- range planning
- Complete sewer agreement with Snunéymuxw First Nation
- Prepare Cross Connection Control Plan for Council
- Develop condition assessment tool for water mains
- Develop a communication strategy that results in 100% utilization of the water conservation program
- Confirm a preferred water supply option
- Successful start up of new water treatment plant

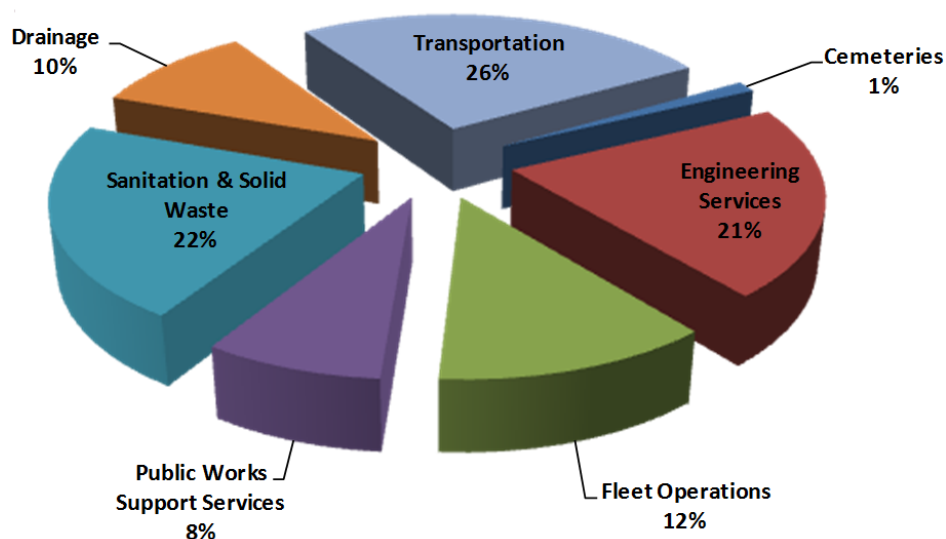




## Operating Expenditures and Revenues by Section (excluding Sanitary Sewer and Water Utilities)

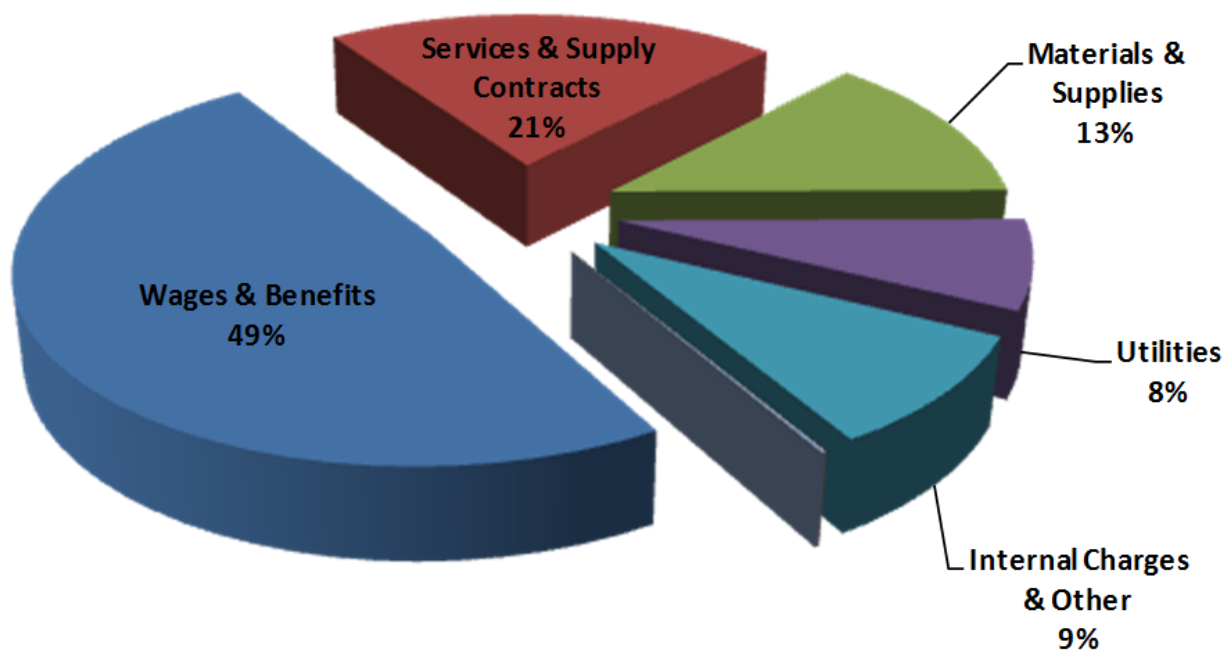
	2013 Actual	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
<b>REVENUES GENERATED (\$)</b>							
Cemeteries	72,046	58,275	61,500	62,115	62,737	63,364	63,997
Engineering Services	33,042	22,100	19,000	19,190	19,382	19,576	19,771
Fleet Operations	(350)	--	--	--	--	--	--
Public Works Support Services	981,522	420,200	424,200	432,442	440,846	449,416	458,155
Sanitation & Solid Waste	3,450,414	3,482,750	3,751,023	3,836,364	3,923,232	4,011,651	4,094,612
Storm Drainage	9,299	57,265	48,265	48,760	49,261	49,766	50,277
Transportation	32,350	79,804	72,088	57,669	56,106	64,727	73,675
<b>Revenues Total</b>	<b>\$4,578,322</b>	<b>4,120,394</b>	<b>\$4,376,076</b>	<b>\$4,456,540</b>	<b>\$4,551,564</b>	<b>\$4,658,500</b>	<b>\$4,760,487</b>
<b>EXPENDITURES (\$)</b>							
Cemeteries	215,546	242,325	244,565	246,397	251,323	256,347	261,479
Engineering Services	3,588,656	4,116,244	4,193,116	4,269,269	4,357,015	4,447,747	4,540,718
Fleet Operations	2,267,156	2,284,187	2,410,842	2,456,292	2,506,059	2,557,335	2,609,029
Public Works Support Services	1,853,475	1,623,173	1,557,839	1,589,414	1,621,682	1,654,666	1,688,380
Sanitation & Solid Waste	3,845,005	3,937,888	4,267,726	4,353,154	4,440,302	4,529,205	4,619,882
Storm Drainage	1,913,106	1,973,720	2,003,833	2,044,293	2,085,596	2,127,777	2,170,838
Transportation	4,521,309	5,015,755	5,189,059	5,342,757	5,971,028	6,087,920	6,261,474
<b>Annual Operating Expenditures</b>	<b>\$18,204,252</b>	<b>\$19,193,292</b>	<b>\$19,866,980</b>	<b>\$20,301,576</b>	<b>\$21,233,004</b>	<b>\$21,660,996</b>	<b>\$22,151,799</b>
<b>Net Operating Expenditures</b>	<b>\$13,625,930</b>	<b>\$15,072,898</b>	<b>\$15,490,904</b>	<b>\$15,845,036</b>	<b>\$16,681,440</b>	<b>\$17,002,496</b>	<b>\$17,391,312</b>
Staffing (FTEs) - Municipal	112.0	113.8	112.8	112.8	112.8	112.8	112.8
Cost Per Capita	\$158.34	\$173.79	\$177.22	\$179.86	\$187.88	\$190.01	\$192.84

## Operating Expenditures by Section (excluding Sanitary Sewer and Water Utilities)



## Operating Expenditures by Type

	2013 Actual	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
<b>EXPENDITURE SUMMARY (\$)</b>							
Wages & Benefits	8,455,950	9,330,694	9,720,014	9,914,941	10,113,762	10,316,577	10,523,427
Services & Supply Contracts	4,027,076	4,185,737	4,257,892	4,382,832	4,472,560	4,562,016	4,707,372
Materials & Supplies	2,695,724	2,519,400	2,550,634	2,589,647	2,637,377	2,689,001	2,741,409
Utilities	1,308,735	1,354,996	1,480,402	1,510,010	1,540,210	1,571,013	1,602,436
Internal Charges & Other	1,686,910	1,771,685	1,830,134	1,872,041	1,907,070	1,952,315	1,998,710
Grants & Subsidies	1,500	1,500	1,500	1,530	1,561	1,592	1,624
Debt	28,357	29,280	26,404	30,575	560,464	568,482	576,821
Total Expenditures	18,204,252	19,193,292	19,866,980	20,301,576	21,233,004	21,660,996	22,151,799
Revenues Generated	4,578,322	4,120,394	4,376,076	4,456,540	4,551,564	4,658,500	4,760,487
<b>Net Operating Costs</b>	<b>\$13,625,930</b>	<b>\$15,072,898</b>	<b>\$15,490,904</b>	<b>\$15,845,036</b>	<b>\$16,681,440</b>	<b>\$17,002,496</b>	<b>\$17,391,312</b>
Staffing (FTEs)	112.0	113.8	112.8	112.8	112.8	112.8	112.8
Cost Per Capita	\$158.34	\$173.79	\$177.22	\$179.86	\$187.88	\$190.01	\$192.84



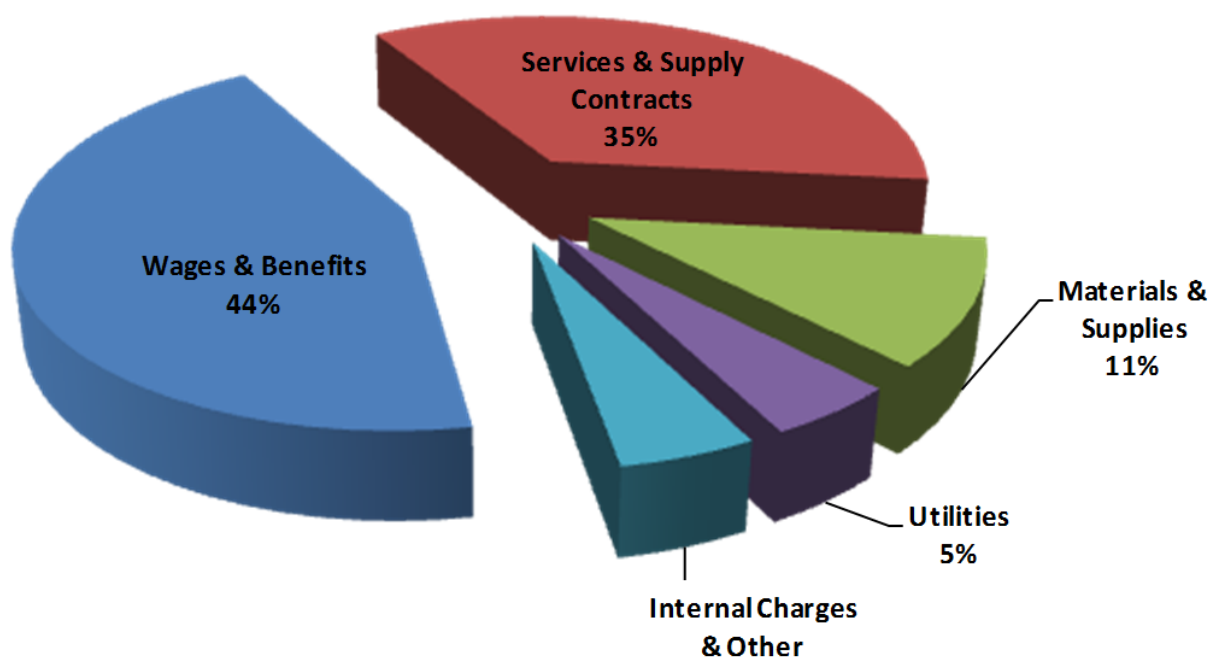
## Administration and Support Services Section

### Description and Level of Service

- Provide leadership and coordination of department's activities
- Liaise with other departments and external stakeholders
- Provide internal and public support and response services including reception, dispatch and records management

### Operating Expenditures and Revenues

	2013 Actual	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
<b>EXPENDITURE SUMMARY (\$)</b>							
Wages & Benefits	499,578	671,165	688,910	703,216	717,808	732,694	747,873
Services & Supply Contracts	591,704	625,277	548,583	559,554	570,745	582,159	593,804
Materials & Supplies	615,083	178,275	172,100	174,888	177,731	180,633	183,590
Utilities	61,904	70,000	73,200	74,664	76,157	77,680	79,235
Internal Charges & Other	85,206	78,456	75,046	77,092	79,241	81,500	83,878
<b>Total Expenditures</b>	<b>1,853,475</b>	<b>1,623,173</b>	<b>1,557,839</b>	<b>1,589,414</b>	<b>1,621,682</b>	<b>1,654,666</b>	<b>1,688,380</b>
Revenues Generated	981,522	420,200	424,200	432,442	440,846	449,416	458,155
<b>Net Operating Costs</b>	<b>\$871,953</b>	<b>\$1,202,973</b>	<b>\$1,133,639</b>	<b>\$1,156,972</b>	<b>\$1,180,836</b>	<b>\$1,205,250</b>	<b>\$1,230,225</b>
Staffing (FTEs)	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Cost Per Capita	\$10.13	\$13.87	\$12.97	\$13.13	\$13.30	\$13.47	\$13.64





### Description and Level of Service

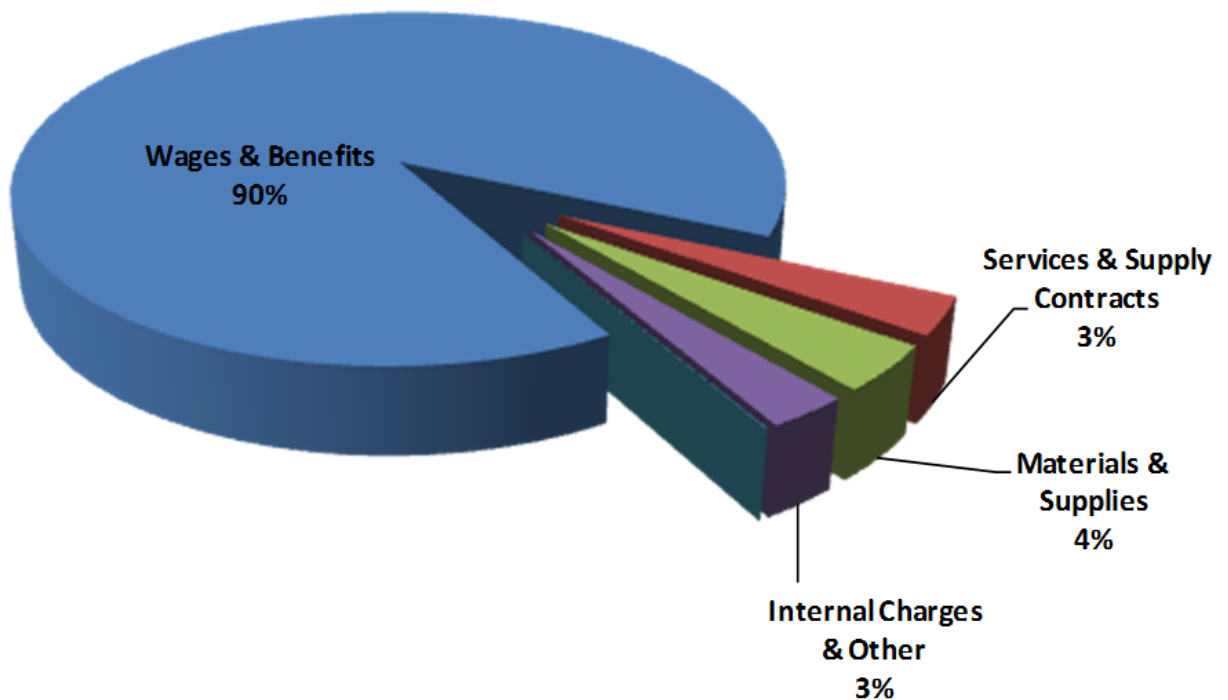
- Develop and implement the City's Transportation Master Plan
- Prepare and manage the City's long range infrastructure programs and plans
  - Prepare detailed capital and operating project plans for the City's five-year financial plan
  - Prepare and manage the City's long range water supply infrastructure program and plans
- Design for municipal infrastructure
- Administer and manage the delivery of the Engineering and Public Works projects
- Manage the City's GIS system
- Identify and administer studies and/or investigative work on City infrastructure
- Liaise with stakeholders and other City departments
- Monitor water supply and quality



## Operating Expenditures and Revenues

An allocation of Engineering Services expenditures is made to the Sanitary Sewer and Waterworks utilities. Expenditures below are before allocation.

	2013 Actual	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
<b>EXPENDITURE SUMMARY (\$)</b>							
Wages & Benefits	3,252,762	3,728,765	3,791,031	3,866,853	3,944,187	4,023,071	4,103,534
Services & Supply Contracts	66,632	131,627	130,963	133,582	138,335	141,103	143,922
Materials & Supplies	142,432	139,540	153,730	145,612	144,968	147,233	149,542
Internal Charges & Other	125,329	114,812	115,892	121,692	127,964	134,748	142,096
Grants & Subsidies	1,500	1,500	1,500	1,530	1,561	1,592	1,624
Total Expenditures	3,588,656	4,116,244	4,193,116	4,269,269	4,357,015	4,447,747	4,540,718
Revenues Generated	33,042	22,100	19,000	19,190	19,382	19,576	19,771
<b>Net Operating Costs</b>	<b>\$3,555,614</b>	<b>\$4,094,144</b>	<b>\$4,174,116</b>	<b>\$4,250,079</b>	<b>\$4,337,633</b>	<b>\$4,428,171</b>	<b>\$4,520,947</b>
Staffing (FTEs)	46.0	47.0	46.0	46.0	46.0	46.0	46.0
Cost Per Capita	\$41.32	\$47.20	\$47.75	\$48.24	\$48.85	\$49.49	\$50.13



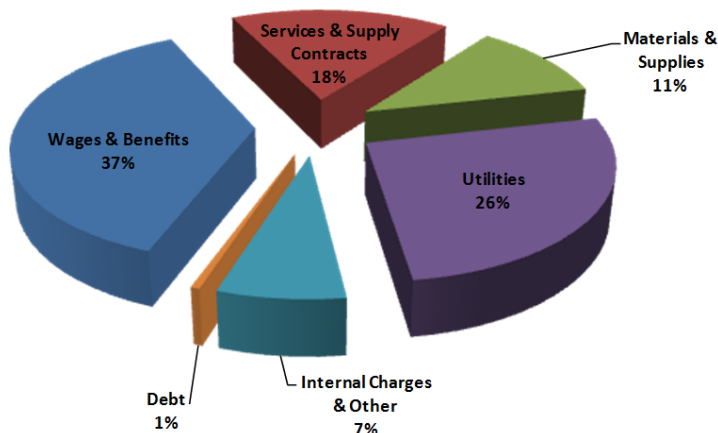
## Transportation Section

### Description and Level of Service

- Provide maintenance and repair services for the City's transportation network including roads, bridges, traffic signals and street lighting
- Manage maintenance program for City boulevards
- Manufacture and install street signage, road markings, banners and seasonal lighting program
- Provide repairs to City sidewalks, curbs and cycling paths
- Provide emergency operational services for snow clearing and ice control
- Graffiti removal program

