

**REGIONAL DISTRICT OF NANAIMO
FINANCIAL PLAN 2018 to 2022
INDEX**

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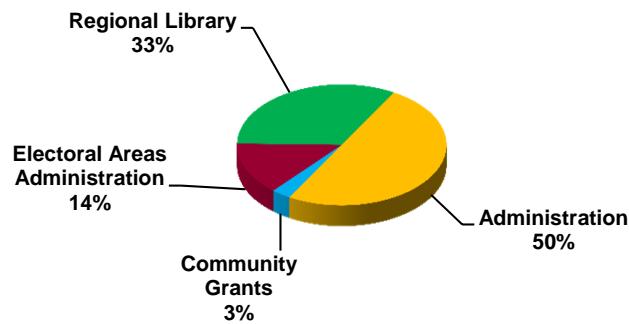
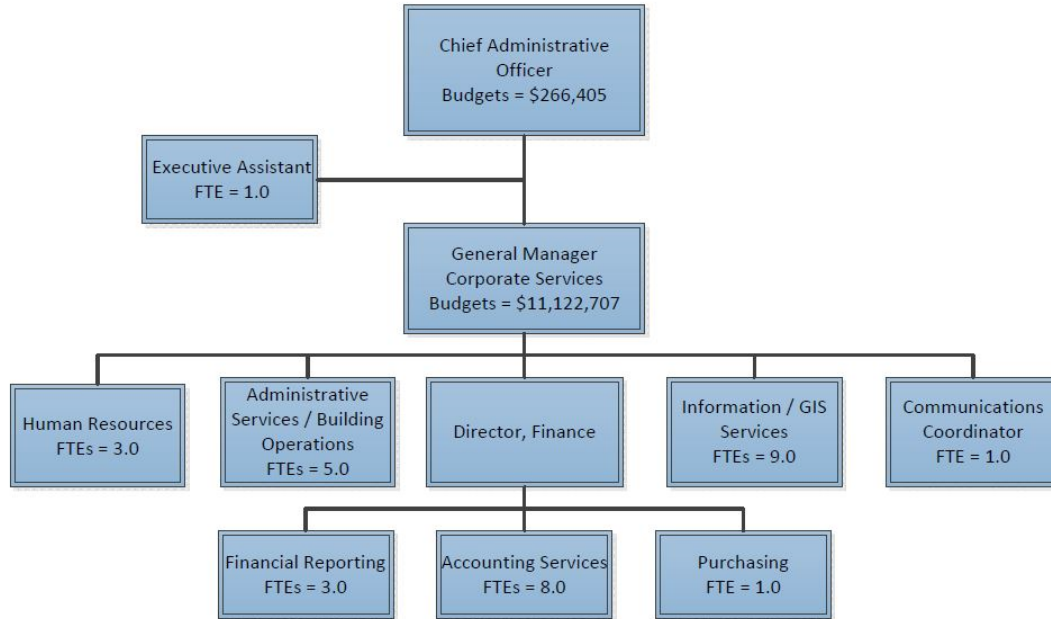
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REGIONAL DISTRICT OF NANAIMO DEPARTMENTAL HIGHLIGHTS CORPORATE ADMINISTRATION



Corporate Administration	Expenditures	Revenues/Reserves	Net Cost funded by Taxes & Op Surplus	
Legislative/Chief Administrative Officer	2,104,780	-	2,104,780	
Human Resources	693,385	-	693,385	
Finance	1,737,065	10,000	1,727,065	
Information/GIS Services	2,265,818	-	2,265,818	
Administration/ Building Operations	843,317	30,000	813,317	
Communications	171,277	-	171,277	
Interdepartmental Recoveries		4,558,440	(4,558,440)	
Administration	7,815,642	4,598,440	3,217,202	50%
Community Grants	166,648	435	166,213	3%
Electoral Areas Administration	978,126	62,500	915,626	14%
Regional Library	2,162,291	-	2,162,291	33%
	11,122,707	4,661,375	6,461,332	100%

