



## Lessons Learned and Proposed 2016 Financial Plan Process



### Lessons Learned

- Timeline
- Resource requirements and staff involvement
- Public input
- Alignment with strategic plan
- Metrics

## Proposed 2016 Financial Planning Process

Focus on:

- Metrics
- Further alignment with Strategic Plan
- Changing timelines
- Public input

## Metrics

### MEASURING SUCCESS

How much did we do?

Performance Measurement	2011 Actual	2012 Actual	2013 Actual	2014 Projection	2015 Forecast	2016 Forecast	2017 Forecast
# of Emergency Responses	6,935	6,923	6,821	7,000	7,000	7,000	7,100
# of Property Fire Responses	140	141	96	120	125	125	125
# of Public Education Touch-points	18,879	21,528	24,000	20,000	21,465	21,500	21,500

# Metrics

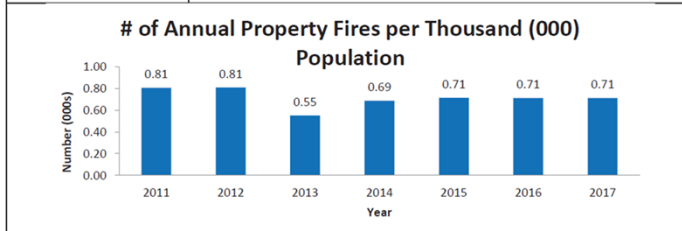
## How well did we do it?

Performance Measurement	2011 Actual	2012 Actual	2013 Actual	2014 Projection	2015 Forecast	2016 Forecast	2017 Forecast
Percentage of Fire/Alarm Responses with four firefighters, total response time within 6:20 seconds 90% of the time	78%	85%	83%	89%	90%	90%	90%
Story behind the data:	<p>The international industry best practice gives three time measurements, which are part a total response time of six minutes and 20 seconds (6:20) for the first four firefighters to arrive at a fire scene.</p> <p>Time measurements:</p> <ol style="list-style-type: none"> <li>1. 911 call answer and dispatch (target 60 seconds)</li> <li>2. Call dispatch to the time four firefighters are on the way (target 80 seconds)</li> <li>3. Travel time from the fire station to the fire scene (target 240 seconds)</li> </ol> <p>To improve response times in areas that can be controlled, Fire Protection Services has introduced employee performance appraisals. These measure individual performance to the industry time performance targets, as indicated in #1 and #2 above. Fire Protection Services has little control over #3, travel time, which can be affected by multiple challenges, such as traffic, road and weather conditions.</p>						

# Metrics

## Is anyone better off?

Performance Measurement	# of property fires per 1,000 population
Story behind the data:	First line of defence (fire prevention and education) can reduce the number of fires.
Where do we want to go?	Through proactive fire public education and fire code inspections, Fire Protection Services would like to improve public and firefighter safety by lowering the number of property fires.



## Further Alignment with Strategic Plan

- Align financial information with strategic plan objectives

## Changing Timelines

Proposed Timelines	Task
May – July	Departments develop their 2016 budgets and metrics
August/September	Reviews with Directors and City Manager
August/September	Develop options, in consultation with the community, for participatory budgeting opportunities
October	Introduce the draft financial plan to Council, detailed presentations and 1 <sup>st</sup> reading of financial plan bylaw
November	Public consultation
December	Public consultation results to Council; amend draft financial plan based on consultation feedback
January	2 <sup>nd</sup> reading of financial plan bylaw
April	Finalize allocation of surplus and new property tax revenue from assessment growth, 3 <sup>rd</sup> reading and adoption of financial plan bylaw
April	Revenue and Tax Policy discussion and tax rate bylaw approval
May	Mail out tax notices

# Public Input



- Continue with similar approach as in 2015 and build on tools in place
- Town Hall/e-Town Hall
- Survey
- Additional interactive and educational tool
- Involve the community in design of participatory options

# E-town hall

A screenshot of a web page titled "e-Town Hall Meetings" for the "2015 Municipal Budget Meeting". The page is from the City of Nanaimo website. It includes a navigation bar with "Home", "City Hall", "City Council", and "e-Town Hall Meetings". There are font size controls and a "Screen version | Mobile" indicator. The main content area has a heading "2015 Municipal Budget Meeting" and a paragraph stating: "The City of Nanaimo wants your input on the 2015 Municipal Budget. Join the discussion at 7 p.m. on September 29th. Participation is easy by using any of the following methods of engagement." Below this is a bulleted list of engagement methods: "In person", "Facebook", "Twitter", "Website Submission", and "By Phone". There is also a "Discussion Topic" section with text about the budget process and a "Prepare and Participate" section with links to the "2014-2018 Financial Plan" and "Annual Municipal Report". On the right side, there are "Related Links" and a "Photo Album" section with a small image and a "Send us your picture" button.

# Property Tax Estimator and Calculator

The image displays two screenshots of the City of Victoria's Property Tax Estimator and Calculator website. The left screenshot shows the 'Property Tax Estimator' interface, which includes a 'Property Tax Calculator' section with a table of assessed values and a 'New Development Tracker' section. The right screenshot shows the 'Property Tax Calculator' interface, which includes a 'Property Tax Calculator' section with a table of assessed values and a 'New Development Tracker' section.

**Property Tax Estimator - Assessed Values Table:**

Category	Rate	Amount
City of Victoria	4.41%	\$2,205.75
BC Assessment	0.58%	\$294.00
BC Transfer	0.26%	\$131.75
<b>Total</b>	<b>5.25%</b>	<b>\$2,631.50</b>

**Property Tax Calculator - Assessed Values Table:**

Category	2014	2015	Avg. Increase	Your Increase
Assessed Value	\$750,000.00	\$767,000.00	2.27%	3.75%
City of Victoria	\$3,302.44	\$3,393.14	2.73%	3.86%
Other Taxes Total*	\$1,665.82	\$2,022.83	1.87%	
<b>Total Property Tax</b>	<b>\$5,242.28</b>	<b>\$5,385.07</b>	<b>2.81%</b>	

# 2016: Budget Simulator

The image displays several screenshots of the 2016 Budget Simulator web application. The top left shows a 'Budget Overview' section with pie charts for 'Operating Budget & Revenue Budget Breakdowns'. The top right shows a 'GARBAGE REMOVAL' section with a 'Your choice' dropdown set to 'NO' and a value of '\$225,000'. The bottom left shows a 'CULTURAL CENTERS & ARENAS' section with a 'Your choice' dropdown set to '1' and a value of '\$40,000'. The bottom right shows a 'CORE CITY SERVICES' section with a 'Your choice' dropdown set to '1' and a value of '\$10,000'. The bottom center shows a 'REVENUE GENERATING PROJECTS' section with a 'Your choice' dropdown set to '1' and a value of '\$40,000'.

**GARBAGE REMOVAL - Your choice:** NO (\$225,000)

**CULTURAL CENTERS & ARENAS - Your choice:** 1 (\$40,000)

**CORE CITY SERVICES - Your choice:** 1 (\$10,000)

**REVENUE GENERATING PROJECTS - Your choice:** 1 (\$40,000)

# Participatory Budgeting Options



## Recommendation

That Council endorse the proposed approach for the 2016 financial planning process as outlined in this report