### Operating Expenditures and Revenues

	2013 Actual	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
<b>EXPENDITURE SUMMARY (\$)</b>							
Wages & Benefits	1,716,828	1,864,883	1,936,927	1,975,665	2,015,176	2,055,483	2,096,590
Services & Supply Contracts	958,647	877,585	906,045	970,068	989,465	1,009,256	1,083,562
Materials & Supplies	285,468	599,400	577,900	589,458	601,244	613,276	625,536
Utilities	1,218,016	1,250,346	1,372,552	1,400,003	1,428,003	1,456,562	1,485,694
Internal Charges & Other	313,993	394,261	369,231	376,988	376,676	384,861	393,271
Debt	28,357	29,280	26,404	30,575	560,464	568,482	576,821
Total Expenditures	4,521,309	5,015,755	5,189,059	5,342,757	5,971,028	6,087,920	6,261,474
Revenues Generated	32,350	79,804	72,088	57,669	56,106	64,727	73,675
<b>Net Operating Costs</b>	<b>\$4,488,958</b>	<b>\$4,935,951</b>	<b>\$5,116,971</b>	<b>\$5,285,088</b>	<b>\$5,914,922</b>	<b>\$6,023,193</b>	<b>\$6,187,799</b>
Staffing (FTEs)	22.0	22.0	22.0	22.0	22.0	22.0	22.0
Cost Per Capita	\$52.16	\$56.91	\$58.54	\$59.99	\$66.62	\$67.31	\$68.61





# Sanitation and Recycling Section

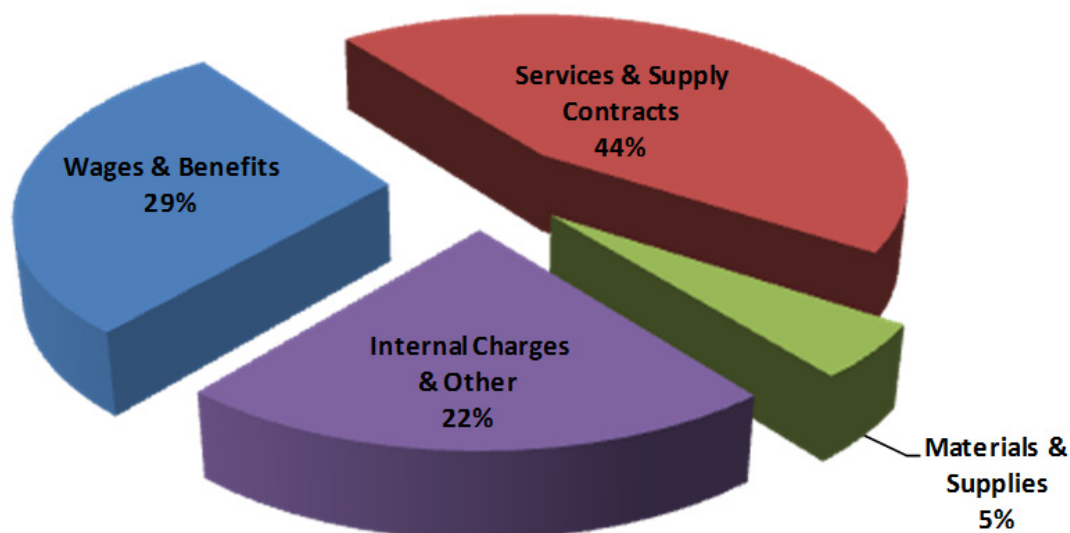
## Description and Level of Service

- Provide residential solid waste collection including weekly collection of food waste, bi-weekly collection of residential garbage and recyclables
- Provide public education and promotion for the 3 Rs – Reduce, Reuse, Recycle
- Provide downtown street and sidewalk sweeping program

Beginning May 19, 2014, the City entered into an agreement with Multi Material British Columbia (MMBC) where MMBC collects recyclable materials from households and the City received a fee per household for the materials. Garbage user fees in 2014 were reduced.

## Operating Expenditures and Revenues

	2013 Actual	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
<b>EXPENDITURE SUMMARY (\$)</b>							
Wages & Benefits	1,086,570	1,073,400	1,227,108	1,251,649	1,276,684	1,302,218	1,328,260
Services & Supply Contracts	1,696,018	1,799,208	1,897,589	1,935,540	1,974,252	2,013,736	2,054,007
Materials & Supplies	217,877	204,680	210,599	214,810	219,105	223,488	227,958
Internal Charges & Other	844,540	860,600	932,430	951,155	970,261	989,763	1,009,657
Total Expenditures	3,845,005	3,937,888	4,267,726	4,353,154	4,440,302	4,529,205	4,619,882
Revenues Generated	3,450,414	3,482,750	3,751,023	3,836,364	3,923,232	4,011,651	4,094,612
<b>Net Operating Costs</b>	<b>\$394,592</b>	<b>\$455,138</b>	<b>\$516,703</b>	<b>\$516,790</b>	<b>\$517,069</b>	<b>\$517,553</b>	<b>\$525,270</b>
Staffing (FTEs)	14.0	14.0	14.0	14.0	14.0	14.0	14.0
Cost Per Capita	\$4.59	\$5.25	\$5.91	\$5.87	\$5.82	\$5.78	\$5.82



## Fleet Services Section

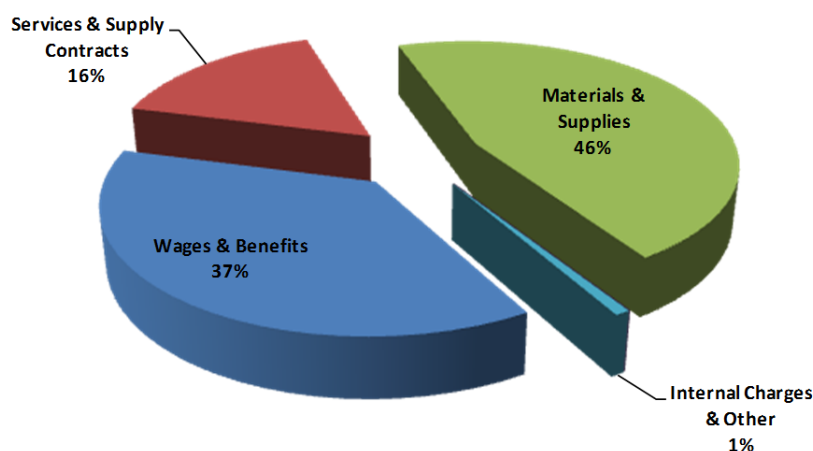
### Description and Level of Service

- Maintenance and repair of City's fleet and equipment
- Prepare and manage life-cycle fleet replacement plan, including identifying strategies to maximize efficiency and effectiveness of the City's fleet
- Provide training and education to users on efficient operation of city vehicles

### Operating Expenditures

Fleet costs are recovered from departments through monthly or hourly fleet charges (internal charges). Fleet charge calculations for each unit include replacement cost, annual operating and maintenance costs and insurance. Fleet charges in excess of annual operating, maintenance and insurance costs are transferred to the Equipment Replacement Reserve. The Equipment Replacement Reserve fully funds the fleet replacement program.

	2013 Actual	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
<b>EXPENDITURE SUMMARY (\$)</b>							
Wages & Benefits	828,262	853,338	900,087	918,090	936,450	955,181	974,284
Services & Supply Contracts	318,707	342,720	385,980	390,640	398,451	406,421	414,548
Materials & Supplies	1,095,284	1,068,475	1,106,150	1,128,120	1,150,836	1,174,012	1,197,413
Utilities	(61)	--	--	--	--	--	--
Internal Charges & Other	24,964	19,654	18,625	19,442	20,322	21,721	22,784
Total Expenditures	2,267,156	2,284,187	2,410,842	2,456,292	2,506,059	2,557,335	2,609,029
Revenues Generated	(350)	--	--	--	--	--	--
<b>Net Operating Costs</b>	<b>\$2,267,506</b>	<b>\$2,284,187</b>	<b>\$2,410,842</b>	<b>\$2,456,292</b>	<b>\$2,506,059</b>	<b>\$2,557,335</b>	<b>\$2,609,029</b>
Staffing (FTEs)	12.0	13.0	13.0	13.0	13.0	13.0	13.0
Cost Per Capita	\$26.35	\$26.34	\$27.58	\$27.88	\$28.23	\$28.58	\$28.93



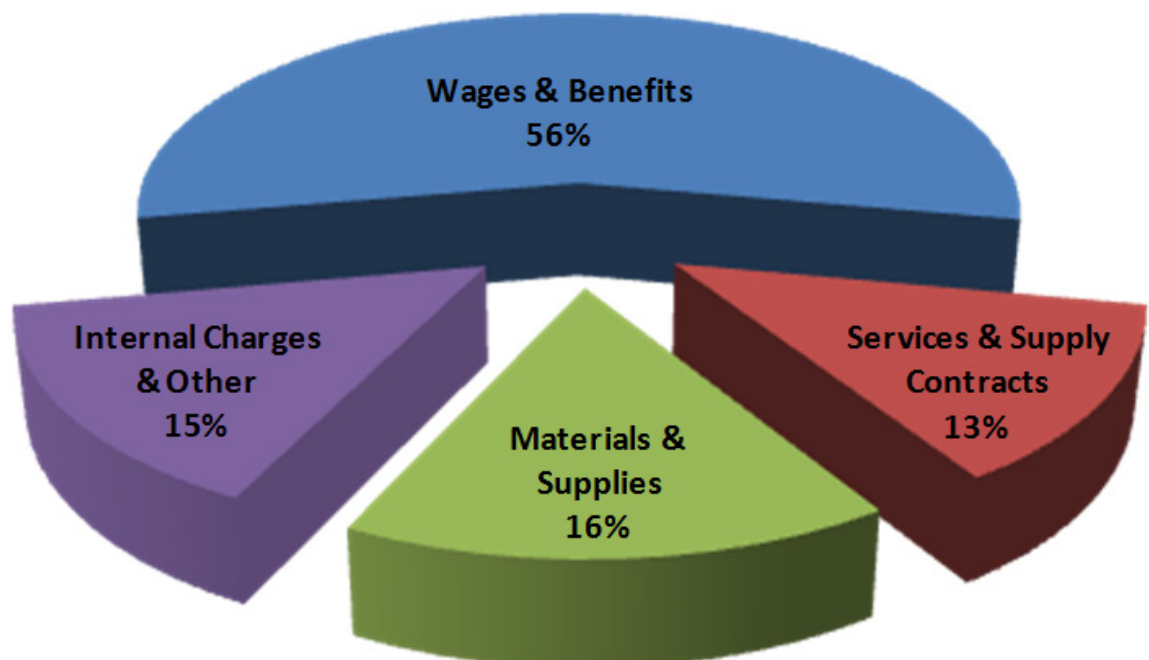
## Drainage Utility Section

### Description and Level of Service

- Develop and provide maintenance programs including: main flushing, catchbasin and inlet/outlet structures cleaning, and brushcutting to support the effectiveness of the City's drainage infrastructure
- Repair services for the City's drainage infrastructure
- Investigate and resolve flooding issues

### Operating Expenditures and Revenues

	2013 Actual	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
<b>EXPENDITURE SUMMARY (\$)</b>							
Wages & Benefits	1,038,494	1,101,543	1,135,273	1,157,977	1,181,136	1,204,763	1,228,855
Services & Supply Contracts	272,655	275,225	256,275	261,401	266,625	271,960	277,401
Materials & Supplies	330,090	315,050	316,675	323,009	329,469	336,056	342,778
Internal Charges & Other	271,868	281,902	295,610	301,906	308,366	314,998	321,804
Total Expenditures	1,913,106	1,973,720	2,003,833	2,044,293	2,085,596	2,127,777	2,170,838
Revenues Generated	9,299	57,265	48,265	48,760	49,261	49,766	50,277
<b>Net Operating Costs</b>	<b>\$1,903,807</b>	<b>\$1,916,455</b>	<b>\$1,955,568</b>	<b>\$1,995,533</b>	<b>\$2,036,335</b>	<b>\$2,078,011</b>	<b>\$2,120,561</b>
Staffing (FTEs)	13.0	12.8	12.8	12.8	12.8	12.8	12.8
Cost Per Capita	\$22.12	\$22.10	\$22.37	\$22.65	\$22.94	\$23.22	\$23.51





# Sanitary Sewer Utility

## Description and Level of Service

The Sanitary Sewer Utility is an essential service provided to residents and businesses for the collection of liquid wastes. Sanitary Sewer services are self-financing through user fees. Sanitary sewer treatment is provided by the Regional District of Nanaimo.

- Operate and maintain sanitary sewer infrastructure including: video inspection, main flushing, and manholes/structures cleaning
- Repair mains and connections identified through inspections/flushing programs
- Operate and maintain lift stations including mechanical and electrical controls and telemetry communications systems
- Install new services for residential, institutional and commercial customers

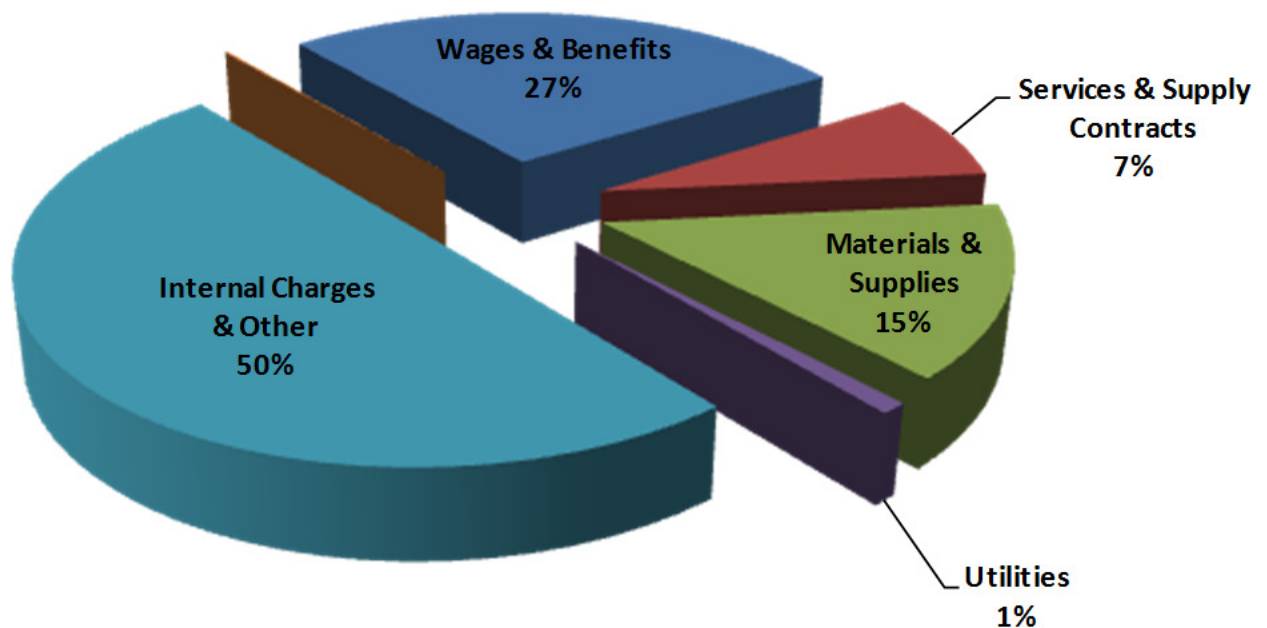


## Operating Expenditures and Revenues

Net revenues are transferred to sanitary sewer utility reserves. Sanitary sewer infrastructure renewal is funded from reserves.

Internal charges include an allocation of Corporate Services and Engineering Services expenditures that benefit delivery of sanitary sewer services.

	2013 Actual	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
<b>EXPENDITURE SUMMARY (\$)</b>							
Wages & Benefits	868,310	857,340	895,441	913,354	931,617	950,249	969,255
Services & Supply Contracts	253,694	305,186	243,389	248,257	253,220	258,287	263,449
Materials & Supplies	421,411	439,910	479,820	470,887	490,941	509,230	528,306
Utilities	25,018	28,600	32,050	32,691	33,344	34,012	34,692
Internal Charges & Other	1,515,912	1,631,991	1,641,996	1,673,867	1,706,396	1,739,604	1,773,501
Grants & Subsidies	3,353	4,000	4,000	4,080	4,162	4,245	4,330
Total Expenditures	3,087,698	3,267,027	3,296,696	3,343,136	3,419,680	3,495,627	3,573,533
Revenues Generated	5,305,098	5,646,479	5,981,888	6,339,500	6,718,705	7,053,824	7,405,798
<b>Net Operating Revenues</b>	<b>\$2,217,400</b>	<b>\$2,379,452</b>	<b>\$2,685,192</b>	<b>\$2,996,364</b>	<b>\$3,299,025</b>	<b>\$3,558,197</b>	<b>\$3,832,265</b>
Staffing (FTEs)	8.1	8.8	8.8	8.8	8.8	8.8	8.8
Cost Per Capita	\$25.77	\$27.43	\$30.72	\$34.01	\$37.16	\$39.76	\$42.49





## Overview

The Waterworks Utility is an essential service that provides residents and businesses a supply of high quality, potable water, and at flows and pressures suitable for fire protection. Water services are self-financing through user fees.

Water infrastructure includes dams, reservoirs, water treatment facilities, supply and distribution mains, and pump and pressure reducing stations.

The new Water Treatment Plant is expected to be open in 2015. The 2015 budget includes operating and maintenance expenses for this new facility for part year. The 2016 through to 2019 budgets included full year operating and maintenance expenses.

## Description and Level of Service

- Operate and maintain water storage and distribution infrastructure including: main flushing, water testing and inspection
- In compliance with British Columbia Dam Safety Regulations and Canadian Dam Association guidelines, perform dam inspections and reporting
- Operate telemetry monitoring system to monitor systems
- Operate water treatment facilities
- Install new services for residential, institutional and commercial users



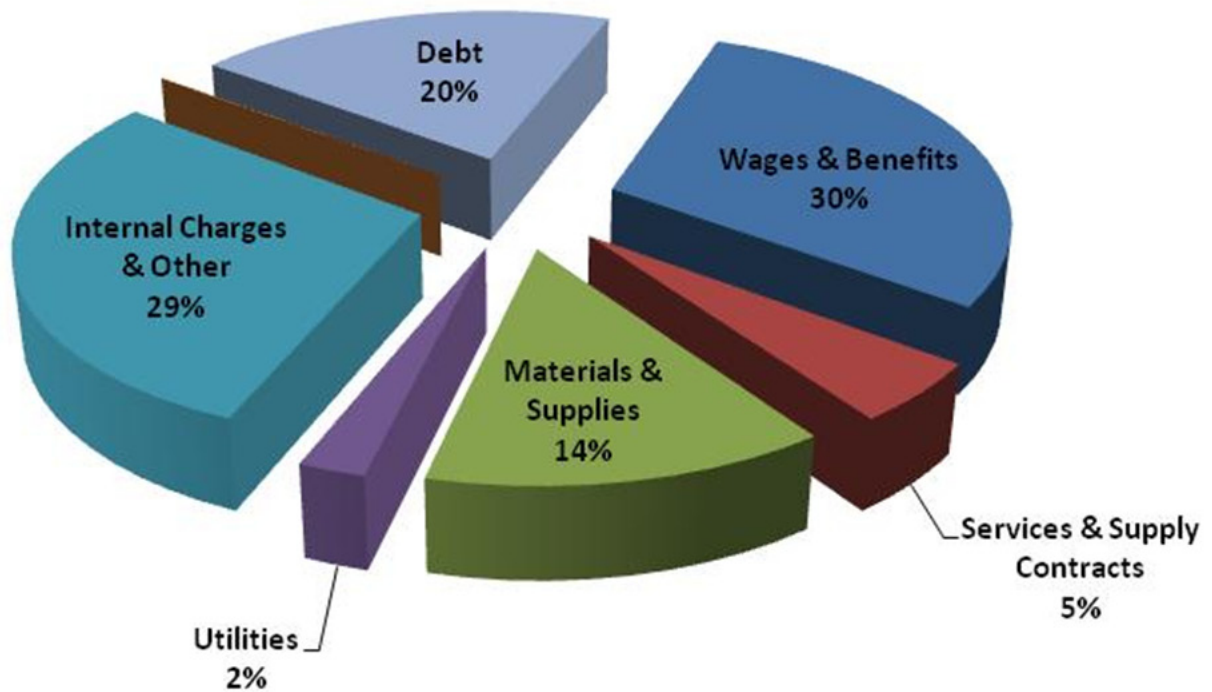


## Operating Expenditures and Revenues

Net revenues are transferred to water utility reserves. Water infrastructure renewal is funded from reserves.