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN - 2018**

AREA	CORPORATE SERVICES		
SERVICE	ADMINISTRATIVE SERVICES		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	Legislative / Communication – Supports the Board through preparation of Board & Committee agendas and minutes. Conducts Elections, Referendums and Alternative Approval Processes. Coordinates and promotes the RDN’s website, social media, Regional Perspectives Newsletter, Electoral Area Updates and news releases.		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2018 PERFORMANCE OBJECTIVES
Level of usage of Website (visits per year)	2016 - 511,518 visits 2015 - 555,898 visits 2014 - 483,388 visits 2013 - 413,688 visits 2012 - 452,546 visits 2011 - 408,509 visits	Last 12 months – October 1, 2016 – October 1, 2017) - 532,500 visits	Continue to enhance the use of the RDN website.
Communication	Perspectives EA Updates News Releases 2016 - 34 2015 - 35 2014 - 36 2013 - 29 2012 - 45 2011 - 39	1 budget publication and 50 th anniversary Retrospectives to be published in December 1 Issue per Electoral Area (excluding Electoral Area F) – 2nd Electoral Area update to be incorporated into the 50 th anniversary Retrospectives 2017 (year to date) - 38	Will investigate and enhance forms of preferred public communications. 2 Issues per Electoral Area per year. Will increase public communications through use of News Releases.
Use of Social Media	Increased use of various forms of social media. (as at October 1 st approx.) RDN Facebook page 2016 - 1,501 likes 2015 - 1,038 likes 2014 - 774 likes 2013 - 573 likes RDN Twitter feed 2016 – 1,564 followers 2015 - 1,155 followers 2014 - 858 followers 2013 - 554 followers	Regular use of social media, community websites, and other media. (as at October 1 st) RDN Facebook page 2017 - 2,073 likes RDN Twitter feed 2017 – 1,867 followers	Expand use of social media, and continue to monitor their effectiveness in communicating with the public.

KEY ACTIONS TO ACHIEVE 2018 PERFORMANCE OBJECTIVES	STRATEGIC PLAN ALIGNMENT
1. Complete implementation of meeting management software (eSCRIBE) through use of portal for meeting participants.	S7 We will ensure our processes are as easy to work with as possible.
2. Complete organizational readiness assessment and roadmap for electronic document records management system.	S3 As we invest in regional services we look at both costs and benefits – The RDN will be effective and efficient.
3. Conduct local government elections and referendums to be included on the ballot(s).	G1 We will develop our governance structure to reflect our unique municipal/ electoral area demographics.
4. Assist departments in improving their social media presence as a means to further engage the public.	R2 We will focus on improved two-way communication within the Regional District and with our communities.
5. Liaise with local media to enhance coverage of RDN initiatives.	R2 We will focus on improved two-way communication within the Regional District and with our communities.
6. Continue to encourage and facilitate website use on RDN services and initiatives.	R2 We will focus on improved two-way communication within the Regional District and with our communities.
7. Assist staff in their communications with the media.	R2 We will focus on improved two-way communication within the Regional District and with our communities.

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2018**

AREA	CORPORATE SERVICES		
SERVICE	HUMAN RESOURCES		
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	<p>Human Resources – Provides human resources support to all Departments. This includes labour relations & negotiations advice, recruitment & selection support; health and safety program management; management of personnel records; management of benefit plans; and management of CUPE job evaluation systems.</p>		
PERFORMANCE INDICATORS			
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2018 PERFORMANCE OBJECTIVES
RDN WorkSafeBC Premium (Based on prior 3 years of claims)	<p>WorkSafeBC Base Rate for Local Governments</p> <p>2017 – \$2.03 2016 - \$2.03 2015 - \$2.00 2014 - \$1.67 2013 - \$1.52</p>	<p>RDN Premium Rate</p> <p>2017 - \$2.60 2016 - \$2.24 2015 - \$1.98 2014 - \$1.67 2013 - \$1.62</p>	<p>Reduce Premium Rate through the effective management of WSBC claims and return-to-work initiatives.</p> <p><i>Note: 2016 & 2017 rates are for all RDN operations except Transit and HandyDART.</i></p>
Accepted Claims	<p>2015 – 43 (\$138,247.74) 2014 – 25 (\$146,654.29) 2013 – 25 (\$224,339.75)</p> <p><i>Reflects Total Paid to June 30, 2016</i></p>	<p>2016 – TBD</p> <p><i>Experience rating</i> 2017 – 28.2% surcharge 2016 – 11.7% surcharge 2015 – 0.9% discount</p>	<p>Manage claims more effectively.</p> <p><i>Note: 2013 – 2015 claims and claims costs have been used to calculate experience rating adjustment for 2017</i></p>
Grievances	<p>2016 – 16 2015 – 14 2014 – 27 2013 – 48 2012 – 19</p>	<p>2017 (to date) – 31 6 same issue grievances</p>	<p>Address grievances in a timely manner.</p>
Competitions	<p>2016 - 101 2015 – 88 2014 – 72 2013 – 68 2012 – 93</p>	<p>2017 (to date) – 81</p>	<p>Ensure well executed recruitment process.</p>