Internal charges include an allocation of Corporate Services and Engineering Services expenditures that benefit delivery of water services.

	2013 Actual	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget
<b>EXPENDITURE SUMMARY (\$)</b>							
Wages & Benefits	1,993,140	2,263,909	2,567,233	2,734,655	2,788,103	2,842,618	2,898,220
Services & Supply Contracts	454,507	456,880	438,264	597,268	608,111	619,172	630,455
Materials & Supplies	991,412	1,077,228	1,178,543	1,352,142	1,414,805	1,481,470	1,552,422
Utilities	112,957	117,700	198,100	280,602	286,215	291,939	297,778
Internal Charges & Other	2,309,139	2,498,717	2,527,696	2,573,467	2,620,253	2,668,103	2,717,033
Grants & Subsidies	4,915	5,500	5,500	5,500	5,500	5,500	5,500
Debt	297,233	1,507,838	1,756,204	1,600,324	1,619,353	1,639,143	1,659,725
<b>Total Expenditures</b>	<b>6,163,303</b>	<b>7,927,772</b>	<b>8,671,540</b>	<b>9,143,958</b>	<b>9,342,340</b>	<b>9,547,945</b>	<b>9,761,133</b>
Revenues Generated	13,301,089	13,970,975	15,053,539	16,103,240	17,312,362	18,611,445	20,007,207
<b>Net Operating Revenues</b>	<b>\$7,137,786</b>	<b>\$6,043,203</b>	<b>\$6,381,999</b>	<b>\$6,959,282</b>	<b>\$7,970,022</b>	<b>\$9,063,500</b>	<b>\$10,246,074</b>
Staffing (FTEs)	19.9	19.5	24.5	25.5	25.5	25.5	25.5
Cost Per Capita	\$82.94	\$69.68	\$73.01	\$79.00	\$89.77	\$101.29	\$113.61





# CHAPTER 6 - 2015-2019 CAPITAL PROGRAM



**2015 - 2019 Financial Plan**



# CHAPTER 6 - 2015-2019 Capital Program

## 2015-2019 Capital Plan - Includes Capital and Operating Projects

Projects are either classified for accounting purposes as capital or operating. Projects that satisfy specific requirements as outlined in the City's Capital Asset Policy are classified as capital expenditures and are accounted for in the City's capital funds. Projects that

are smaller in scope and below specific capitalization thresholds are classified as operating projects and accounted for in the City's operating funds. The 2015 – 2019 Capital Program section includes all projects.



## Overview – Infrastructure Renewal and Demand for Growth Challenges

The City owns infrastructure with a current replacement cost in excess of \$2 billion. Over time, this infrastructure will need to be replaced and additional infrastructure will be required to support a growing community

Projects included in the 2015 – 2019 Financial Plan focus on specific strategic initiatives, infrastructure renewal and new/upgrades to infrastructure that will address capacity issues and regulatory changes.

Detailed project information is provided within a framework. The majority of projects in the five year plan focus on renewal of existing infrastructure to

support effective and efficient delivery of current levels of service.

Major projects in the 2015 – 2019 Financial Plan include: Core Services Review, Beaufort Park Utilities, Cliff St. Area Corridor & Utilities, College Drive Watermain Twinning, Fillinger Crescent Utilities, Nanaimo Lakes Road Rehab and Drainage, Terminal Complete Street, Thunderbird Area Utilities, new Fire Station #6, Police Operations Building expansion, Port Theatre expansion, replacement of artificial turf field, Wellcox Trestle replacement and the final phase of construction of the new Water Treatment Plant.



## Capital Expenditure Policy

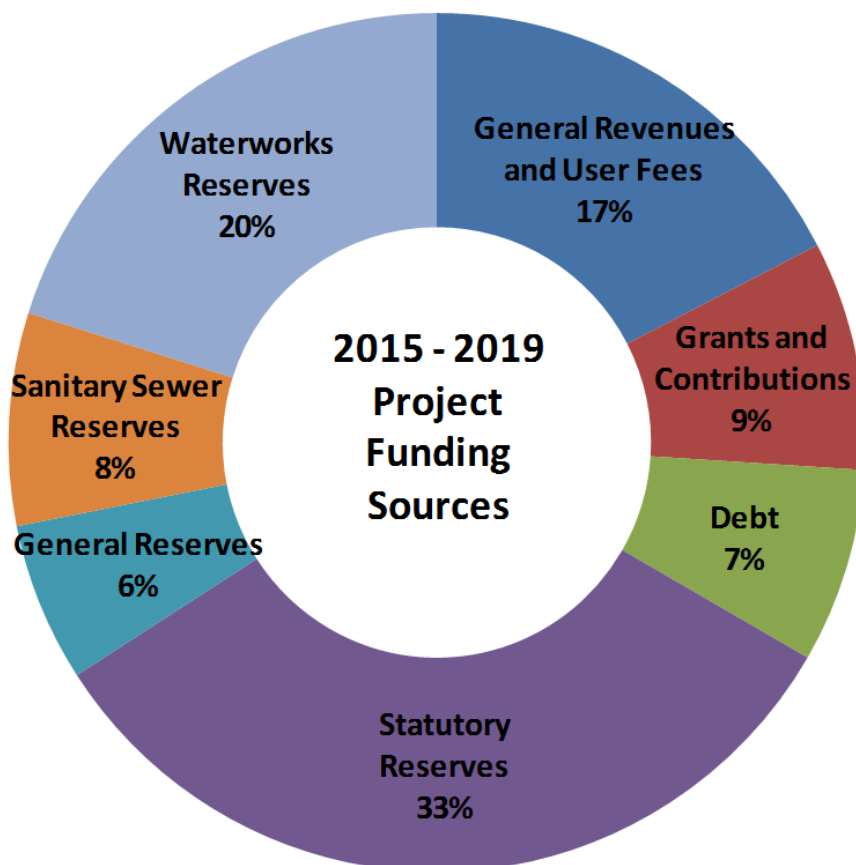
The City of Nanaimo, like all other local governments, was required to meet new financial reporting standards with respect to its tangible capital assets. Items that meet the criteria of capital will be capitalized and then amortized over the useful life of the asset.

Capital is defined as tangible property owned by the City that:

- Are held for use in the production or supply of goods or services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets;
- Have useful economic lives extending beyond 1 year;
- Are to be used on a continuing basis; and
- Are not for sale in the ordinary course of operations

## Project Funding Sources

Funding for projects comes from a number of sources including general taxation, reserves, statutory funds, grants, contributions from developers and borrowing. Projects in the 2015 – 2019 Financial Plan are funded from the following sources:



## Debt and Debt Limits

The 2015 – 2019 Financial Plan includes new debt borrowing in the amount of \$15 million. This includes \$2.4 million for a new Fire Station on Hammond Bay Road, \$6 million to replace the Wellcox Trestle and \$6.6 million for expansion of the Police Operations Building. Borrowing is repaid in twenty years.

The City's outstanding debt represents a number of projects including local road improvements where costs are shared between the City and the property

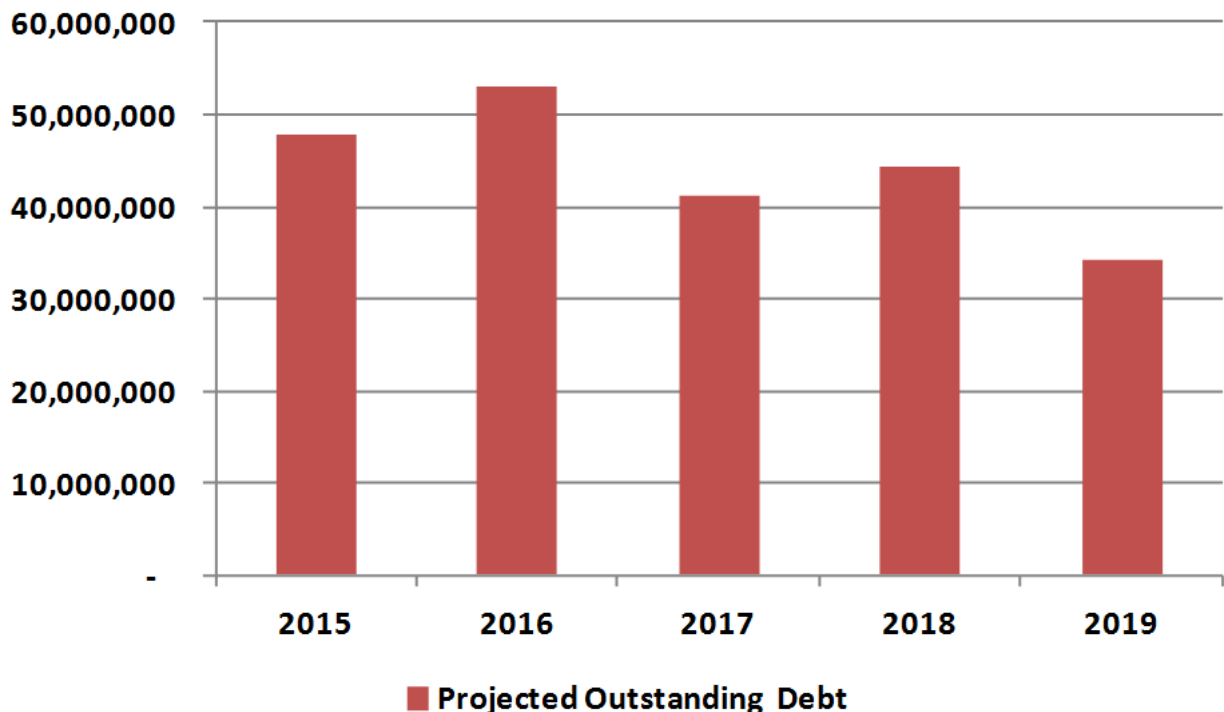
owners, the Nanaimo Aquatic Centre, Vancouver Island Conference Centre, Fire Station #4, the Harbourfront Parkade and the Water Treatment Plant.

Outstanding debt at December 31, 2014 is \$50,860,003. This balance includes all borrowing for the Water Treatment Plant. The total borrowing for the Water Treatment Plant was \$22.5M.

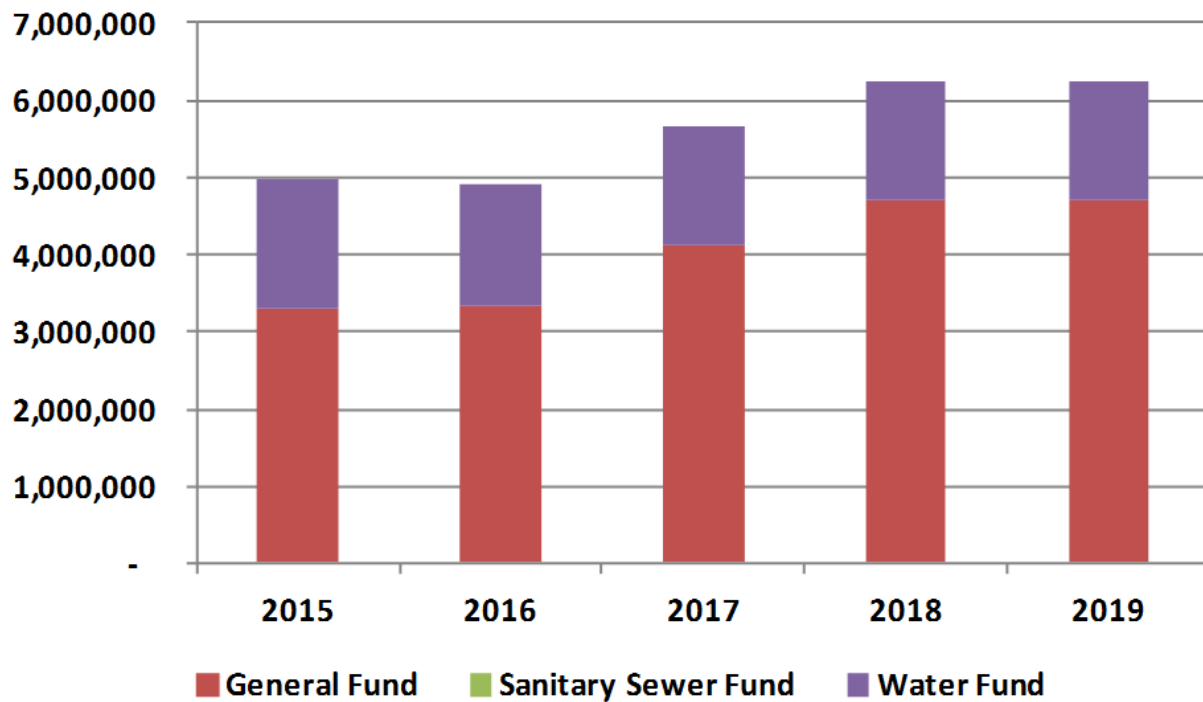
## New Borrowing

Project	Year	Amount	Annual Payment
Fire Station #6	2016	2,400,000	224,000
Wellcox Trestle Replacement	2016	6,000,000	561,000
Police Operations Building Expansion	2018	6,600,000	617,000
<b>TOTAL</b>		<b>\$15,000,000</b>	<b>\$1,402,000</b>

## Projected Outstanding Debt

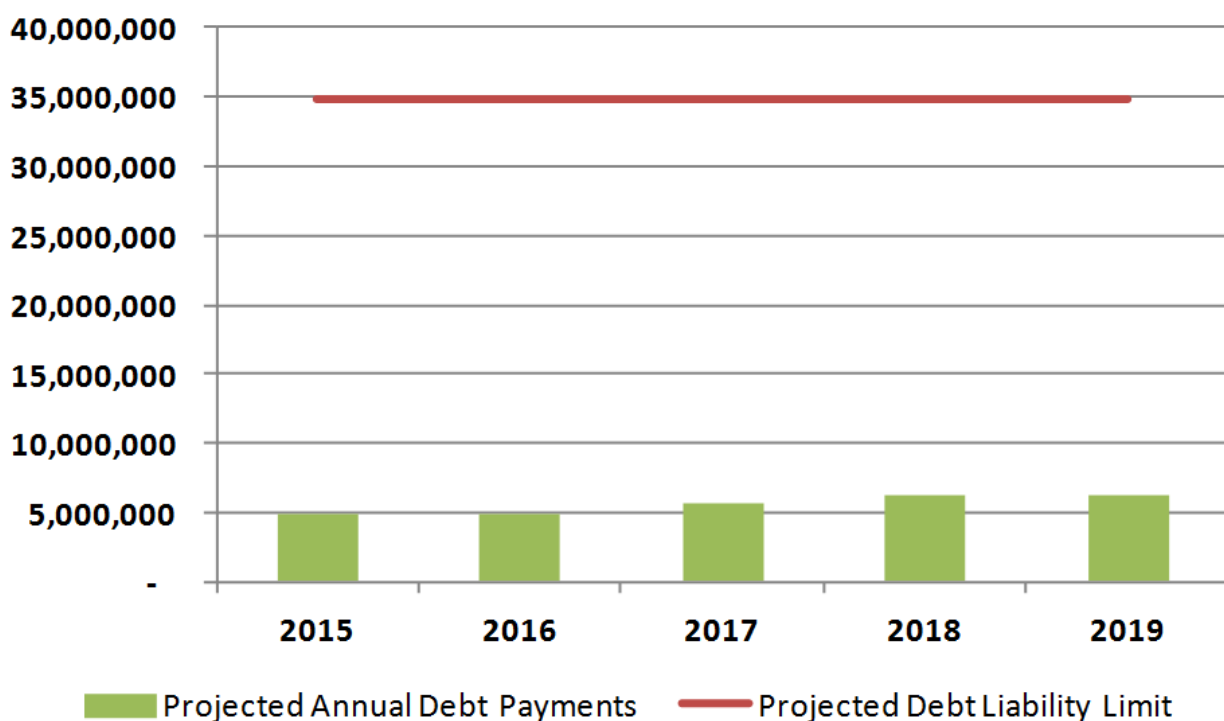


## Projected Debt Principle and Interest Payments



## Projected Debt Limits

The City's debt servicing limit is \$34 million, as defined by the Community Charter. The limit far exceeds the new debt borrowing included in the 2015 – 2019 Financial Plan.





## Grants and Private Contributions

The 2015 – 2019 Financial Plan includes annual monies received from the Nanaimo Port Authority, grants from senior governments and the RDN, and private contributions.

The Port Theatre Expansion project, included in the 2015 – 2019 Financial Plan, is funded entirely from grants and private contributions. The grants and private contribution funding for this project are still to be confirmed.

## Reserves

### Operating Reserves

The City maintains reserve funds with the objective of setting funds aside to contribute to future capital and special operating expenditures. City reserves include IT Replacement Reserve, Housing Legacy Reserve, Parking Reserve and General Capital Reserve.

### Statutory Reserves

The City has Statutory Reserve Funds that are authorized by the Community Charter and/or City Bylaws. The purpose of setting aside reserves is to provide funding for anticipated future expenditures, to ensure sufficient funds are available when required, and to limit the need to incur debt or require large increases in taxation or user fees.

Statutory Reserves can only be used as authorized by the Community Charter and the related Council Bylaw. Statutory Reserves include Asset Management Reserves, Development Cost Charges Reserves, the Facility Development Reserve, the Equipment Replacement Reserve and other special purpose reserves.

### 2014 Projects - In Progress

The 2015- 2019 Financial Plan includes ongoing projects from the 2014 – 2018 budget period which will continue into the 2015 – 2019 budget period.



# Capital Planning Overview

## City of Nanaimo 2015-2019 Financial Plan

### Reserve and Surplus Projections (Funds Available for Use)

	2015	2016	2017	2018	2019
<b>General Fund</b>					
<b>Statutory Reserves:</b>					
<b>Cemetery Care Reserve</b>	533,358	540,858	548,358	555,858	563,358
Additions	7,500	7,500	7,500	7,500	7,500
Withdrawals	-	-	-	-	-
Balance @ December 31	540,858	548,358	555,858	563,358	570,858
<b>Local Improvement Reserve</b>	1,585,200	1,616,904	1,649,242	1,682,227	1,715,872
Additions	31,704	32,338	32,985	33,645	34,317
Withdrawals	-	-	-	-	-
Balance @ December 31	1,616,904	1,649,242	1,682,227	1,715,872	1,750,189
<b>Parkland Dedication Reserve</b>	50,215	144,936	241,231	339,120	438,621
Additions	94,721	96,295	97,889	99,501	101,138
Withdrawals	-	-	-	-	-
Balance @ December 31	144,936	241,231	339,120	438,621	539,759
<b>Property Sales Reserve</b>	1,074,208	645,844	658,761	671,936	685,375
Additions	17,030	12,917	13,175	13,439	13,708
Withdrawals	445,394	-	-	-	-
Balance @ December 31	645,844	658,761	671,936	685,375	699,083
<b>Equipment Depreciation Reserve</b>	4,172,501	3,337,623	3,724,891	3,424,256	2,992,588
Additions	1,269,550	1,270,268	1,276,365	1,274,332	1,266,967
Withdrawals	2,104,428	883,000	1,577,000	1,706,000	2,115,000
Balance @ December 31	3,337,623	3,724,891	3,424,256	2,992,588	2,144,555
<b>General Fund Asset Management</b>	2,524,998	2,100,902	3,950,142	7,222,213	11,571,746
Additions	2,759,910	3,719,240	4,734,071	4,809,533	4,893,123
Withdrawals	3,184,006	1,870,000	1,462,000	460,000	800,000
Balance @ December 31	2,100,902	3,950,142	7,222,213	11,571,746	15,664,869
<b>Facility Development Reserve</b>	1,359,985	1,053,493	1,817,625	2,518,442	3,064,234
Additions	1,117,849	1,144,132	1,180,817	1,215,792	1,246,218
Withdrawals	1,424,341	380,000	480,000	670,000	1,050,000
Balance @ December 31	1,053,493	1,817,625	2,518,442	3,064,234	3,260,452
<b>Community Works Reserve</b>	3,609,979	3,979,045	7,682,500	11,460,024	15,485,157
Additions	3,492,274	3,703,455	3,777,524	4,025,133	4,105,636
Withdrawals	3,123,208	-	-	-	-
Balance @ December 31	3,979,045	7,682,500	11,460,024	15,485,157	19,590,793
<b>Old City Parking Reserve</b>	84,098	85,780	87,496	89,246	91,031
Additions	1,682	1,716	1,750	1,785	1,821
Withdrawals	-	-	-	-	-
Balance @ December 31	85,780	87,496	89,246	91,031	92,852
<b>Knowles Estate Reserve Fund</b>	437,651	446,404	455,332	464,439	473,728
Additions	8,753	8,928	9,107	9,289	9,475
Withdrawals	-	-	-	-	-
Balance @ December 31	446,404	455,332	464,439	473,728	483,203

## City of Nanaimo 2015-2019 Financial Plan

### Reserve and Surplus Projections (Funds Available for Use)

	2015	2016	2017	2018	2019
<b>Regional Emission Reduction</b>	218,754	302,944	388,818	476,410	565,753
Additions	84,190	85,874	87,592	89,343	91,130
Withdrawals	-	-	-	-	-
Balance @ December 31	302,944	388,818	476,410	565,753	656,883
<b>DCC - City Wide Roads</b>	6,747,374	5,929,334	5,798,426	5,222,520	1,156,454
Additions	1,378,488	1,369,092	1,362,094	1,316,134	1,288,635
Withdrawals	2,196,528	1,500,000	1,938,000	5,382,200	-
Balance @ December 31	5,929,334	5,798,426	5,222,520	1,156,454	2,445,089
<b>DCC - City Wide Drainage</b>	9,680,083	10,060,635	10,448,798	10,844,724	11,248,568
Additions	380,552	388,163	395,926	403,844	411,921
Withdrawals	-	-	-	-	-
Balance @ December 31	10,060,635	10,448,798	10,844,724	11,248,568	11,660,489
<b>DCC - North Slope Drainage</b>	963,689	982,963	1,002,622	1,022,674	1,043,127
Additions	19,274	19,659	20,052	20,453	20,863
Withdrawals	-	-	-	-	-
Balance @ December 31	982,963	1,002,622	1,022,674	1,043,127	1,063,990
<b>DCC - Millstone Drainage</b>	2,493,860	2,543,737	2,594,612	2,646,504	2,699,434
Additions	49,877	50,875	51,892	52,930	53,989
Withdrawals	-	-	-	-	-
Balance @ December 31	2,543,737	2,594,612	2,646,504	2,699,434	2,753,423
<b>DCC - City Wide Parks</b>	410,955	620,130	838,019	959,266	1,082,938
Additions	363,661	367,889	371,247	373,672	376,145
Withdrawals	154,486	150,000	250,000	250,000	250,000
Balance @ December 31	620,130	838,019	959,266	1,082,938	1,209,083
<b>Non-Statutory Reserves Accounts:</b>					
<b>RCMP Contract Adjustment</b>	2,507,115	2,507,115	2,507,115	2,507,115	2,507,115
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	2,507,115	2,507,115	2,507,115	2,507,115	2,507,115
<b>IT Infrastructure Reserve</b>	1,977,131	735,746	433,338	571,189	794,625
Additions	438,720	482,592	530,851	583,936	642,330
Withdrawals	1,680,105	785,000	393,000	360,500	924,000
Balance @ December 31	735,746	433,338	571,189	794,625	512,955
<b>Drainage Projects Reserve</b>	686,080	-	-	-	-
Additions	-	-	-	-	-
Withdrawals	686,080	-	-	-	-
Balance @ December 31	-	-	-	-	-
<b>Uninsured Claims Reserve</b>	2,568,624	2,568,624	2,568,624	2,568,624	2,568,624
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	2,568,624	2,568,624	2,568,624	2,568,624	2,568,624



## City of Nanaimo 2015-2019 Financial Plan

### Reserve and Surplus Projections (Funds Available for Use)

	2015	2016	2017	2018	2019
<b>Fire Department</b>	211,464	-	-	-	-
Additions	-	-	-	-	-
Withdrawals	211,464	-	-	-	-
Balance @ December 31	-	-	-	-	-
<b>Uncollected Taxes Reserve</b>	2,803,848	2,803,848	2,803,848	2,803,848	2,803,848
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	2,803,848	2,803,848	2,803,848	2,803,848	2,803,848
<b>Property Acquisition Reserve</b>	376,056	354,982	354,982	354,982	354,982
Additions	-	-	-	-	-
Withdrawals	21,074	-	-	-	-
Balance @ December 31	354,982	354,982	354,982	354,982	354,982
<b>PR&amp;E Projects Reserve</b>	1,719,122	358,782	358,782	358,782	358,782
Additions	-	-	-	-	-
Withdrawals	1,360,340	-	-	-	-
Balance @ December 31	358,782	358,782	358,782	358,782	358,782
<b>Class E Licences Reserve</b>	31,851	31,851	31,851	31,851	31,851
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	31,851	31,851	31,851	31,851	31,851
<b>Beban Area Property Reserve</b>	-	34,755	69,510	104,265	139,020
Additions	34,755	34,755	34,755	34,755	34,755
Withdrawals	-	-	-	-	-
Balance @ December 31	34,755	69,510	104,265	139,020	173,775
<b>Brechin Boat Ramp</b>	117,213	109,492	101,763	114,021	126,259
Additions	12,279	12,271	12,258	12,238	12,212
Withdrawals	20,000	20,000	-	-	-
Balance @ December 31	109,492	101,763	114,021	126,259	138,471
<b>Culture &amp; Heritage Projects Reserve</b>	11,072	-	-	-	-
Additions	-	-	-	-	-
Withdrawals	11,072	-	-	-	-
Balance @ December 31	-	-	-	-	-
<b>Engineering Services Projects Reserve</b>	504,097	164,675	164,675	164,675	164,675
Additions	-	-	-	-	-
Withdrawals	339,422	-	-	-	-
Balance @ December 31	164,675	164,675	164,675	164,675	164,675
<b>Transportation Projects Reserve</b>	2,654,292	119,371	119,371	119,371	119,371
Additions	-	-	-	-	-
Withdrawals	2,534,921	-	-	-	-
Balance @ December 31	119,371	119,371	119,371	119,371	119,371

## City of Nanaimo 2015-2019 Financial Plan

### Reserve and Surplus Projections (Funds Available for Use)

	2015	2016	2017	2018	2019
<b>Economic Development Projects Reserve</b>	30,380	-	-	-	-
Additions	-	-	-	-	-
Withdrawals	30,380	-	-	-	-
Balance @ December 31	-	-	-	-	-
<b>Police Services Projects Reserve</b>	50,000	-	-	-	-
Additions	-	-	-	-	-
Withdrawals	50,000	-	-	-	-
Balance @ December 31	-	-	-	-	-
<b>Firehall Projects Reserve</b>	396,414	261,034	261,034	261,034	261,034
Additions	-	-	-	-	-
Withdrawals	135,380	-	-	-	-
Balance @ December 31	261,034	261,034	261,034	261,034	261,034
<b>Community Development Dept Projects Reserves</b>	200,079	101,937	101,937	101,937	101,937
Additions	-	-	-	-	-
Withdrawals	98,142	-	-	-	-
Balance @ December 31	101,937	101,937	101,937	101,937	101,937
<b>Uncollected Parking Revenue Reserve</b>	9,396	9,396	9,396	9,396	9,396
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	9,396	9,396	9,396	9,396	9,396
<b>General Parking Reserve</b>	731,012	463,565	375,252	274,449	189,703
Additions	128,755	126,445	113,955	101,012	87,607
Withdrawals	396,202	214,758	214,758	185,758	195,758
Balance @ December 31	463,565	375,252	274,449	189,703	81,552
<b>Fitzwilliam St Parking Reserve</b>	142,868	142,868	142,868	142,868	142,868
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	142,868	142,868	142,868	142,868	142,868
<b>Casino</b>	170,728	170,728	170,728	170,728	170,728
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	170,728	170,728	170,728	170,728	170,728
<b>Snow Removal Reserve</b>	400,000	400,000	400,000	400,000	400,000
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	400,000	400,000	400,000	400,000	400,000
<b>VICC Projects Reserve</b>	600,682	600,682	600,682	600,682	348,682
Additions	-	-	-	-	-
Withdrawals	-	-	-	252,000	-
Balance @ December 31	600,682	600,682	600,682	348,682	348,682

## City of Nanaimo 2015-2019 Financial Plan

### Reserve and Surplus Projections (Funds Available for Use)

	2015	2016	2017	2018	2019
<b>Allowance for Bad Debts Reserve</b>	50,000	40,000	40,000	40,000	40,000
Additions	-	-	-	-	-
Withdrawals	10,000	-	-	-	-
Balance @ December 31	40,000	40,000	40,000	40,000	40,000
<b>E911 Reserve</b>	638,224	556,224	539,224	562,224	583,224
Additions	25,000	25,000	25,000	25,000	25,000
Withdrawals	107,000	42,000	2,000	4,000	40,000
Balance @ December 31	556,224	539,224	562,224	583,224	568,224
<b>General Capital Reserve</b>	4,886,455	4,886,455	4,886,455	4,886,455	4,886,455
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	4,886,455	4,886,455	4,886,455	4,886,455	4,886,455
<b>HR Projects Reserve</b>	23,600	-	-	-	-
Additions	-	-	-	-	-
Withdrawals	23,600	-	-	-	-
Balance @ December 31	-	-	-	-	-
<b>Housing Legacy Reserve</b>	2,874,366	2,640,241	2,640,241	2,805,241	2,970,241
Additions	-	-	165,000	165,000	165,000
Withdrawals	234,125	-	-	-	-
Balance @ December 31	2,640,241	2,640,241	2,805,241	2,970,241	3,135,241
<b>Fire Training Centre Reserve</b>	167,838	173,188	179,210	35,151	41,006
Additions	6,100	6,022	5,941	5,855	5,768
Withdrawals	750	-	150,000	-	-
Balance @ December 31	173,188	179,210	35,151	41,006	46,774
<b>Sustainability Initiatives Reserve</b>	1,135,966	477,890	507,799	557,708	677,617
Additions	125,909	125,909	125,909	125,909	125,909
Withdrawals	783,985	96,000	76,000	6,000	6,000
Balance @ December 31	477,890	507,799	557,708	677,617	797,526
<b>Photocopier Reserve</b>	326,556	263,838	262,174	264,784	213,066
Additions	64,282	64,336	64,610	65,282	66,691
Withdrawals	127,000	66,000	62,000	117,000	23,000
Balance @ December 31	263,838	262,174	264,784	213,066	256,757
<b>PR&amp;E Snow Removal Reserve</b>	100,000	100,000	100,000	100,000	100,000
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	100,000	100,000	100,000	100,000	100,000
<b>VI Fire Academy Reserve</b>	108,524	108,524	108,524	108,524	108,524
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	108,524	108,524	108,524	108,524	108,524



## City of Nanaimo 2015-2019 Financial Plan

### Reserve and Surplus Projections (Funds Available for Use)

	2015	2016	2017	2018	2019
<b>Colliery Dam Reserve</b>	372,685	140,000	140,000	140,000	140,000
Additions	-	-	-	-	-
Withdrawals	232,685	-	-	-	-
Balance @ December 31	140,000	140,000	140,000	140,000	140,000
<b>Total - General Fund</b>	65,530,646	55,717,343	62,866,256	70,759,763	76,231,617
Additions	11,912,815	13,155,671	14,498,265	14,865,312	15,087,858
Withdrawals	21,726,118	6,006,758	6,604,758	9,393,458	5,403,758
Balance @ December 31	55,717,343	62,866,256	70,759,763	76,231,617	85,915,717
<b>Sewer Fund</b>					
<b>Statutory Reserves:</b>					
<b>Sewer Fund Asset Management</b>	746,650	513,234	523,420	820,277	2,513,684
Additions	801,584	1,097,686	1,416,857	1,693,407	2,011,525
Withdrawals	1,035,000	1,087,500	1,120,000	-	2,201,313
Balance @ December 31	513,234	523,420	820,277	2,513,684	2,323,896
<b>DCC - City Wide Sewer</b>	6,400,846	2,230,712	1,007,112	799,040	1,086,807
Additions	399,803	316,400	291,928	287,767	293,522
Withdrawals	4,569,937	1,540,000	500,000	-	455,000
Balance @ December 31	2,230,712	1,007,112	799,040	1,086,807	925,329
<b>DCC - Northshore Sewer</b>	375,541	383,052	390,713	398,527	406,498
Additions	7,511	7,661	7,814	7,971	8,130
Withdrawals	-	-	-	-	-
Balance @ December 31	383,052	390,713	398,527	406,498	414,628
<b>Non-Statutory Reserves:</b>					
<b>Sewer Reserve</b>	10,528,532	8,700,659	8,458,268	4,589,829	3,101,129
Additions	1,972,782	1,919,709	1,906,561	1,897,800	1,890,432
Withdrawals	3,800,655	2,162,100	5,775,000	3,386,500	1,424,500
Balance @ December 31	8,700,659	8,458,268	4,589,829	3,101,129	3,567,061
<b>SFN Sewer Connection</b>	916	916	916	916	916
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	916	916	916	916	916
<b>DCC - Sewer</b>	850,000	850,000	850,000	850,000	850,000
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	850,000	850,000	850,000	850,000	850,000
<b>Total - Sewer Fund</b>	18,902,485	12,678,573	11,230,429	7,458,589	7,959,034
Additions	3,181,680	3,341,456	3,623,160	3,886,945	4,203,609
Withdrawals	9,405,592	4,789,600	7,395,000	3,386,500	4,080,813
Balance @ December 31	12,678,573	11,230,429	7,458,589	7,959,034	8,081,830

## City of Nanaimo 2015-2019 Financial Plan

### Reserve and Surplus Projections (Funds Available for Use)

	2015	2016	2017	2018	2019
<b>Water Fund</b>					
<b>Statutory Reserves:</b>					
<b>Water Fund Asset Management</b>	943,649	866,101	540,260	1,368,750	2,525,224
Additions	982,452	1,347,159	1,748,490	2,194,224	2,680,348
Withdrawals	1,060,000	1,673,000	920,000	1,037,750	1,000,000
Balance @ December 31	866,101	540,260	1,368,750	2,525,224	4,205,572
<b>DCC - City Water - Old Bylaw</b>	5,331,197	5,235,821	5,113,287	4,708,533	4,802,704
Additions	104,624	102,466	97,246	94,171	96,054
Withdrawals	200,000	225,000	502,000	-	-
Balance @ December 31	5,235,821	5,113,287	4,708,533	4,802,704	4,898,758
<b>DCC - City Wide Water (Distribution)</b>	763,523	611,258	720,820	832,573	946,561
Additions	109,985	109,562	111,753	113,988	116,268
Withdrawals	262,250	-	-	-	-
Balance @ December 31	611,258	720,820	832,573	946,561	1,062,829
<b>DCC - Water Supply</b>	8,298,498	3,101,702	3,099,419	1,986,091	3,779,496
Additions	1,849,193	1,797,717	1,786,672	1,793,405	1,829,273
Withdrawals	7,045,989	1,800,000	2,900,000	-	-
Balance @ December 31	3,101,702	3,099,419	1,986,091	3,779,496	5,608,769
<b>Non-Statutory Reserves:</b>					
<b>Water Reserve</b>	6,587,887	3,289,165	4,264,300	4,086,575	4,044,448
Additions	3,965,599	4,122,035	4,582,825	5,083,373	5,626,776
Withdrawals	7,264,321	3,146,900	4,760,550	5,125,500	5,095,906
Balance @ December 31	3,289,165	4,264,300	4,086,575	4,044,448	4,575,318
<b>Water Local Improvements Reserve</b>	99,661	99,661	99,661	99,661	99,661
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	99,661	99,661	99,661	99,661	99,661
<b>DCC - Water</b>	400,000	400,000	400,000	400,000	400,000
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	400,000	400,000	400,000	400,000	400,000
<b>Levelling Reserve</b>	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
<b>Water Supply Reserve</b>	13,777,879	9,531,966	7,455,073	8,225,414	8,986,240
Additions	1,321,866	1,374,012	1,527,608	1,694,458	1,875,592
Withdrawals	5,567,779	3,450,905	757,267	933,632	2,820,000
Balance @ December 31	9,531,966	7,455,073	8,225,414	8,986,240	8,041,832

## City of Nanaimo 2015-2019 Financial Plan

### Reserve and Surplus Projections (Funds Available for Use)

	2015	2016	2017	2018	2019
<b>Water Supply Debt/Equity</b>	2,602,605	2,602,605	2,602,605	102,605	102,605
Additions	-	-	-	-	-
Withdrawals	-	-	2,500,000	-	-
Balance @ December 31	2,602,605	2,602,605	102,605	102,605	102,605
<b>Total - Water Fund</b>	40,304,899	27,238,279	25,795,425	23,310,202	27,186,939
Additions	8,333,719	8,852,951	9,854,594	10,973,619	12,224,311
Withdrawals	21,400,339	10,295,805	12,339,817	7,096,882	8,915,906
Balance @ December 31	27,238,279	25,795,425	23,310,202	27,186,939	30,495,344
<b>Total - All</b>	124,738,030	95,634,195	99,892,110	101,528,554	111,377,590
Additions	23,428,214	25,350,078	27,976,019	29,725,876	31,515,778
Withdrawals	52,532,049	21,092,163	26,339,575	19,876,840	18,400,477
Balance @ December 31	95,634,195	99,892,110	101,528,554	111,377,590	124,492,891





# Capital Program Overview

## 2015-2019 Capital Program

The City plans for project expenditures on a five-year cycle with annual reviews and updates. The 2015 -2019 Financial Plan includes projects that are consistent with corporate objectives as outlined in the Strategic Plan, planNanaimo (OCP) and approved master plans such as the Transportation Master Plan and the Cultural Plan for a Creative Nanaimo.