KEY ACTIONS TO ACHIEVE 2018 PERFORMANCE OBJECTIVES	STRATEGIC PLAN ALIGNMENT
<p>1. If a new manager position is implemented, assist all departments in complying with WorkSafeBC Regulations and facilitating proactive return to work initiatives in order to better manage the claims and reduce associated claims costs.</p>	<p>S7 We will ensure our processes are as easy to work with as possible.</p>
<p>2. Earn Certificate of Recognition (COR) to achieve reduced WorkSafeBC Premiums through compliance with WorkSafeBC Regulations (continued from 2015)</p>	
<p>3. Complete Hazardous Materials Management Plan for all RDN sites.</p>	
<p>4. Continue improvements for staff to access Health and Safety and other personnel related information on SharePoint.</p>	<p>S7 We will ensure our processes are as easy to work with as possible.</p>
<p>5. Complete contract negotiations with CUPE</p>	

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN - 2018**

AREA	CORPORATE SERVICES
SERVICE	INFORMATION AND GIS SERVICES
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	<p>The Information Services department plans and implements the utilization of computer technology, provides advice to inter-departmental projects, and maintains all aspects of the network / telecom communications related equipment on behalf of the organization. The Regional District has computing resources in 27 facilities across the region with 289 personal computers, 52 file / application servers (the majority of which operate in a virtual server environment), 126 Wireless Device users and associated peripheral equipment. This section of the department consists of four full time I/T technical staff and one temporary technical support staff.</p> <p>A major area of focus for Information Services in 2018 will be on security. IT staff have created a document outlining 15 specific areas of focus regarding technology to ensure industry best practices are applied to ensure that corporate data is secure and also available to enhance operational efficiency across the organization.</p> <p>The GIS section of the department maintains property information which is published in map form. The GIS section produces statistical property information and special purpose maps for all departments, assigns house numbers in the rural areas and supports map services which are published on the Regional District's website. The Regional District also provides GIS services to the District of Lantzville under a service contract. This section of the department consists of four full time GIS technical staff.</p>

PERFORMANCE INDICATORS

MEASUREMENT INDICATOR	INDUSTRY BENCHMARK	CURRENT PERFORMANCE	2018 PERFORMANCE OBJECTIVE
Network resources availability	>99.9% for network resource availability.	>99.9% for network resources. (<8.7 hrs unavailable network resources).	Maintain >99.9% network resources availability.
Ratio of I/S staff to User Workstations supported	1:25.09 Ratio (Average from MISA BC web site 2014)	1:57.8 (289 User Workstations supported in 2017)	1:59 (295 User Workstations supported in 2018)
GIS Mapping applications, systems integration	Highly developed map services (internal and web based).	Primary focus is on functional map layers – i.e. current subdivision information, zoning, development permit areas, photos and addressing.	Add additional data to map to improve inter-departmental use. Minimize service disruptions to Webmap based services.

KEY ACTIONS TO ACHIEVE 2018 PERFORMANCE OBJECTIVES	STRATEGIC PLAN ALIGNMENT	
1. Begin Information Technology security improvements based on identified areas of focus.	S3	As we invest in regional services we look at both costs and benefits – The RDN will be effective and efficient.
2. Continuing the development of a GIS Strategic plan based on the outcomes and recommendations of the GIS Service Review.	S3	As we invest in regional services we look at both costs and benefits – The RDN will be effective and efficient.
3. Begin the process of replacing the current public and internal facing Web Map product (Onpoint) with a new product that delivers efficient spatial information in a more data rich, flexible and intuitive interface.	S3	As we invest in regional services we look at both costs and benefits – The RDN will be effective and efficient.
4. Replacement of Head Office Data Centre Server Cluster and disaster recovery / data replication servers at Oceanside Place.	S2	We will fund infrastructure in support of our core services employing an asset management focus.