Project information is provided by:

- Summary by major category or program and funding
- Summary by major category or program and type (new/upgrade or renewal)
- Detail reports for each major category or program and type

## Annual Operating Impacts of the Capital Program

When constructing new infrastructure or facilities, there is typically an annual operating and maintenance budget needed.

Below is a listing of the operating budget impacts (excluding staffing budgets) for new facilities as a result of the 2015 – 2019 Financial Plan.

Staffing for Fire Station #6 will be phased in during 2017 and 2018 and the projected annual cost for full staffing will be approximately \$1.6 million.

Staffing for the Water Treatment Plant will start in 2015 and the projected annual cost for staffing will be approximately \$750,000.

Reference	2015	2016	2017	2018	2019
P-F1 Fire Station #6: Hammond Bay		59,000	60,180	61,384	62,611
P-W1 Water Treatment Plan	195,569	546,647	557,948	569,514	581,361
	\$195,569	\$605,647	\$618,128	\$630,898	\$643,972

# 2015-2019 Capital Program Summary

## 2015-2019 Capital Plan - Operating and Capital Funds

(Summary by Major Category and Funding)

	2015	2016	2017	2018	2019
<b>PROJECTS</b>					
Strategic	4,354,708	1,298,162	1,511,450	1,485,000	1,465,000
Concurrent Infrastructure Projects	19,291,519	9,051,960	11,899,050	13,143,382	1,366,100
Equipment & Vehicle Program	3,516,500	1,301,200	2,061,000	2,444,250	2,622,790
Facilities Infrastructure & Amenities Program	6,268,568	8,900,516	9,301,037	7,389,475	1,512,400
Information Technology Infrastructure Program	2,018,737	1,028,000	517,000	554,500	1,045,000
Parking Infrastructure Program	557,516	370,000	20,000	460,000	210,000
Parks Infrastructure Program	2,045,889	648,095	1,926,822	680,912	1,285,000
Sanitary Sewer Infrastructure Program	2,140,159	2,772,500	4,545,500	1,027,500	3,995,813
Drainage Infrastructure Program	578,500	337,500	492,500	661,500	1,317,500
Transportation Infrastructure Program	4,309,030	6,968,800	1,047,900	1,032,468	2,503,300
Water Infrastructure Program	19,071,521	8,318,205	9,214,267	4,015,132	8,135,806
<b>Total Projects</b>	<b>64,152,647</b>	<b>40,994,938</b>	<b>42,536,526</b>	<b>32,894,119</b>	<b>25,458,709</b>
<b>FUNDING SOURCES</b>					
Parks DCCs	154,486	150,000	250,000	250,000	250,000
Roads DCCs	2,196,528	1,500,000	1,938,000	5,382,200	-
Sewer DCCs	4,569,937	1,540,000	500,000	-	455,000
Water DCCs	7,508,239	2,025,000	3,402,000	-	-
DCCs	14,429,190	5,215,000	6,090,000	5,632,200	705,000
Community Works Reserve	3,123,208	-	-	-	-
Equipment Depreciation Reserve	2,104,428	883,000	1,577,000	1,706,000	2,115,000
Facility Development Reserve	1,424,341	380,000	480,000	670,000	1,050,000
Property Sales Fund Reserve	445,394	-	-	-	-
General Fund Asset Mgmt Reserve	3,184,006	1,870,000	1,462,000	460,000	800,000
Sewer Fund Asset Mgmt Reserve	1,035,000	1,087,500	1,120,000	-	2,201,313
Water Fund Asset Mgmt Reserve	1,060,000	1,673,000	920,000	1,037,750	1,000,000
General Reserves	8,874,369	1,038,000	712,000	739,500	1,003,000
Sewer Reserves	3,800,655	2,162,100	5,775,000	3,386,500	1,424,500
Water Reserves	12,832,100	6,597,805	8,017,817	6,059,132	7,915,906
Reserves	37,883,501	15,691,405	20,063,817	14,058,882	17,509,719
Government Grants	1,567,275	2,300,000	2,300,000	-	-
Regional District Grants	306,856	-	-	-	-
Private Contributions	1,311,687	2,800,000	5,179,000	-	-
Grants/Private Contributions	3,185,818	5,100,000	7,479,000	-	-
General Revenue and User Fees	7,156,892	6,588,533	7,632,709	7,203,037	7,243,990
PILT's	1,362,600	-	671,000	-	-
Borrowing	134,646	8,400,000	600,000	6,000,000	-
<b>Total Funding</b>	<b>64,152,647</b>	<b>40,994,938</b>	<b>42,536,526</b>	<b>32,894,119</b>	<b>25,458,709</b>



# 2015-2019 Capital Program

## 2015-2019 Capital Plan - Operating and Capital Funds

(Summary by Major Category and Type)

REF #	STRATEGIC					
P-S1	Strategic	642,227	281,712	375,000	375,000	370,000
P-S2	Land Acquisition	600,000	600,000	600,000	600,000	600,000
P-S3	Planning	1,786,013	416,450	536,450	510,000	495,000
P-S4	Waterfront Development	1,326,468	-	-	-	-
	Strategic	4,354,708	1,298,162	1,511,450	1,485,000	1,465,000
<b>CONCURRENT INFRASTRUCTURE PROJECTS</b>						
P-C1	New/Upgrade	9,608,362	3,133,000	5,537,000	8,127,000	701,000
P-C2	Renewal	9,683,157	5,918,960	6,362,050	5,016,382	665,100
	Concurrent Infrastructure Projects	19,291,519	9,051,960	11,899,050	13,143,382	1,366,100
<b>EQUIPMENT &amp; VEHICLE PROGRAM</b>						
P-E1	New/Upgrade	276,951	-	660,000	-	-
P-E2	Renewal	3,239,549	1,301,200	1,401,000	2,444,250	2,622,790
	Equipment & Vehicle Program	3,516,500	1,301,200	2,061,000	2,444,250	2,622,790
<b>FACILITIES INFRASTRUCTURE &amp; AMENITIES PROGRAM</b>						
P-F1	New/Upgrade	1,237,567	7,540,000	7,500,000	6,000,000	-
P-F2	Renewal	5,031,001	1,360,516	1,801,037	1,389,475	1,512,400
	Facilities Infrastructure & Amenities Program	6,268,568	8,900,516	9,301,037	7,389,475	1,512,400
<b>INFORMATION TECHNOLOGY INFRASTRUCTURE PROGRAM</b>						
P-IT1	New/Upgrade	508,160	180,000	-	-	100,000
P-IT2	Renewal	1,510,577	848,000	517,000	554,500	945,000
	Information Technology Infrastructure Program	2,018,737	1,028,000	517,000	554,500	1,045,000
<b>PARKING INFRASTRUCTURE PROGRAM</b>						
P-P1	Renewal	557,516	370,000	20,000	460,000	210,000
	Parking Infrastructure Program	557,516	370,000	20,000	460,000	210,000
<b>PARKS INFRASTRUCTURE PROGRAM</b>						
P-PI1	New/Upgrade	1,074,032	475,000	1,825,000	575,000	575,000
P-PI2	Renewal	971,857	173,095	101,822	105,912	710,000
	Parks Facilities Program	2,045,889	648,095	1,926,822	680,912	1,285,000
<b>SANITARY SEWER INFRASTRUCTURE PROGRAM</b>						
P-SS1	New/Upgrade	689,238	1,540,000	3,225,000	-	455,000
P-SS2	Renewal	1,450,921	1,232,500	1,320,500	1,027,500	3,540,813
	Sanitary Sewer Infrastructure Program	2,140,159	2,772,500	4,545,500	1,027,500	3,995,813
<b>DRAINAGE INFRASTRUCTURE PROGRAM</b>						
P-SD1	Renewal	578,500	337,500	492,500	661,500	1,317,500
	DRAINAGE INFRASTRUCTURE PROGRAM	578,500	337,500	492,500	661,500	1,317,500
<b>TRANSPORTATION INFRASTRUCTURE PROGRAM</b>						
P-T1	New/Upgrade	1,006,180	92,200	115,400	171,600	675,800
P-T2	Renewal	3,302,850	6,876,600	932,500	860,868	1,827,500
	Transportation Infrastructure Program	4,309,030	6,968,800	1,047,900	1,032,468	2,503,300
<b>WATER INFRASTRUCTURE PROGRAM</b>						
P-W1	New/Upgrade	15,158,021	5,175,000	5,636,000	577,000	1,778,606
P-W2	Renewal	3,913,500	3,143,205	3,578,267	3,438,132	6,357,200
	Water Infrastructure Program	19,071,521	8,318,205	9,214,267	4,015,132	8,135,806
	<b>Total Projects</b>	<b>64,152,647</b>	<b>40,994,938</b>	<b>42,536,526</b>	<b>32,894,119</b>	<b>25,458,709</b>





# 2015-2019 Capital Projects Plan (PS-1)

## Operating and Capital Funds

Reference #

P-S1

Project:

Strategic

	2015	2016	2017	2018	2019	Total
<b>Project Costs:</b>						
Alternate Transportation Education & Marketing	7,500	7,500	7,500	7,500	7,500	37,500
Alternative Pesticide Education	11,069	-	-	-	-	11,069
Capacity Building for Ending Homelessness	4,842	-	-	-	-	4,842
Grants	206,856	200,000	150,000	150,000	150,000	856,856
Housing Legacy Projects	234,125	-	-	-	-	234,125
Housing Legacy Reserve	-	-	165,000	165,000	165,000	495,000
Immigrant Welcome Reception	4,500	4,500	4,500	4,500	4,500	22,500
Invasive Plant Management Program	35,222	25,000	25,000	25,000	20,000	130,222
HR Evaluations	16,451	-	-	-	-	16,451
Mayor's Youth Advisory Council	3,000	3,000	3,000	3,000	3,000	15,000
Newcastle Island Management Agreement	9,305	-	-	-	-	9,305
Public Art	31,072	20,000	20,000	20,000	20,000	111,072
Realtor Energy Efficiency Program	31,643	-	-	-	-	31,643
Recreation Partnership Programs	46,642	21,712	-	-	-	68,354
<b>Total</b>	<b>642,227</b>	<b>281,712</b>	<b>375,000</b>	<b>375,000</b>	<b>370,000</b>	<b>2,043,939</b>
<b>Funding Sources:</b>						
General Reserves	249,358	-	-	-	-	249,358
Government Grants	9,305	-	-	-	-	9,305
Regional District Grants	6,856	-	-	-	-	6,856
Private Contributions	80,387	-	-	-	-	80,387
General Revenue	296,321	281,712	375,000	375,000	370,000	1,698,033
<b>Total</b>	<b>642,227</b>	<b>281,712</b>	<b>375,000</b>	<b>375,000</b>	<b>370,000</b>	<b>2,043,939</b>



# 2015-2019 Capital Projects Plan (PS-1)

**Overview:** To address specific initiatives, issues or goals.

## Project Descriptions and Benefits:

### Alternate Transportation Education & Marketing

Includes promotion of Bike to Work week.

### Grants

- **Downtown Facade Grant Program** – Started in 2003, \$20,000 per year to provide incentives for heritage buildings as part of the City's Downtown Revitalization Strategy.
- **SPCA Capital Grant** - In addition to a \$50,000 grant in 2014, Council approved a \$50,000 grant in 2015 and in 2016 to be used for a new facility.

### Water Conservation

Incentive programs for City residents to reduce water consumption:

- Toilet Rebate Program - \$100,000 per year
- Appliance Rebate Program - \$30,000 per year

### Housing Legacy Projects and Reserve

Annual contribution to the Housing Legacy Reserve. The reserve can be used to fund municipal support for affordable housing initiatives in Nanaimo.

### Community Engagement

- **Immigrant Welcome Reception** is held once a year to welcome new residents from other countries to the community.
- **Mayor's Youth Advisory Council** was implemented in 2014 to provide comments to Council on a range of subject matters and is made up entirely of youth between the ages of 15 and 24.

### Invasive Plant Management Program

Provide staff training on priority invasive plants including identification, handling, transpiration and disposal to minimize spread.

Provide training and supervision to volunteers during invasive plant management projects within City parks.

Raise public awareness about priority invasive plants that can have a negative impact on environmental and public health, as well as damage to homes and infrastructure.

**Public Art** – temporary public art program.

### Recreation Partnership Programs

The PR&E department partners with other stakeholders (e.g. Island Health) to provide wellness programs such as Swim to Survive Program, Healthy Weights Program and Mend Program. Program recoveries from stakeholders or grant programs are projected to cover direct costs.



## 2015-2019 Capital Projects Plan (PS-2)

### Operating and Capital Funds

Reference # P-S2  
Project: Strategic - Land Acquisition

	2015	2016	2017	2018	2019	Total
<b>Project Costs:</b>	600,000	600,000	600,000	600,000	600,000	3,000,000
<b>Funding Sources:</b>						
General Revenue	600,000	600,000	600,000	600,000	600,000	3,000,000

**Overview:** To address specific initiatives, issues or goals.

### Project Descriptions and Benefits:

Acquisition of land for park or other City purposes.  
Unspent budget is transferred to the Property Acquisition Reserve at the end of the year.  
The Property Acquisition Reserve funded a portion of the Linley Valley Park purchase in 2014.





# 2015-2019 Capital Projects Plan (PS-3)

## Operating and Capital Funds

Reference # P-S3  
Project: Strategic - Planning

	2015	2016	2017	2018	2019	Total
<b>Project Costs:</b>						
Drainage	197,498	21,450	21,450	25,000	25,000	290,398
Financial	260,000	85,000	60,000	60,000	60,000	525,000
Fire Services	5,000	5,000	5,000	5,000	5,000	25,000
Parks, Recreation and Environment	232,685	-	30,000	-	-	262,685
Planning	317,762	100,000	100,000	225,000	200,000	942,762
Sanitary Sewer	177,914	50,000	50,000	50,000	50,000	377,914
Transportation	120,000	65,000	65,000	65,000	65,000	380,000
Water Distribution	295,154	50,000	50,000	50,000	50,000	495,154
Water Supply	180,000	40,000	155,000	30,000	40,000	445,000
<b>Total</b>	<b>1,786,013</b>	<b>416,450</b>	<b>536,450</b>	<b>510,000</b>	<b>495,000</b>	<b>3,743,913</b>
<b>Funding Sources:</b>						
Roads DCCs	15,000	-	-	-	-	15,000
Water DCCs	150,000	-	-	-	-	150,000
General Reserves	571,495	-	-	-	-	571,495
Sewer Reserves	177,914	50,000	50,000	50,000	50,000	377,914
Water Reserves	325,154	90,000	205,000	80,000	90,000	790,154
General Revenue	546,450	276,450	281,450	380,000	355,000	1,839,350
<b>Total</b>	<b>1,786,013</b>	<b>416,450</b>	<b>536,450</b>	<b>510,000</b>	<b>495,000</b>	<b>3,743,913</b>



## 2015-2019 Capital Projects Plan (PS-3)

**Overview:** City planning processes include public consultation, information collection and analysis to support decisions for upgrading/expansion of City infrastructure.

### Project Descriptions and Benefits:

#### Drainage Studies and Condition Assessments

Annual studies to identify existing and future capacity issues in storm drainage system. Specific planned studies include Drainage Standards Update and Chase River Flood mapping.

Annual program for assessment of critical storm drainage mains. Information is used to identify priorities for infrastructure replacement.

#### Financial

2015 Financial planning projects include:

- Core Services Review
- User Fee Review
- Property Valuation Program.

#### Fire Services

Annual provision for recruitment expenses to address succession planning and new fire station staffing needs.

#### Planning

Official Community Plan (OCP) Update - the current OCP was adopted in 2008 and an update is planned in 2019.

Community Planning Studies - include Land Capacity Analysis, Town Structure Plan (linked to Transportation Master Plan), Bylaw Reviews.

#### Transportation

Traffic counters program - renewal of traffic counting equipment.

#### Sanitary Sewer Area Studies

Annual studies to identify existing and future capacity issues such as failures, surcharging and backflow.

Annual program for assessment of sanitary sewer mains. Information is used to identify priorities for infrastructure replacement.

Specific planned studies include Chase River Routing Study, Townsite and Brechin Master Plan, Downtown Master Plan, Fillinger Crescent Routing Study.

#### Water Distribution and Water Supply

Annual studies to identify existing and future capacity issues to maintain operating pressures and required fire flows.

Annual program to assess critical water distribution mains. Information is used to identify priorities for infrastructure replacement.

Specific planned studies include Water Audit Updates, Watershed Forecasting Model, Water Supply Analysis and College PRV Review.

## 2015-2019 Capital Projects Plan (PS-4)

### Operating and Capital Funds

Reference # P-S4  
Project: Strategic - Waterfront Development

	2015	2016	2017	2018	2019	Total
<b>Project Costs:</b>	<b>1,326,468</b>	-	-	-	-	<b>1,326,468</b>
<b>Funding Sources:</b>						
Property Sales Fund Reserve	445,394	-	-	-	-	445,394
General Reserves	21,074	-	-	-	-	21,074
Private Contributions	60,000	-	-	-	-	60,000
PILT's	650,000	-	-	-	-	650,000
General Revenue	150,000	-	-	-	-	150,000
<b>Total</b>	<b>1,326,468</b>	-	-	-	-	<b>1,326,468</b>

**Overview:** In 2013, the City acquired 26.7 acres of land at 1 Port Drive. In 2014, the South Downtown Waterfront Initiative prepared a framework and guiding principles for the redevelopment of this area. Next phases will include a detailed Master Plan, environmental assessments and site remediation (demolition of dock). Funding sources include grant from the Green Municipal fund toward environmental assessment.





# 2015-2019 Capital Projects Plan (P-C1)

## Operating and Capital Funds

Reference #  
Project:

P-C1  
Concurrent Infrastructure Projects - New/Upgrades

	2015	2016	2017	2018	2019	Total
<b>Project Costs:</b>						
1597 Boundary Works & Services	180,716	-	-	-	-	180,716
Boundary/Northfield Intersection Upgrade	2,617,431	-	-	-	-	2,617,431
Boxwood Connector & Utility Project	715,880	1,625,000	-	6,945,000	-	9,285,880
Buttertubs Utility Upgrade	4,246,499	-	-	-	-	4,246,499
Dufferin Crescent Intersection Upgrades	-	-	-	-	326,000	326,000
Estevan Rd Complete St Corridor Project	-	-	160,000	-	-	160,000
Extension Rd WM: Duke Pnt Supply	465,000	-	-	-	-	465,000
Hammond Bay SW & Utility Project	22,000	-	695,000	-	-	717,000
Metral Multi Model Corridor Project	-	-	-	-	375,000	375,000
R65 100 Line Road Corridor & Utility Project	495,920	-	-	-	-	495,920
R84 Ham Bay Corridor & Utility Project	820,305	-	4,682,000	-	-	5,502,305
Sixth: Howard to Bruce Utility Upgrade	-	121,000	-	1,182,000	-	1,303,000
Victoria Rd SW & Utility Project	44,611	1,387,000	-	-	-	1,431,611
<b>Total</b>	<b>9,608,362</b>	<b>3,133,000</b>	<b>5,537,000</b>	<b>8,127,000</b>	<b>701,000</b>	<b>27,106,362</b>
<b>Funding Sources:</b>						
Roads DCCs	1,978,078	1,500,000	1,938,000	5,382,200	-	10,798,278
Sewer DCCs	3,880,699	-	-	-	-	3,880,699
Water DCCs	142,250	-	502,000	-	-	644,250
General Fund Asset Mgmt Reserve	146,200	-	1,462,000	-	-	1,608,200
Sewer Fund Asset Mgmt Reserve	35,000	637,000	-	-	-	672,000
General Reserves	711,693	-	-	-	-	711,693
Sewer Reserves	265,323	115,000	780,000	1,367,000	-	2,527,323
Water Reserves	712,106	101,000	-	950,000	-	1,763,106
Government Grants	1,436,347	-	-	-	-	1,436,347
Private Contributions	141,300	-	-	-	-	141,300
General Revenue	159,366	780,000	855,000	427,800	701,000	2,923,166
<b>Total</b>	<b>9,608,362</b>	<b>3,133,000</b>	<b>5,537,000</b>	<b>8,127,000</b>	<b>701,000</b>	<b>27,106,362</b>



## 2015-2019 Capital Projects Plan (P-C1)

**Overview:** Concurrent infrastructure projects can include roads, sidewalks, lighting, signals, drainage, sanitary sewer and water infrastructure. Cost efficiencies, optimizing staff resources and reduction in service disruptions to the community are benefits of completing multi infrastructure projects in an area at the same time.

Includes new/upgraded utilities and transportation infrastructure to address regulatory, capacity and safety needs.

Delays in projects may constrain development and increase risk of property damage and disruption to services.

The City's Transportation Master Plan (2014) identified recommendations to improve pedestrian, cycling, transit and vehicle mobility within the City. Where cost effective, those recommendations are integrated with concurrent new/upgrade projects – e.g. new sidewalks, cycling lanes, improved transit stops.

### Funding

Where projects are required due to development, funding from DCC reserves are utilized.

Where projects are for upgrades to existing infrastructure, funding from asset management reserves has been utilized in addition to general taxation revenues and operating reserves.

The Ministry of Transportation has been asked to provide \$1.4M funding and ICBC will provide \$95,000 in funding for the Boundary/Northfield Intersection Upgrade.

### Project Descriptions and Benefits:

#### Major Projects

**Boundary/Northfield Intersection Upgrade** - joint project with Ministry of Transportation to address existing operational safety issues, includes renewal of water infrastructure at end of useful life.

**Boxwood Connector & Utility Project** - long term road network improvement project to address congestion and safety issues at Bowen/Northfield intersection, includes new drainage infrastructure (mains and pond) and new sanitary sewer and water infrastructure to support development in the area.

**Dufferin Crescent Intersection Upgrades** - intersection realignment, new sidewalk and drainage infrastructure.

**Estevan Rd Complete St Corridor Project** - pedestrian, cycling and transit upgrades consistent with Newcastle and Brechin neighbourhood plan.

**Extension Rd WM: Duke Pt Supply** - new looping main to provide water supply redundancy, to improve minimum pressures and fire flows in Cinnabar area, and renewal of drainage mains at end of useful life.

**Hammond Bay Sidewalk (SW) & Utility Project** - new sidewalk and drainage infrastructure on south side of Hammond Bay.

**Metral Multi Model Corridor Project** - cycling, sidewalk, crosswalk and bus stop upgrades from Mostar to Turner.

**Hammond Bay & Utility Project** - address cracking pavement and apparent subsidence adjacent to retaining wall, watermain upsizing to address deficient fire flows, sanitary sewer upsizing and realignment and renewal of drainage infrastructure at end of useful life.

**Sixth: Howard to Bruce Utility Upgrade** - sanitary sewer upsizing to address capacity issues, and renewal of water infrastructure at end of useful life.

**Victoria Rd SW & Utility Project** - comprehensive street upgrade project including sidewalk, bike lane, on-street parking, drainage and sanitary sewer infrastructure to address deteriorating infrastructure in area with potential geotechnical issues.

# 2015-2019 Capital Projects Plan (P-C2)

## Operating and Capital Funds

Reference #

P-C2

Project:

Concurrent Infrastructure Projects - Renewals

	2015	2016	2017	2018	2019	Total
<b>Project Costs:</b>						
Beaufort Park Utility Project	3,594,965	-	-	-	-	3,594,965
Beban Plaza Utilities Project	50,000	730,000	-	-	-	780,000
Boundary Ave Corridor and Utility Project	1,530,100	-	-	-	-	1,530,100
Bowen Road Transportation Improvements	330,910	-	-	-	-	330,910
Bradley/Wall Storm & Sanitary Project	50,000	-	615,000	-	-	665,000
Bruce Ave Corridor & Utility Project	35,143	-	-	-	-	35,143
Caspers Way RHB & Utility Project	-	-	346,000	-	-	346,000
Cinnabar Dr WM: Stacey to End	35,000	-	945,950	-	-	980,950
Cliff St Area Corridor & Utility Project	56,578	1,783,360	-	-	-	1,839,938
College Dr Area WM Twinning	-	40,000	165,000	1,123,000	-	1,328,000
Departure Bay Seawall & Utility Project	714,294	-	-	-	-	714,294
Fillinger Cres Utility Upgrade	100,000	-	1,694,000	-	-	1,794,000
Garner Cres Area Utility Upgrade	25,000	810,600	-	-	-	835,600
Glenayr/Wingrove Area Utility Upgrade	25,000	12,000	380,000	120,000	-	537,000
Island Hwy/Old Victoria/Halibuton Traffic Signal	519,910	-	-	-	-	519,910
Juniper & St. George Utility Upgrade	715,000	-	-	-	-	715,000
Lambert Ave Utility Upgrade	-	90,000	-	872,000	-	962,000
Nanaimo Lakes DR & RHB Project	-	1,070,000	-	-	-	1,070,000
Poplar St Utility Upgrade	11,791	-	415,500	-	-	427,291
Roberta Rd Area Utility Upgrade	10,000	-	757,600	-	-	767,600
Robins St Utility Upgrade	-	155,000	-	-	-	155,000
Sherwood Forest Utility Upgrade	1,791,466	-	-	-	-	1,791,466
Terminal: Comox to Commercial	85,000	-	-	-	-	85,000
Terminal Complete Street Project	3,000	386,400	1,043,000	1,716,632	665,100	3,814,132
Thunderbird Area Utility Upgrade	-	115,000	-	1,184,750	-	1,299,750
Tom's Turnabout PRV & WM	-	375,600	-	-	-	375,600
Townsite/Holly Corridor & Utility Project	-	351,000	-	-	-	351,000
<b>Total</b>	<b>9,683,157</b>	<b>5,918,960</b>	<b>6,362,050</b>	<b>5,016,382</b>	<b>665,100</b>	<b>27,645,649</b>

### Funding Sources:

Roads DCCs	100,000	-	-	-	-	100,000
General Fund Asset Mgmt Reserve	1,172,900	1,520,000	-	-	-	2,692,900
Sewer Fund Asset Mgmt Reserve	1,000,000	450,500	1,000,000	-	-	2,450,500
Water Fund Asset Mgmt Reserve	1,000,000	1,073,000	372,000	783,750	-	3,228,750
General Reserves	845,682	-	-	-	-	845,682
Sewer Reserves	1,854,459	729,600	984,500	907,000	-	4,475,559
Water Reserves	2,972,516	688,600	2,021,550	1,243,000	665,100	7,590,766
PILT's	512,600	-	-	-	-	512,600
General Revenue	225,000	1,457,260	1,984,000	2,082,632	-	5,748,892
<b>Total</b>	<b>9,683,157</b>	<b>5,918,960</b>	<b>6,362,050</b>	<b>5,016,382</b>	<b>665,100</b>	<b>27,645,649</b>





## 2015-2019 Capital Projects Plan (P-C2)

**Overview:** Concurrent infrastructure projects can include roads, sidewalks, lighting, signals, drainage, sanitary sewer and water infrastructure. Cost efficiencies, optimizing staff resources and reduction in service disruptions to the community are benefits of completing multi infrastructure projects in an area at the same time.

Renewal of City infrastructure that is at end of useful life/in deteriorating condition and in compliance with new regulatory standards.

Delaying renewal projects can result in higher operating and maintenance expenses, increased safety and service disruption risks and property damage.

The City's Transportation Master Plan (2014) identified recommendations to improve pedestrian, cycling, transit and vehicle mobility within the City. Where cost effective, those recommendations are integrated with concurrent renewal projects – e.g. new sidewalks, cycling lanes, improved transit stops.

### Funding

Where projects are for renewal of existing infrastructure, funding from asset management reserves has been utilized in addition to general taxation revenues and operating reserves. PILTs funding has been utilized for the Departure Bay Seawall and Utility Project.

### Project Descriptions and Benefits:

#### Major Projects

**Beaufort Park Utility Project** - replacement of deteriorated drainage, sanitary sewer and water utilities, to address operating and maintenance issues due to settlement of peat and clay in area.

**Boundary Ave Corridor and Utility Project** - road surface rehabilitation with cycling lane, sidewalk, crosswalk and bus stop amenities, PRV station and water main renewal to meet new standards and to address break.

**Cinnabar Dr Watermain (WM): Stacey to End** - road surface rehabilitation, water main renewal due to end of useful life and high pressure.

**Cliff St Area Corridor & Utility Project** - comprehensive street upgrade project with road surface rehabilitation, sidewalk, crosswalk, street lights and drainage, sanitary sewer and water renewal to address deteriorating infrastructure condition.

**College Dr Area Watermain (WM) Twinning** - replace existing brittle water supply main on College Dr with robust steel, complete twinning of College Dr water supply main for redundancy, replace water distribution main (Camosun and Langara) to address deficient fire flows and operating / maintenance issues.

**Departure Bay Seawall & Utility Project** - renewal of walkway, parking lot, street lighting and drainage infrastructure, including addressing accessibility issues.

**Fillinger Cres Utility Upgrade** - sanitary sewer and water infrastructure renewal , will also address operating/maintenance issues.

**Lambert Ave Utility Upgrade** - drainage and sanitary sewer infrastructure renewal , will also address inflow/infiltration issues.

**Nanaimo Lakes Drainage (DR) & Road Rehab (RHB) Project** - road surface rehabilitation and drainage renewal (deteriorated culverts).

**Terminal Complete Street Project** - road surface rehabilitation, includes upgrades to transit, sidewalk and cycling facilities, traffic signal and utility renewal.

## 2015-2019 Capital Projects Plan (P-E1)

### Operating and Capital Funds

Reference #

P-E1

Project:

Equipment & Vehicle Program - New/Upgrade

	2015	2016	2017	2018	2019	Total
<b>Project Costs:</b>						
Fire	80,000	-	-	-	-	80,000
Fleet - City	125,000	-	-	-	-	125,000
Fleet - Fire	-	-	660,000	-	-	660,000
Parking	71,951	-	-	-	-	71,951
Total	276,951	-	660,000	-	-	936,951
<b>Funding Sources:</b>						
Equipment Depreciation Reserve	-	-	660,000	-	-	660,000
General Reserves	151,951	-	-	-	-	151,951
Water Reserves	125,000	-	-	-	-	125,000
Total	276,951	-	660,000	-	-	936,951

### Project Descriptions and Benefits:

Fleet – City – the purchase of a new Fork Lift for the new Water Treatment Plant.

Fleet – Fire – the purchase of a new Type 1 Engine for the new Fire Station #6 on Hammond Bay Road.





# 2015-2019 Capital Projects Plan (P-E2)

## Operating and Capital Funds

Reference #

P-E2

Project:

Equipment & Vehicle Program - Renewal

	2015	2016	2017	2018	2019	Total
<b>Project Costs:</b>						
Fire Communication Equipment	190,645	-	-	-	-	190,645
Fleet - City	1,660,017	518,000	852,000	905,000	815,000	4,750,017
Fleet - Fire	232,834	115,000	30,000	760,000	1,265,000	2,402,834
Furniture & Equipment Replacement	220,576	154,500	152,000	106,500	117,500	751,076
Gym Fitness Equipment	50,000	-	50,000	-	50,000	150,000
Kitchen Equipment - Vancouver Island Conference Centre	-	-	-	252,000	-	252,000
Maintenance Equipment	377,462	120,000	124,800	144,550	186,080	952,892
Misc - Fire Equipment	65,000	47,000	47,000	47,500	53,010	259,510
Misc - Fleet Shop Equipment	26,577	5,000	10,000	16,000	10,000	67,577
Misc - Survey Equipment	17,700	10,000	10,000	10,000	10,000	57,700
Parking Equipment	9,000	9,000	9,000	-	-	27,000
Parks Amenities	261,238	16,200	116,200	116,200	116,200	626,038
SNIC Equipment	128,500	86,500	-	86,500	-	301,500
Zambonis	-	220,000	-	-	-	220,000
<b>Total</b>	<b>3,239,549</b>	<b>1,301,200</b>	<b>1,401,000</b>	<b>2,444,250</b>	<b>2,622,790</b>	<b>11,008,789</b>
<b>Funding Sources:</b>						
Equipment Depreciation Reserve	2,104,428	883,000	917,000	1,706,000	2,115,000	7,725,428
General Reserves	421,307	11,000	11,000	256,000	40,000	739,307
Sewer Reserves	52,038	35,000	35,000	35,000	35,000	192,038
Water Reserves	25,000	25,000	25,000	25,000	25,000	125,000
General Revenue	636,776	347,200	413,000	422,250	407,790	2,227,016
<b>Total</b>	<b>3,239,549</b>	<b>1,301,200</b>	<b>1,401,000</b>	<b>2,444,250</b>	<b>2,622,790</b>	<b>11,008,789</b>

2015-2019 Capital Projects Plan (P-E2)



City of Nanaimo Five-Year Financial Plan 2015-2019



## 2015-2019 Capital Projects Plan (P-E2)

**Overview:** The City utilizes a wide range of vehicles and equipment to deliver services. Renewal programs provide for replacement of vehicles and equipment at the end of their useful life. Delaying replacement can result in higher maintenance costs as well as increased safety and service disruption risks.

Examples of estimated useful life (years) for fleet vehicles and equipment are:

Vehicle/Pickups	10 years
Heavy Equipment/Garbage Trucks	15 years
Fire Apparatus	25 years
Ice Resurfacers (Zambonis)	20 years

### Funding

Funding for vehicle replacement is from the Equipment Depreciation Reserve. Funding for equipment replacement is from general taxation revenue or operating reserves. Internal charges to user departments are used to fund the Equipment Depreciation Reserve. Internal charges are unit specific and include recovery of annual operating, insurance and maintenance costs and contribution to the reserve for each unit's replacement.

### Project Descriptions and Benefits:

**Fleet – City Renewal Program** – replacement of vehicles, pickups, heavy equipment and garbage trucks.

Major 2015 purchases include:

Garbage Truck (current unit year 1997)	\$400,000
Flat Deck Truck (current unit year 1992)	\$100,000
Backhoe (current unit year 1999)	\$125,000

**Furniture and Equipment Replacement** - replacement of furniture and equipment (excluding computers and copiers) used by City staff.

**Gym Fitness Equipment Replacement** - cardio, elliptical, strength and treadmill equipment replacement.

**Kitchen Equipment - VICC** - replacement of multiple equipment including ice machine, waste processor, ovens, steam cooker, commercial mixers and slicer.

**Maintenance Equipment** - includes replacement of small tools and equipment used by Parks Operations, Transportation and Drainage Operations, Sewer and Water Operations.

**Fleet Shop Equipment** - includes replacement of hoists, welders, lathes, bead machine, pressure washers, drill press.

**Survey Equipment** - replacement of integrated survey control monuments.

**Parking Equipment** - parking meter replacement program.

**Snow and Ice Control (SNIC) Equipment Replacement** - includes replacement of plow and sanders attachments, and anti-icing tank.

### Fire Services

**Fleet - Fire** - replacement of fire apparatus and support vehicles.

**Fire Communications Equipment** - replacement of paging channel equipment, and replacement of phase 3 voter upgrade to improve communication at NRGH, Cottle Hill and Stations 4 and 7.

**Fire Equipment Replacement** - includes replacement of hoses/nozzles, self contained breathing apparatus (SCBA), auto extraction tools, portable radios and intersection controllers.

# 2015-2019 Capital Projects Plan (P-F1)

## Operating and Capital Funds

Reference #

P-F1

Project:

Facilities Infrastructure & Amenities Program - New/Upgrade

	2015	2016	2017	2018	2019	Total
<b>Project Costs:</b>						
Fire Station #6: Hammond Bay	270,026	2,400,000	-	-	-	2,670,026
Fleet Shop: CNG Upgrades	60,000	-	-	-	-	60,000
Frank Crane Arena	275,538	-	-	-	-	275,538
Parkway Visitor Centre	32,003	-	-	-	-	32,003
Police Operations Building : Expansion	-	40,000	600,000	6,000,000	-	6,640,000
Port Theatre Expansion	600,000	5,100,000	6,900,000	-	-	12,600,000
<b>Total</b>	<b>1,237,567</b>	<b>7,540,000</b>	<b>7,500,000</b>	<b>6,000,000</b>	<b>-</b>	<b>22,277,567</b>
<b>Funding Sources:</b>						
Government Grants	1,623	2,300,000	2,300,000	-	-	4,601,623
Private Contributions	600,000	2,800,000	4,600,000	-	-	8,000,000
General Reserves	441,298	-	-	-	-	441,298
General Revenue	60,000	40,000	-	-	-	100,000
Borrowing	134,646	2,400,000	600,000	6,000,000	-	9,134,646
<b>Total</b>	<b>1,237,567</b>	<b>7,540,000</b>	<b>7,500,000</b>	<b>6,000,000</b>	<b>-</b>	<b>22,277,567</b>

**Overview:** New and upgraded facilities support expanded levels of service.  
New or expanded facilities will increase annual operating and maintenance budgets.

### Project Descriptions and Benefits:

#### New Fire Station #6

The Fire Rescue Standard of Response Coverage Implementation Plan (2005) includes construction and operation of a fire station on Hammond Bay Road.

Land has been purchased and construction is planned in 2016.

This facility will operate with 20 additional firefighters and a Type 1 Engine.

Additional annual operating and maintenance costs for this facility will be \$2M.

#### Police Operations Building Expansion

The Police Operations building expansion program includes a space needs study in 2016, detailed design in 2017 and construction in 2018.

Once the space needs study and detailed design work is completed the cost of construction will be confirmed.

#### Port Theatre Expansion

The Port Theatre building expansion is contingent on successful grant applications, community sponsorship and other funding options.

The expansion is for a Community Performing Arts Centre which will include a performance space with seating capacity of 220, rehearsal space and lobby.