**REGIONAL DISTRICT OF NANAIMO
BUSINESS PLAN – 2018**

AREA	CORPORATE SERVICES			
SERVICE	FINANCIAL SERVICES			
CURRENT SERVICE LEVEL WITHIN EXISTING RESOURCES	The Finance Department develops financial management policies, performs financial forecasting services and maintains accounting systems necessary to assist departments to achieve capital and operational targets.			
	Vendor invoices processed	2017 = 15,320(to date)	2016 = 18,961	2015 = 18,384 2014 = 17,758
	E-billed customers	2017 = 481	2016 = 472	2015 = 431 2014 = 392
	Customer accounts	2017 = 18,016	2016 = 17,835	2015 = 17,524 2014 = 17,282
PERFORMANCE INDICATORS				
MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE		2018 PERFORMANCE OBJECTIVES
Use of technology	Non-office based payment of accounts – 75% or more of customers	2017 – 76% 2016 – 76% 2015 – 75% 2014 – 73%		Sign up forms go to all new customers. Annual bills, web page and counter materials promote electronic payments.
	Email delivery of customer invoices – 3% or more of customers	2017 – 481 (2.7%) 2016 – 472 (2.6%) 2015 – 431 (2.5%) 2014 – 392 (2.3%) 2013 – 363 (2.1%)		Email sign up info to all new customers. Annual bills, web page and counter materials promote email delivery. Promote new Vadim product with new features which may appeal to customers for accessing account information electronically.
	Cost effective transaction processing	Web based staff payroll reporting in place in Finance Dept, Corp Admin, IT, Transit & RCU Admin.		Obtain distribution feature in Vadim to allow for Implementation of web based payroll entry in Recreation, Solid Waste & RCU.
		Electronic payments available for utility billing through telephone or internet banking		Implement new on-line payment options for customers.
		Electronic Accounts Payable used for specific vendors only		Work with Corporate Services to plan electronic invoice storage & subsequently expand electronic vendor payments.
On-line purchase order system allowing for multiple account distributions and electronic commitment tracking			Support Purchasing Manager in implementation of on-line purchase order system.	

MEASUREMENT INDICATOR	BENCHMARK	CURRENT PERFORMANCE	2018 PERFORMANCE OBJECTIVES
Financial plan quality, understanding and access to information	<p>Elected members and staff understand financial plan for 5 year and 10 year planning.</p> <p>Staff able to utilize software for Long Range planning scenarios.</p> <p>Citizens aware of impact of financial plan to them personally.</p>	<p>Elected members are informed and receive regular updates. Quarterly reports to Board.</p> <p>Improvements to budget software reports and interface between Vadim & Financial Manager’s Workbench (FMW) in 2016.</p> <p>Staff use financial plans to evaluate new changes so as to inform elected members.</p> <p>Brochure included with property tax notices for first time in 2017.</p> <p>Most questions from public answered by direct calls once property tax notices are received.</p>	<p>Continuously inform elected members of financial impacts of new information. Revise budget presentations.</p> <p>Continue to develop enhanced reporting from FMW and review allocations module of FMW.</p> <p>Continue to use financial plan, review FMW for software improvements providing financial planning & asset management analysis.</p> <p>Maintain this process.</p> <p>Improve outreach through new interactive tool for public budget communication</p>
Interdepartmental support	Procurement process/policies are up to date and reflect best practices	<p>RFP template updated in 2016, CCDC and MMCD contracts utilized for larger contracts.</p> <p>Hired Purchasing Manager in 2017.</p>	<p>Update purchasing policy to reflect current spending requirements</p> <p>Additional RFP/RFQ templates developed.</p> <p>Purchasing & other financial process guidelines easily accessed by staff & training available</p>
KEY ACTIONS TO ACHIEVE 2018 PERFORMANCE OBJECTIVES		STRATEGIC PLAN ALIGNMENT	
1. Revise purchasing policies including social/sustainable procurement and develop templates.	<p>S3 As we invest in regional services we look at both costs and benefits – The RDN will be effective and efficient.</p>		
2. Complete implementation of new web based software to enhance customer services offered through internet (Vadim Online) including online payments	<p>S7 We will ensure our processes are as easy to work with as possible.</p>		
3. Financial Plan review and awareness – continuous review and improvement of public information & jurisdiction impacts.	<p>R2 We will focus on improved two-way communication within the Regional District and with our communities.</p>		
4. Implement Caseware Financial Statement reporting tool.	<p>S7 We will ensure our processes are as easy to work with as possible.</p>		

KEY ACTIONS TO ACHIEVE 2018 PERFORMANCE OBJECTIVES	STRATEGIC PLAN ALIGNMENT
5. Participate in RDN staff committee for organization wide asset inventory and management software solution.	S2 We will fund infrastructure in support of our core services employing an asset management focus.
6. Complete implementation of web based time reporting for staff.	S7 We will ensure our processes are as easy to work with as possible.
7. Complete implementation of new report generating software (Vadim Explorer).	R2 We will focus on improved two-way communication within the Regional District and with our communities.
8. Ongoing work with Vadim support group for improvements related to purchasing, timesheet and customers' on-line access.	S7 We will ensure our processes are as easy to work with as possible.
9. Research and support for grant funding opportunities and administration of Community Works Fund.	R4 We look for opportunities to partner with other branches of government/ community groups to advance our region.

FINANCIAL PLAN
Corporate Administration Summary
2018 Proposed Budget

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(999,868)	(1,333,157)	(1,612,815)	21.0%
	(999,868)	(1,333,157)	(1,612,815)	21.0%
Grants in lieu of taxes	(77,266)	(48,000)	(48,000)	
Operating grants	(60,000)	(40,000)	(50,000)	
Operations	(20,912)	(21,876)	(22,961)	
Transfer from reserve - non capital		(90,000)		
Interest income	(130,580)	(150,000)	(150,000)	
Miscellaneous	(109,513)	(124,170)	(189,170)	
Interdepartmental recoveries	(3,060,539)	(4,151,833)	(4,305,440)	
Total Operating Revenues	(4,458,678)	(5,959,036)	(6,378,386)	7.0%
Operating Expenditures				
Administration	68,888	144,125	161,924	
Legislative	235,971	357,753	416,777	
Professional fees	109,563	426,855	390,016	
Building oper & maint	326,584	316,080	320,493	
Vehicle & Equip- oper & maint	174,072	192,165	233,211	
Operating costs	287,844	561,580	1,040,120	
Transfer to other govt / org		30,000		
Total Operating Expenditures (excluding wages)	1,202,922	2,028,558	2,562,541	26.3%
Wages & benefits	3,007,808	4,030,311	4,118,796	2.2%
Total Operating Expenditures (including wages)	4,210,730	6,058,869	6,681,337	10.3%
Contribution to reserve funds	182,945	186,355	186,355	
Operating (surplus) / deficit	(65,003)	286,188	489,306	
Capital Asset Expenditures				
Capital expenditures	125,063	637,900	926,050	
Transfers from reserves	(24,500)	(410,000)	(637,800)	
Net Capital Assets funded from Operations	100,563	227,900	288,250	26.5%
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	35,560	514,088	777,556	
Transfer to appropriated surplus	172,500			
Transfer from appropriated surplus			(161,500)	
Prior year (surplus) / deficit	(1,148,734)	(1,148,734)	(849,950)	
Current year unappropriated surplus	(940,674)	(634,646)	(233,894)	

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(16,125)	(21,500)	(21,900)	1.9%
	(16,125)	(21,500)	(21,900)	1.9%
Total Operating Revenues	(16,125)	(21,500)	(21,900)	1.9%
Operating Expenditures				
Administration	1,125	1,500	1,500	
Operating costs	15,000	20,000	20,400	
Total Operating Expenditures (excluding wages)	16,125	21,500	21,900	1.9%
Total Operating Expenditures (including wages)	16,125	21,500	21,900	1.9%
Operating (surplus) / deficit				
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year				
Current year unappropriated surplus				