## 2015-2019 Capital Projects Plan (P-F2)

### Operating and Capital Funds

Reference #  
Project:

P-F2  
Facilities Infrastructure & Amenities Program - Renewal

	2015	2016	2017	2018	2019	Total
<b>Project Costs:</b>						
Animal Shelter	-	6,000	-	25,000	-	31,000
Aquatics Facilities	1,030,234	500,000	489,000	187,000	815,000	3,021,234
Arena Facilities	855,439	205,000	310,000	430,000	65,000	1,865,439
Civic Properties	567,519	16,000	-	-	-	583,519
Condition Assessments	36,000	-	-	-	-	36,000
Culture & Heritage Facilities	419,450	44,500	129,000	325,000	5,500	923,450
Nanaimo Fire Rescue Facilities	836,515	69,900	294,037	-	14,300	1,214,752
Parks Facilities	70,000	19,116	-	-	-	89,116
Parks Yard	17,600	-	-	-	-	17,600
Police Services Facilities	120,000	58,000	299,000	62,000	341,000	880,000
Port of Nanaimo Centre	-	60,000	-	-	-	60,000
Public Works Yard	401,925	89,000	124,000	77,475	65,600	758,000
Recreation Facilities	676,319	293,000	156,000	283,000	206,000	1,614,319
<b>Total</b>	<b>5,031,001</b>	<b>1,360,516</b>	<b>1,801,037</b>	<b>1,389,475</b>	<b>1,512,400</b>	<b>11,094,429</b>
<b>Funding Sources:</b>						
Facility Development Reserve	1,424,341	380,000	480,000	670,000	1,050,000	4,004,341
General Fund Asset Mgmt Reserve	854,906	-	-	-	-	854,906
General Reserves	1,208,310	90,000	220,000	-	275,000	1,793,310
Private Contributions	50,000	-	-	-	-	50,000
General Revenue	1,493,444	890,516	1,101,037	719,475	187,400	4,391,872
<b>Total</b>	<b>5,031,001</b>	<b>1,360,516</b>	<b>1,801,037</b>	<b>1,389,475</b>	<b>1,512,400</b>	<b>11,094,429</b>





## 2015-2019 Capital Projects Plan (P-F2)

**Overview:** The City currently owns and operates over 100 facilities which support delivery of services. These facilities include civic office buildings, fire and police buildings, public works yards, recreation facilities, cultural facilities, parkades and the Port of Nanaimo Centre.

Maintenance and renewal of these facilities is complex, as they are made up of many components with different useful lives, functions and operating and maintenance requirements.

Facility renewal projects include replacement of existing components within each building to maintain current function and service levels.

The 2015 - 2019 Financial Plan includes projects for replacement of roofs, HVAC, mechanical, electrical, plumbing and interior finishing components.

### Funding

Reserves that are utilized to fund facility renewal are the Facility Development Reserve (recreation facilities only) and the Asset Management Reserve. Additional funding for facility renewal projects is from general taxation revenues, operating reserves and grants.

A 20% surcharge on recreation fees is transferred to the Facility Development Reserve. This reserve is used to fund recreation facility renewal.

### Project Descriptions and Benefits:

#### 2015 Major Projects Include:

Fire Headquarters	
Roof replacement	\$181,897
Seismic upgrade	\$273,000
Fire Station #1	
Roof replacement	\$220,000
Boiler replacement	\$ 81,850
Frank Crane Arena	
HVAC (dehumidifier unit) replacement	\$100,000
Plumbing (domestic hot water) upgrade	\$100,000
Cliff McNabb Arena	
Dasher board replacement	\$200,000
Beban Pool	
Play structure replacement	\$175,000
Repaint leisure pool ceiling	\$ 71,000
NAC	
Exterior painting	\$ 70,000
HVAC (8 units) replacement	\$140,000
Port Theatre	
Exterior painting	\$110,000
Electrical, mechanical, roof	\$108,400
Public Works Yard	
Roof replacement	\$268,425

# 2015-2019 Capital Projects Plan (P-IT1)

## Operating and Capital Funds

### 2015 - 2019 Projects Plan - Operating and Capital Funds

Reference #	P-IT1					
Project:	Information Technology Infrastructure Program - New/Upgrade					
	2015	2016	2017	2018	2019	Total
<b>Project Costs:</b>						
Business Applications	358,410	180,000	-	-	-	538,410
Computing Infrastructure	149,750	-	-	-	100,000	249,750
Total	508,160	180,000	-	-	100,000	788,160
<b>Funding Sources:</b>						
General Reserves	478,410	180,000	-	-	100,000	758,410
General Revenue	29,750	-	-	-	-	29,750
Total	508,160	180,000	-	-	100,000	788,160

**Overview:** The City's technology equipment, managed by the Information Technology department, maintains systems access for network and business applications.

#### Funding

Internal charges to user departments based on number of computers help fund upgrades and new network assets.

### Project Descriptions and Benefits:

#### Expansion or upgrades to the City's information technology systems includes:

Software to manage retention and destruction of records in compliance with Records Management Policy.

Electronics Records Archiving software to manage destruction of records (SAP) in compliance with Records Management Policy.

Invoice Routing Enhancements to further automate workflows required for creating invoices.

File Permission Auditing Software to provide reporting on file access permissions and appropriate access to systems.

Fire Technology Program - FDM Inspection hardware and software that allows mobile data access and collection.



## 2015-2019 Capital Projects Plan (P-IT2)

### Operating and Capital Funds

Reference #  
Project:

P-IT2  
Information Technology Infrastructure Program - Renewal

	2015	2016	2017	2018	2019	Total
<b>Project Costs:</b>						
Business Applications	763,449	450,000	90,000	90,000	440,000	1,833,449
Computing Infrastructure	747,128	398,000	427,000	464,500	505,000	2,541,628
Total	1,510,577	848,000	517,000	554,500	945,000	4,375,077
<b>Funding Sources:</b>						
General Reserves	1,423,777	711,000	455,000	477,500	847,000	3,914,277
General Revenue	86,800	137,000	62,000	77,000	98,000	460,800
Total	1,510,577	848,000	517,000	554,500	945,000	4,375,077

**Overview:** The City's technology equipment, managed by the Information Technology department, maintains systems access for network and business applications.

#### Funding

Internal charges to user departments based on number of computers/copiers help fund replacement of network assets.

Funding for most renewal projects is from the Computer Upgrade Reserve.

### Project Descriptions and Benefits:

Business Applications renewal program includes required upgrades/maintenance or replacement of systems used to deliver City services.

Renewal includes the GIS software, Cemetery Database software, IT Help Desk software and the Recreation Management (CLASS) software.

Computing Infrastructure renewal program includes core network components, server hardware, storage and backup systems, and photocopiers.



# 2015-2019 Capital Projects Plan (P-P1)

## Operating and Capital Funds

Reference #

P-P1

Project:

Parking Infrastructure Program - Renewals

	2015	2016	2017	2018	2019	Total
<b>Project Costs:</b>						
Bastion St Parkade	434,379	-	-	460,000	210,000	1,104,379
Harbourfront Parkade	35,000	360,000	10,000	-	-	405,000
Parking Signage	50,000	-	-	-	-	50,000
Port of Nanaimo Centre Parkade	25,000	10,000	10,000	-	-	45,000
Selby St Parking Lot	13,137	-	-	-	-	13,137
<b>Total</b>	<b>557,516</b>	<b>370,000</b>	<b>20,000</b>	<b>460,000</b>	<b>210,000</b>	<b>1,617,516</b>
<b>Funding Sources:</b>						
General Fund Asset Mgmt Reserve	380,000	350,000	-	460,000	200,000	1,390,000
General Reserves	177,516	20,000	20,000	-	10,000	227,516
<b>Total</b>	<b>557,516</b>	<b>370,000</b>	<b>20,000</b>	<b>460,000</b>	<b>210,000</b>	<b>1,617,516</b>

**Overview:** The City currently owns and operates 3 multi-level parkades and five parking lots. Delay in renewal projects can result in higher operating and maintenance costs and increased safety and interruption to service levels risk.

### Funding

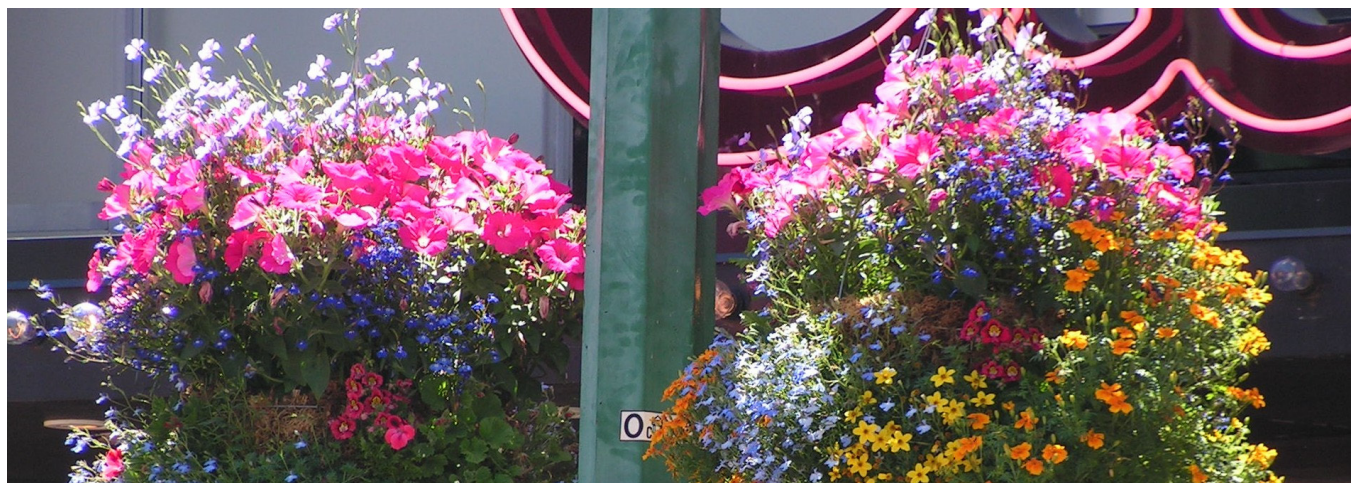
Net operating revenues from parking operations are transferred to the Parking Reserve. This reserve is used to fund renewal, upgrades and expansion of the City's parking infrastructure.

### Project Descriptions and Benefits:

The Bastion St Parkade projects include replacement of post tension beams/slab strands, membrane renewal, wall/flooring crack repairs and maintenance on exposed concrete wall.

The Harbourfront Parkade projects include membrane renewal and wall/flooring crack repairs.

The Port of Nanaimo Centre Parkade projects are for wall/flooring crack repairs.



# 2015-2019 Capital Projects Plan (P-I1)

## Operating and Capital Funds

Reference # P-PI1  
Project: Parks Infrastructure Program - New/Upgrade

	2015	2016	2017	2018	2019	Total
<b>Project Costs:</b>						
Accessibility Projects	25,000	50,000	50,000	50,000	50,000	225,000
Parks & Playgrounds	634,219	200,000	200,000	200,000	200,000	1,434,219
Trail Development	414,813	225,000	1,575,000	325,000	325,000	2,864,813
<b>Total</b>	<b>1,074,032</b>	<b>475,000</b>	<b>1,825,000</b>	<b>575,000</b>	<b>575,000</b>	<b>4,524,032</b>
<b>Funding Sources:</b>						
Parks DCCs	154,486	150,000	250,000	250,000	250,000	1,054,486
General Reserves	469,546	-	-	-	-	469,546
Regional District Grants	300,000	-	-	-	-	300,000
Private Contributions	25,000	-	579,000	-	-	604,000
General Revenue	125,000	325,000	325,000	325,000	325,000	1,425,000
PILT's	-	-	671,000	-	-	671,000
<b>Total</b>	<b>1,074,032</b>	<b>475,000</b>	<b>1,825,000</b>	<b>575,000</b>	<b>575,000</b>	<b>4,524,032</b>

**Overview:** Parks infrastructure includes destination parks, neighborhood parks, spray parks, sports fields, playgrounds, tennis/sport courts and trails

### Project Descriptions and Benefits:

Accessibility projects allow people of all abilities to access parks amenities and beaches. Projects include universally accessible safety surfaces and equipment in playground areas, and improvements to structures such as bridges and walkways to beaches.

Parks and playground upgrades include the Volunteers in Park (VIP) program, Linley Valley Park development and playground resurfacing. The VIP program partners the City with community volunteers to develop neighbourhood playgrounds and community gardens.

Development of the recently acquired Linley Valley Park will begin with updating the Linley Valley (Cottle Lake) Plan (2006) and mitigation of safety issues and hazards in 2015.

Trail development projects include expansion of the E & N Trail and the Nanaimo Yacht Club Waterfront Walkway in 2017.





# 2015-2019 Capital Projects Plan (P-PI2)

## Operating and Capital Funds

Reference # P-PI2  
Project: Parks Infrastructure Program - Renewals

	2015	2016	2017	2018	2019	Total
<b>Project Costs:</b>						
Misc Projects	142,573	119,095	81,822	85,912	90,000	519,402
Parks & Playground	20,000	20,000	20,000	20,000	20,000	100,000
Sports Fields	598,896	-	-	-	600,000	1,198,896
Tennis Court Improvements	10,388	34,000	-	-	-	44,388
Trail Development	200,000	-	-	-	-	200,000
<b>Total</b>	<b>971,857</b>	<b>173,095</b>	<b>101,822</b>	<b>105,912</b>	<b>710,000</b>	<b>2,062,686</b>
<b>Funding Sources:</b>						
General Fund Asset Mgmt Reserve	590,000	-	-	-	600,000	1,190,000
General Reserves	46,400	20,000	-	-	-	66,400
General Revenue	335,457	153,095	101,822	105,912	110,000	806,286
<b>Total</b>	<b>971,857</b>	<b>173,095</b>	<b>101,822</b>	<b>105,912</b>	<b>710,000</b>	<b>2,062,686</b>

**Overview:** The City's current park amenities include:

- 13 destination parks, including Maffeo Sutton and Westwood Lake parks
- 87 neighborhood parks
- 4 spray parks
- 23 sports fields including 2 artificial turf fields
- 61 playgrounds
- 12 tennis/sport courts
- over 140 kilometres of trails
- 2 highway gateways
- 3 boat ramps
- 6 dams in recreational areas

## Project Descriptions and Benefits:

### Major renewal projects are:

Replacement of artificial turf field – Merle Logan in 2015  
Sports field rehabilitation – Sherry Fields in 2019

Other renewal projects include trail way, gateway and tennis court rehabilitation. Also included is major maintenance for the Italian Fountain which includes structural, plumbing and lighting renewal, and reducing the depth of pool.





# 2015-2019 Capital Projects Plan (P-SS1)

## Operating and Capital Funds

Reference #  
Project:

P-SS1  
Sanitary Sewer Infrastructure Program - New/Upgrades

	2015	2016	2017	2018	2019	Total
<b>Project Costs:</b>						
Mains	689,238	1,540,000	3,225,000	-	455,000	5,909,238
Total	689,238	1,540,000	3,225,000	-	455,000	5,909,238
<b>Funding Sources:</b>						
Sewer DCCs	689,238	1,540,000	500,000	-	455,000	3,184,238
Sewer Reserves	-	-	2,725,000	-	-	2,725,000
Total	689,238	1,540,000	3,225,000	-	455,000	5,909,238

**Overview:** Projects to upsize existing sanitary sewer mains to address current and future capacity issues.

Delaying projects will constrain future development, increase risks of service disruption and property damage, increase annual operating and maintenance costs, and may negatively impact public health and safety.

### Funding

Expansion to the City's sanitary sewer infrastructure is generally funded from the Development Cost Charges reserve.

## Project Descriptions and Benefits:

### Projects driven by current and future development and included in the current Development Cost Charges bylaw including:

Millstone - Buttertubs Easement (DCC SS19) - increase capacity (upsized pipe) identified in 2012 Millstone Master Plan.

Jingle Pot to East Wellington (DCC SS17) - increase capacity (upsized pipe) identified in 2012 Millstone Master Plan.

Chase River Trunk (DCC SS45) - pump station and forcemain to address capacity identified in 2013 Chase River Master Plan.

Jingle Pot Road (DCC SS 7) - new main



# 2015-2019 Capital Projects Plan (P-SS2)

## Operating and Capital Funds

Reference # P-SS2  
Project: Sanitary Sewer Infrastructure Program - Renewals

	2015	2016	2017	2018	2019	Total
<b>Project Costs:</b>						
Condition Assessment Program	312,770	250,000	275,000	300,000	310,000	1,447,770
Design	62,500	62,500	62,500	62,500	62,500	312,500
Mains	1,075,651	920,000	983,000	665,000	3,168,313	6,811,964
<b>Total</b>	<b>1,450,921</b>	<b>1,232,500</b>	<b>1,320,500</b>	<b>1,027,500</b>	<b>3,540,813</b>	<b>8,572,234</b>
<b>Funding Sources:</b>						
Sewer Fund Asset Mgmt Reserve	-	-	120,000	-	2,201,313	2,321,313
Sewer Reserves	1,450,921	1,232,500	1,200,500	1,027,500	1,339,500	6,250,921
<b>Total</b>	<b>1,450,921</b>	<b>1,232,500</b>	<b>1,320,500</b>	<b>1,027,500</b>	<b>3,540,813</b>	<b>8,572,234</b>

**Overview:** The City provides sanitary sewer service that maintains public health and safety and with minimal disruption. Sanitary sewer infrastructure includes over 548 kilometres of mains and 16 lift stations.

Renewal required for compliance with new regulatory standards. To replace mains at end of useful life or in deteriorated condition that increases risk of failure.

Delaying renewal projects can result in higher operating and maintenance expenses, and increased risks to public health, safety, service disruption and property damage.

### Funding

City utility user fees fund annual operating and maintenance costs for the sanitary sewer system as well as contribute to reserves for infrastructure renewal.

### Project Descriptions and Benefits:

Program to replace and upsize sanitary sewer mains with capacity, condition/operating and maintenance issues.

Annual studies to identify capacity issues. Annual condition assessment program to assess critical sanitary sewer mains.

Information used to identify priority projects for five year Financial Plans that minimize infrastructure failure, surcharging and backflow events.

Design and construction of main replacement program is higher in 2019 due to Haliburton Area project.

# 2015-2019 Capital Projects Plan (P-SD1)

## Operating and Capital Funds

Reference # P-SD1  
Project: Drainage Infrastructure Program - Renewal

	2015	2016	2017	2018	2019	Total
<b>Project Costs:</b>						
Condition Assessment Program	50,000	100,000	100,000	100,000	100,000	450,000
Design	12,500	52,500	52,500	52,500	52,500	222,500
Mains	516,000	185,000	340,000	509,000	1,165,000	2,715,000
Total	578,500	337,500	492,500	661,500	1,317,500	3,387,500
<b>Funding Sources:</b>						
General Fund Asset Mgmt Reserve	160,000	-	-	-	-	160,000
General Revenue	418,500	337,500	492,500	661,500	1,317,500	3,227,500
Total	578,500	337,500	492,500	661,500	1,317,500	3,387,500

**Overview:** The City provides drainage service that minimizes impact to property and environment. Drainage infrastructure includes over 423 kilometres of mains.

Renewal required for compliance with new regulatory standards. To replace mains at end of useful life or in deteriorated condition that increases risk of failure.

Delaying renewal projects can result in higher operating and maintenance expenses, and increased risks to public health, safety, service disruption and property damage.

### Project Descriptions and Benefits:

Program to replace and upsize drainage mains with capacity, condition/operating and maintenance issues.

Annual studies to identify capacity issues. Annual condition assessment program to assess critical drainage mains.

Information used to identify priority projects for five year Financial Plans that minimize infrastructure failure, surcharging and flooding events.



# 2015-2019 Capital Projects Plan (P-T1)

## Operating and Capital Funds

Reference #

P-T1

Project:

Transportation Infrastructure Program - New/Upgrade

	2015	2016	2017	2018	2019	Total
<b>Project Costs:</b>						
Design	100,000	-	-	-	-	100,000
Pedestrian Amenities	434,997	36,200	59,400	27,200	119,800	677,597
Pedestrian/Cycling Amenities	855	50,000	50,000	50,000	50,000	200,855
Planning & Design	3,450	-	-	-	-	3,450
Street Lights	16,878	6,000	6,000	6,000	6,000	40,878
Traffic Improvements	450,000	-	-	88,400	500,000	1,038,400
<b>Total</b>	<b>1,006,180</b>	<b>92,200</b>	<b>115,400</b>	<b>171,600</b>	<b>675,800</b>	<b>2,061,180</b>
<b>Funding Sources:</b>						
Roads DCCs	103,450	-	-	-	-	103,450
General Reserves	234,130	6,000	6,000	6,000	6,000	258,130
Private Contributions	355,000	-	-	-	-	355,000
General Revenue	313,600	86,200	109,400	165,600	669,800	1,344,600
<b>Total</b>	<b>1,006,180</b>	<b>92,200</b>	<b>115,400</b>	<b>171,600</b>	<b>675,800</b>	<b>2,061,180</b>

**Overview:** The City's Transportation Master Plan (2014) provides direction on expansion/upgrades to the City's transportation infrastructure.

To support a multi mode transportation network new/upgraded pedestrian, cycling, transit and vehicle amenities will be integrated into concurrent projects as well as identified as individual projects.

## Project Descriptions and Benefits:

**Pedestrian Amenities** - include countdown timers and flashers at intersections and crosswalks.

**Pedestrian/ Cycling Amenities** - include Safer School Travel Program and traffic calming amenities.

**Street Lights** - sustainability initiative to reduce costs through street lighting reductions.

**Studies** - traffic counters and Transportation Model update.

### Traffic Improvements:

Mary Ellen @ Mall Access Roundabout  
Hammond Bay @ Rutherford Signal Upgrade  
Jingle Pot @ Westwood - New Signal

# 2015-2019 Capital Projects Plan (P-T2)

## Operating and Capital Funds

Reference #

P-T2

Project:

Transportation Infrastructure Program - Renewals

	2015	2016	2017	2018	2019	Total
<b>Project Costs:</b>						
Bridges	345,041	6,040,000	-	-	-	6,385,041
Pedestrian Amenities	6,000	-	-	-	-	6,000
Planning & Design	144,548	102,500	102,500	102,500	102,500	554,548
Railway Crossings	270,000	25,000	25,000	25,000	25,000	370,000
Road Rehabilitation	2,242,973	659,100	205,000	683,368	1,600,000	5,390,441
Sidewalk Maintenance Program	50,000	-	50,000	-	50,000	150,000
Street Lights	244,288	50,000	550,000	50,000	50,000	944,288
<b>Total</b>	<b>3,302,850</b>	<b>6,876,600</b>	<b>932,500</b>	<b>860,868</b>	<b>1,827,500</b>	<b>13,800,318</b>
<b>Funding Sources:</b>						
General Reserves	1,500,450	-	-	-	-	1,500,450
General Revenue	1,602,400	876,600	932,500	860,868	1,827,500	6,099,868
PILT's	200,000	-	-	-	-	200,000
Borrowing	-	6,000,000	-	-	-	6,000,000
<b>Total</b>	<b>3,302,850</b>	<b>6,876,600</b>	<b>932,500</b>	<b>860,868</b>	<b>1,827,500</b>	<b>13,800,318</b>

**Overview:** The City provides transportation amenities including streets, sidewalks, signs and street lighting that are safe, accessible, clean and convenient. Transportation infrastructure includes over 1,100 kilometres of roadways, 400 kilometres of sidewalks, 15 bridge structures, over 3,500 street lights and 85 traffic signals.

A road condition assessment program is completed every three to five years and information is updated to the City's pavement management system. The system generates optimum road surface replacement schedules. Delaying road surface replacement can result in degradation of the road bed and higher lifecycle costs.

### Funding

Transportation infrastructure is funded from general taxation revenues. Planned borrowing in 2016 for the Wellcox Trestle replacement will be repaid from general taxation revenues.

### Project Descriptions and Benefits:

**Bridges** - includes replacement of Wellcox Trestle in 2016

#### Road Rehab 2015 Projects:

Pryde/Bush (Bowen to Townsite)  
Vancouver Ave (Townsite to Cypress)  
Bowen Road (E Wellington to Pryde)

Downtown street lighting renewal is planned in 2017.

# 2015-2019 Capital Projects Plan (P-W1)

## Operating and Capital Funds

Reference # P-W1  
Project: Water Infrastructure Program - New/Upgrade

	2015	2016	2017	2018	2019	Total
<b>Project Costs:</b>						
Distribution Mains	170,000	280,000	16,000	557,000	158,606	1,181,606
Reservoirs	-	75,000	800,000	-	1,600,000	2,475,000
ROW Acquisitions	20,000	20,000	20,000	20,000	20,000	100,000
Supply Mains	1,044,979	4,800,000	1,800,000	-	-	7,644,979
Water Supply Dams	-	-	3,000,000	-	-	3,000,000
Water Treatment Plant	13,923,042	-	-	-	-	13,923,042
Total	15,158,021	5,175,000	5,636,000	577,000	1,778,606	28,324,627
<b>Funding Sources:</b>						
Water DCCs	7,215,989	2,025,000	2,900,000	-	-	12,140,989
Community Works Reserve	3,123,208	-	-	-	-	3,123,208
Water Reserves	4,818,824	3,150,000	2,736,000	577,000	1,778,606	13,060,430
Total	15,158,021	5,175,000	5,636,000	577,000	1,778,606	28,324,627

**Overview:** These projects address capacity issues and help to provide redundancy within the system. The long-term water supply plan provides guidance for future resources required to maintain adequate water supply.

### Funding

Expansion to the City's water infrastructure is generally funded from the Development Cost Charges reserve.

## Project Descriptions and Benefits:

### Dams

Jump Creek II Dam - planning and land acquisition.

### Reservoirs

Towers Reservoir - new duplicate reservoir to address capacity/fire flows issues.

Vanderneuk Reservoir - land acquisition, new reservoir required for development in North Nanaimo, construction in late 2020s.

Duke Point Reservoir - recoating of supply main to reduce leaks.

### Supply Mains and Pump Stations

Duplicate Supply Main from #1 Reservoir to College Park - to address capacity issues in North Nanaimo and support development.

Emergency Water Supply Pump Station - complete project will allow water to be pumped from Harmac system to City network, water supply main installed 2010.

Distribution Mains - King Rd, Nanaimo Parkway, Holland & E Wellington, Departure Bay.

### Water Treatment Plant

Water Treatment Plant will be completed in 2015. The total project is expected to cost \$71M.



# 2015-2019 Capital Projects Plan (P-W2)

## Operating and Capital Funds

Reference #

P-W2

Project:

Water Infrastructure Program - Renewal

	2015	2016	2017	2018	2019	Total
<b>Project Costs:</b>						
Condition Assessment Program	230,000	130,000	130,000	100,000	100,000	690,000
Design	65,000	65,000	65,000	65,000	65,000	325,000
Distribution Mains	2,902,779	2,512,300	3,196,000	2,889,500	4,882,200	16,382,779
Misc Projects	80,000	160,000	60,000	30,000	30,000	360,000
Pump Station/PRV Program	587,131	150,000	-	150,000	150,000	1,037,131
Reservoirs	17,020	-	-	75,000	-	92,020
Supply Mains	-	-	-	-	1,000,000	1,000,000
Water Supply Dams	31,570	125,905	127,267	128,632	130,000	543,374
<b>Total</b>	<b>3,913,500</b>	<b>3,143,205</b>	<b>3,578,267</b>	<b>3,438,132</b>	<b>6,357,200</b>	<b>20,430,304</b>
<b>Funding Sources:</b>						
Water Fund Asset Mgmt Reserve	60,000	600,000	548,000	254,000	1,000,000	2,462,000
Water Reserves	3,853,500	2,543,205	3,030,267	3,184,132	5,357,200	17,968,304
<b>Total</b>	<b>3,913,500</b>	<b>3,143,205</b>	<b>3,578,267</b>	<b>3,438,132</b>	<b>6,357,200</b>	<b>20,430,304</b>

**Overview:** The City provides Water that is clean and safe to drink with minimal service disruption, to satisfy all anticipated consumption and fire protection.

Water infrastructure includes dams, reservoirs, water treatment facility and over 600 kilometres of water supply and distribution mains.

Renewal required for compliance with new regulatory standards. To replace infrastructure at end of useful life or in deteriorated condition that increases risk of failure.

Delaying renewal projects can result in higher operating and maintenance expenses, and increased risks to public health, safety, service disruption and property damage.

### Funding

City utility user fees fund annual operating and maintenance costs for the water system as well as contribute to reserves for infrastructure renewal.

### Project Descriptions and Benefits:

Program to replace/upscale watermain with capacity, condition/operating and maintenance issues.

Annual studies to identify capacity issues. Annual condition assessment program to assess critical water mains.

Information used to identify priority projects for five year Financial Plans that minimize infrastructure failure, maintain operating pressures and fire flows.



# APPENDICES



**2015 - 2019 Financial Plan**

# APPENDICES

## Appendix A

### RESERVE FUNDS

#### Asset Management Fund

Revenues are from property taxation, sanitary sewer user fees and waterworks user fees. The funds can be used for infrastructure renewal projects.

#### Cemetery Reserve Fund

In accordance with the *Cemetery Care Act* a portion of the cemetery revenue from plot sales and marker installations must be set aside to fund ongoing care of the cemetery. Although the contributions must be set aside in perpetuity, the investment income can be used to fund maintenance of the cemeteries.

#### Community Works Fund

Funding for this reserve comes from the Federal Government via UBCM for the Gas Tax Agreement. Additional revenues is earned from investing unspent funds. The funding can be used for investment in infrastructure, disaster mitigation and capacity building.

#### Development Cost Charge Reserve Fund

Revenue comes from development cost charge fees levied and investment income. The funds can only be used for projects identified in the Development Cost Charge bylaws.

#### Equipment Depreciation Reserve Fund

Net “revenue” from the operations of the City fleet is placed in this reserve. The revenue is comes from charging user departments for fleet use. Additional revenue is earned from investing unspent funds. The funds are used for fleet replacements.

#### Facility Development Reserve Fund

A 20% surcharge on recreation fees is transferred to this fund. Additional revenue is earned from investing unspent funds. The funds are used for new Parks, Recreation and Culture facilities or improvements to existing facilities.

#### Knowles Estate Reserve Fund

The funding for this reserve came from the estate of the late Arthur Knowles. The accumulated interest each year can only be used for park and youth sport facility improvements in the south end of Nanaimo.



# APPENDICES

## Appendix A - continued

### RESERVE FUNDS

#### Old City Neighbourhood Parking Fund

Developers of commercial properties in the Old City Neighbourhood have the ability to opt out of the requirement to provide on-site parking at a cost of \$3,000 per space. Any proceeds received are placed in this reserve fund. Additional revenue is earned from investing unspent funds. The funds may be used to provide off-street parking in the Old City Neighbourhood.

#### Parkland Dedication Reserve Fund

Revenue is from cash-in-lieu contributions received in lieu of parkland dedication and investment earnings. The funds can only be used for parkland acquisition.

#### Property Sales Reserve Fund

Proceeds from the sale of civic properties are placed in this reserve fund. Additional revenue is earned through investments. The funds can be used for any capital project.

#### Regional Emission Reduction Reserve Fund

Revenues contributed through adopted Five-Year Financial Plans. The funds can be used for regional emission reduction initiatives that contribute to corporate carbon neutral operations.



# APPENDICES

## Appendix B

### GOVERNING POLICY AND REGULATORY REQUIREMENTS

#### Governing Policy and Regulatory Requirements

The *Community Charter* requires that a Five-Year Financial Plan for both the operating and capital expenditures be adopted by May 15th of the first year of the plan. In addition, the *Community Charter* directs that the public must be consulted prior to adoption of the Financial Plan.

#### Balanced Budget

In compliance with Section 165 of the *Community Charter*, the City's Five Year Financial Plan must be balanced. The total of proposed expenditures and transfers to other funds for a year must not exceed the total of proposed funding sources and transfers from other funds for the year.

#### Investment Policy

It is the policy of the City of Nanaimo to invest City funds in a secure manner which will provide the optimal blend of investment security and return while meeting the daily cash flow demands of the City and complying with the statutory requirements of the *Community Charter*.

#### Revenue Policy

In compliance with the *Community Charter*, the City has adopted a Revenue Policy.

##### 1. Proportion of revenue by source

###### Property taxes

- The City of Nanaimo will attempt to keep the proportional share of revenue from property taxes at a level similar to the average of comparable municipalities.
- Where new sources of revenue are made available to the City from senior governments, wherever possible, these revenues will be used to reduce dependency on property taxation revenue.

###### Parcel taxes

- Parcel taxes will be used whenever Council determines that they are more appropriate than property taxes.

###### Fees and Charges

- Wherever possible, fees and charges will be used to assign costs to those who benefit from the service provided; the proportion of the costs recovered by fees and charges will vary with the nature of the service provided.

# APPENDICES

## Appendix B - continued

### GOVERNING POLICY AND REGULATORY REQUIREMENTS

#### Proceeds of borrowing

- Borrowing will be considered when determining the funding sources of large capital projects that provide benefits to taxpayers over a long period of time (20 years or more).
- Council will consider a policy to identify an appropriate level of debt for the community.

#### Other sources of revenue

- The City will continue to seek other sources of revenue in order to reduce reliance on property taxes.
- The City will consider hydro electric power generation where practical and environmentally supportable.

#### 2. Distribution of property taxes among the classes

- The City of Nanaimo will maintain the percentage of property taxes received from residential taxpayers at a level comparable to the average of similar municipalities.
- The City will attempt, over time, to reduce the commercial tax rate to the average of all BC municipalities.
- Between 2009 and 2013, the light and major industrial tax rates will be reduced to the same level as the commercial tax rate.

#### 3. Permissive Tax Exemptions

- The City of Nanaimo believes that Permissive Tax Exemptions are an appropriate way to recognize the value of the services provided to the community by non-profit organizations.
- Permissive Tax Exemption requests will be reviewed by the Grants Advisory Committee based on policies and guidelines approved by Council. The Committee will make recommendations to Council.
- Permissive Tax Exemptions will be reviewed at least every three years to ensure that the organization and property still meets the criteria established by Council.

#### 4. Revitalization Tax Exemptions

- The City of Nanaimo believes that Revitalization Tax Exemptions are an appropriate tool to assist the City in realizing its strategic objectives.
- The City can exempt municipal taxes for up to ten years for projects undertaken by landowners, where the project meets defined objectives of a City strategy.
- Recipients of exemptions must enter into a Revitalization Tax Exemption Agreement with the City.
- Every Revitalization Tax Exemption must be approved by Council.



# APPENDICES

## Appendix C

### City of Nanaimo Statistics

According to the 2011 census data, Nanaimo is the fifth fastest growing medium sized population centre in BC. The City's 2011 population was 83,810, an increase of 5,118 net new citizens since 2006. This represents a 6.5% increase in population since 2006, and an average annual growth rate of 1.3%.

Land area is 91.30 square kilometres with a population density of 918.0 persons per square kilometre. This compares to the provincial land area of 922,509.29 square kilometres with a population density of 4.8 persons per square kilometre.

Summary Statistics	City of Nanaimo	BC	Canada
Source: Statistics Canada, 2011			
Median Age, 2011	44.8	41.9	40.6
Median Age, 2006	43.2	40.8	39.5
<b>Families and Households</b>	23,885	1,238,155	9,389,695
Married couple families	66.7%	71.7%	67.0%
Common law couple families	15.5%	13.0%	16.7%
Lone Parent Families	17.8%	15.3%	16.3%
<b>Total private households</b>	36,205	1,764,635	13,320,615
Couple family with children	19.4%	24.4%	26.5%
Couple family without children	32.6%	30.2%	29.5%
Lone parent families	17.8%	15.3%	16.3%
One person	30.2%	28.2%	27.6%
Multiple family	1.5%	2.9%	2.0%
Other	5.4%	4.7%	4.1%
<b>Structural type of dwelling</b>	36,205	1,764,640	13,320,615
Single detached house	58.9%	47.7%	55.0%
Semi detached house	4.8%	3.0%	4.9%
Row house	4.4%	7.4%	5.9%
Apartment	29.4%	39.1%	32.6%
Other	2.5%	2.8%	1.6%

### The following lists the major employers in Nanaimo as of December 1, 2011

- School District #68
- Nanaimo Regional General Hospital
- Vancouver Island University
- British Columbia Ferry Service Inc.
- Shaw Cable
- City of Nanaimo
- Nordia
- WalMart
- Dept. of Fisheries & Oceans
- Costco Wholesale
- The Real Canadian Superstore
- Coastal Community Credit Union
- Thrifty Foods

# APPENDICES

## Appendix D

### Glossary

#### Asset Management

Asset management includes the planning, design, construction, operation and maintenance of infrastructure used to provide services. Asset management is a primary function of local government.

#### Assessed Value

The value calculated for each parcel of real property using appraisal criteria established by the B.C. Assessment. Each property reflects market prices of the land and its improvements and recognizes any change of use. These values are the basis of levying property taxes.

#### B.C. Assessment

The provincial agency, also known as the B.C.A., is assigned to appraise and evaluate all real property within British Columbia.

#### CUPE

The Canadian Union of Public Employees.

#### CVRD

Cowichan Valley Regional District.

#### Debt Services

Annual principle and interest payments on contracted debt.

#### Development Cost Charges (DCC)

A fee imposed on new development to assist in the funding of future off-site services (infrastructure) which is needed, in part, by the new development.

#### Expenditures

The cost of goods and services, received for both the regular City operations and all projects (operating and capital).

# APPENDICES

## Appendix D - continued

### Glossary

#### Financial Plan

Under Section 165 of the *Community Charter*, following public consultation, Council must adopt a five-year financial plan, by bylaw and before May 15 each year. The plan must identify proposed expenditures, funding sources and transfers between funds.

#### FTE

Full time equivalent staffing positions.

#### Fund

A fiscal entity of self balancing accounts used by governments to control common financial activities.

#### GAAP

General Accepted Accounting Principles used to guide accounting practices and methods.

#### GIS

Geographical Information System.

#### Grant

A financial contribution to or from governments.

#### Grants in Lieu of Taxes (GILT)

Revenues received from senior governments and other organizations, which are exempt from property taxes.

#### IAFF

International Association of Fire Fighters.

#### Operating Expenditures

The cost of goods and services, received for regular City operations only. Does not include operating or capital projects.

#### PILTs

Payment in Lieu of Taxes. The City received payments from utility corporations and the Nanaimo Port Authority in lieu of property taxes.



# APPENDICES

## Appendix D - continued

### Glossary

#### Projects

Includes annual asset renewal programs or one time expenditures for new infrastructure or services. Excludes operating expenditures.

#### PSAB

The Public Sector Accounting and Auditing Board.

#### RDN

Regional District of Nanaimo.

#### Regional Parks Agreement

Cost sharing agreement between the City and the Regional District of Nanaimo where the Regional District contributes to portion of City's annual costs for operating recreation and sports field facilities.

#### Reserves

Discretionary funds established to pay for specific projects.

#### Revenues

Sources of income received by the City. They include property taxes, user fees, grants, permits and licenses, fines, grants, interest.

#### Tax Rates

The annual charges for levying property taxes to properties within the City. These rates are applied against each \$1,000 of assessed value.



# THE CITY OF NANAIMO



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