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Municipal agreements	(14,790)	(19,720)	(20,482)	3.9%
Property taxes	(336,915)	(449,221)	(509,214)	13.4%
	(351,705)	(468,941)	(529,696)	13.0%
Grants in lieu of taxes		(2,500)	(2,500)	
Operating grants	(60,000)	(50,000)	(60,000)	
Interdepartmental recoveries	(114,750)	(153,000)	(253,000)	
Total Operating Revenues	(526,455)	(674,441)	(845,196)	25.3%
Operating Expenditures				
Administration	41,672	54,029	65,069	
Legislative	113,378	152,382	302,953	
Professional fees	9,166	15,000	10,000	
Building oper & maint	17,686	20,810	20,810	
Vehicle & Equip- oper & maint	2,493	2,840	2,840	
Operating costs	135,966	198,328	289,203	
Total Operating Expenditures (excluding wages)	320,361	443,389	690,875	55.8%
Wages & benefits	201,299	265,769	285,656	7.5%
Total Operating Expenditures (including wages)	521,660	709,158	976,531	37.7%
Contribution to reserve funds	896	1,195	1,195	
Operating (surplus) / deficit	(3,899)	35,912	132,530	
Capital Asset Expenditures				
Capital expenditures	2,054	600	400	
Net Capital Assets funded from Operations	2,054	600	400	(33.3%)
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(1,845)	36,512	132,930	
Prior year (surplus) / deficit	(212,216)	(212,216)	(217,875)	
Current year unappropriated surplus	(214,061)	(175,704)	(84,945)	

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(14,513)	(19,350)	(118,192)	510.8%
	(14,513)	(19,350)	(118,192)	510.8%
Grants in lieu of taxes	(204)	(435)	(435)	
Transfer from reserve - non capital	(799,000)	(799,000)		
Total Operating Revenues	(813,717)	(818,785)	(118,627)	(85.5%)
Operating Expenditures				
Administration		200	200	
Grants in aid	705,367	787,764	132,600	
Professional fees	6,318			
Transfer to other govt / org	33,848	33,848	33,848	
Total Operating Expenditures (excluding wages)	745,533	821,812	166,648	(79.7%)
Total Operating Expenditures (including wages)	745,533	821,812	166,648	(79.7%)
Operating (surplus) / deficit	(68,184)	3,027	48,021	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Total Capital Financing Charges				
Accumulated Surplus				
Net (surplus)/deficit for the year	(68,184)	3,027	48,021	
Prior year (surplus) / deficit	(3,027)	(3,027)	(48,021)	
Current year unappropriated surplus	(71,211)			

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Property taxes	(1,551,570)	(2,068,760)	(2,162,291)	4.5%
	(1,551,570)	(2,068,760)	(2,162,291)	4.5%
Miscellaneous	(668,228)	(940,873)	(940,873)	
Total Operating Revenues	(2,219,798)	(3,009,633)	(3,103,164)	3.1%
Operating Expenditures				
Transfer to other govt / org	1,551,570	2,068,760	2,162,291	
Total Operating Expenditures (excluding wages)	1,551,570	2,068,760	2,162,291	4.5%
Total Operating Expenditures (including wages)	1,551,570	2,068,760	2,162,291	4.5%
Operating (surplus) / deficit	(668,228)	(940,873)	(940,873)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Existing debt (principal)	206,743	349,388	349,388	
Existing debt (interest)	461,485	591,485	591,485	
Total Capital Financing Charges	668,228	940,873	940,873	
Accumulated Surplus				
Net (surplus)/deficit for the year				
Current year unappropriated surplus				

	2017 Actuals September YTD	2017 Budget	2018 Proposed Budget	Budget to Budget variance %
Operating Revenues				
Miscellaneous	(3,324,965)	(5,668,703)	(5,213,660)	
Total Operating Revenues	(3,324,965)	(5,668,703)	(5,213,660)	(8.0%)
Operating Expenditures				
Total Operating Expenditures (excluding wages)				
Total Operating Expenditures (including wages)				
Operating (surplus) / deficit	(3,324,965)	(5,668,703)	(5,213,660)	
Capital Asset Expenditures				
Net Capital Assets funded from Operations				
Capital Financing Charges				
Existing debt (principal)	1,785,700	2,837,630	2,838,676	
Existing debt (interest)	1,539,265	2,831,073	2,374,984	
Total Capital Financing Charges	3,324,965	5,668,703	5,213,660	(8.0%)
Accumulated Surplus				
Net (surplus)/deficit for the year				
Current year unappropriated surplus				